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How Corporate Social Responsibility Affects the Aspects of Human Resources Management

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Abstract

The aim of this study was the research of the correlation between corporate social responsibility and two aspects of human resource management, which are employees' commitment and their job satisfaction. This is an issue that was studied on the one hand, through literature review and on the other hand through primary quantitative research. Through literature review, secondary data were collected. They are information that were presented by other researchers, scholars or academics. The primary quantitative research was based on a fully structured questionnaire which was distributed to Greek companies that operate in service sector. The research sample consists of 220 Greek people that are occupied in a variety of job positions, such as directors, managers, chiefs and other employees of Greek companies of service sector. Through the questionnaire, the researcher collected data about four dimensions of corporate social responsibility, of organizational commitment of the employees and of their job satisfaction. Research results showed that corporate social responsibility is moderately implemented by Greek companies of service sector and also moderate are the levels of employees' job satisfaction and organizational commitment. All the dimensions of corporate social responsibility showed a positive and statistically significant correlation with organizational commitment. In general, corporate social responsibility is related with job satisfaction, but its two dimensions that were statistically significant and positively correlated with all the dimensions of job satisfaction were corporate social responsibility to social and non-social stakeholders and to employees. These two dimensions were the less implemented ones by Greek companies of service sector. The most implemented dimension of corporate social responsibility was the one to government, which means that Greek companies are typical according to their obligations to the Greek state. Thus, they have to further emphasize on increasing the implementation of the other three dimensions of corporate social responsibility, i.e. the corporate social responsibility to social and non-social stakeholders, to customers and to employees.

Keywords: Benefits, Corporate Social responsibility, Human Resources, Job Satisfaction, Organizational Commitment.

Introduction

Corporate social responsibility has always been an interesting and much-discussed field of research, in terms of its practical and theoretical approach (Kim & Han, 2019). Based on the Green Paper of the European Commission (2001), corporate social responsibility is described as the concept by which companies voluntarily incorporate social and environmental concerns into their business and contacts with other stakeholders.

In the modern and globalized era, every kind of decision and activity taken by companies, plays an important role in the environmental, social and economic concerns of the entire society. As a result, companies today are increasingly adopting corporate social responsibility actions, in order to enhance their reputation and increase long-term profits. The above perception is confirmed by the Green Paper of the European Commission (2001), which states that despite the fact that the central responsibility of a company is to generate profits, companies can also contribute to social and environmental goals by integrating corporate social responsibility, as an investment strategy in their core business strategy, management tools and activities (European Commission, 2001).

Regarding the former, investment, health and safety measures are applied, as well as adaptation to any change that may occur. In the context of the environment, activities are carried out to improve the management of a business entity's natural resources. On the other hand, in its external dimension, corporate social responsibility extends to a wider range of stakeholders, beyond the employees and shareholders of an organization. Ethical practices concerning the local community, business partners, suppliers and consumers, human rights and global environmental concerns are applied (European Commission, 2001).

Nowadays, the adoption of voluntary practices is characterized as the new trend of the time, with companies of all kinds investing more and more in actions of corporate social responsibility, with the ultimate goal of boosting their reputation and increasing their long-term profits. Extending the above position, the current paper focuses on exploring the level of the implementation of corporate social responsibility, as well as the impact that the human resources of the modern Greek business entities receive from its practices. Human resources are considered a key foundation in building the success of an organization, as the performance of existing determines the financial well-being and reputation of the company (Meena &

Dangayach, 2012). However, pointing out the crucial role of human resources and the necessary use of corporate social responsibility practices, we consider the main purpose of this study as significant and necessarily further investigated.

It is worth noting that a key factor in achieving high organizational performance of a modern organization is human resources (Park & Levy, 2014). However, according to research, the majority of the sectors show increased labor intensity, since companies in the most professions have at the center of all their activities people, whether they are employees or customers (Park & Levy, 2014). Based on the above perception, it is concluded that in such companies with a large volume of human resources, it is inevitable that there is no work stress. Consequently, O'Neill & Davis (2011) argue that increasing stress in the work environment has negative effects on both human resources and business in general. Nevertheless, there is a rather limited literature as well as a lack of understanding regarding the nature, quantity and effects of work stress in the Greek corporate sector.

Taking into account the existing perceptions, it is considered necessary to investigate corporate social responsibility, since its practices bring positive results in the internal environment and in the performance of the human resources of an organization, regardless the sector it is operating to. Past reports suggest that voluntary activities positively enhance employee attitudes and behavior (Kim & Brymer, 2011; Chiang & Hsieh, 2012). At the same time, they increase their commitment, morale and retention rates in the organization, to which they are occupied and bring indirect long-term profits to this organization (Aguinis & Glavas, 2017).

However, based on the research framework, many business entities do not invest enough in the internal dimension of corporate social responsibility, but are more involved in actions aimed at environmental protection (Park & Levy, 2014; Garay & Font, 2012). The adoption of such practices leads mainly to economic benefit, since the use of environmental actions reduces operating costs, minimizes resource consumption and introduces green resources to the companies (Garay & Font, 2012).

Summarizing all the above positions, the adoption of corporate social responsibility practices is considered necessary to create sustainable conditions in the workplace, to every professional sector. Therefore, the current paper explores the positive influences that the human resources of an organization receive from these voluntary practices. To accomplish the above purpose, two dependent variables were selected, which are Job Satisfaction and Job Commitment. The choice of these variables was made deliberately, as their strong commitment to corporate social

responsibility actions can have positive effects on the internal environment and human resources of a company. However, for further understanding of the above variables it is necessary to give some brief introductory definitions for each one separately, in order for us to be capable of justifying the general significance of the current study:

(a) Job Satisfaction is a pleasant or positive emotional state that results from an individual's appreciation of his or her work or work experience and

(b) Job Commitment is defined as the employees' willing not to abandon the organization to which they are occupied and to not take into consideration the aspect of changing a job environment by being occupied by another company. In the factor of job commitment, the extent to which the organization values the employees' contribution and cares about their well-being, plays a key role (Lee, 2017).

From the above analysis it is concluded that corporate social responsibility is an issue that has been the center of many researches and studies in the past. It has been an issue that had attracted the interest of many researchers and scholars and that would not had happened if it was not accompanied by high levels of significance. The fact that corporate social responsibility has already been studied and analyzed many times during the past years, does not mean that the necessity of its further analysis is gone. Although, in the case of the modern Greek corporate world the combination of the analysis of corporate social responsibility and human resources management has not been studied and analyzed efficiently and officially, which means that in the case of the Greek state there is a literature and research gap in that scientific and academic field.

By taking into consideration the importance of the corporate social responsibility and the crucial role of the human resources in the modern business entities, regardless the sector in which they are operating, the necessity of the investigation of their combination is considered. After the completion of this study, a significant gap at this field will be covered and through its results and conclusions, the modern Greek companies will have the opportunity to gain useful information about how corporate social responsibility affects job satisfaction and on the commitment of the employees to their organization.

Moreover, the current research can be the cause of the beginning of the conduction of further analyses and surveys, from official bodies, governmental or not, on that specific combined issue, so as for generating conclusions for all the Greek corporate world. These conclusions will come out of high scale researches, which can only be supported by these above-mentioned official bodies.

The aim of this study is the research of the correlation between corporate social responsibility and two aspects of human resource management, which are employees' commitment and their job satisfaction. This is an issue that is studied on the one hand, through a theoretical approach, which is the literature review of this study and on the other hand, through a primary quantitative research.

Theoretical Framework

The Beginning of the Corporate Social Responsibility

The idea of corporate social responsibility began in America in the early 20th century. American companies began to be attacked by various social media groups because of their size and the anti-social practices they practiced. In addition, the economic crisis at that time, which led many social groups to impoverishment, accelerated the need for corporate responsibility towards society (Aspridis, 2015; Farcane & Bureana, 2015; Smith & Pettigrew, 2017).

At this point, it is mentioned that Koukoumpliakos et al. (2020) point out that “*Corporate Social Responsibility expresses the awareness and operation of companies according to social and environmental standards. It is addressed first to the internal environment and then to the external business environment*” (p. 112).

The legislature, trying to limit the power of companies, imposed antitrust rules, banking regulations and introduced in the legislation the concept of citizen protection. At that time, senior business executives advised organizations to use their power to achieve social goals, through the implementation of a sustainable operation, in addition to making profits. Investing money in social causes was mainly about charitable activities on the part of the leaders of the organizations. One characteristic example was Hendry Ford, who advocated employee hygiene and leisure programs (Farcane & Bureana, 2015; Smith & Pettigrew, 2017).

As a result of these perceptions of the important role of business towards society, two basic principles were formulated at that time, which shaped the business thinking regarding corporate social responsibility. These principles are the following ones:

- The Charity Principle: The basic principle of charity gives a special basis to the charitable character that business entities must have towards society. In particular, organizations need to take voluntary initiatives to help vulnerable social groups and people in difficulty. They should also support those organizations that provide social services. A more modern interpretation of

the above principle concerns corporate charity and voluntary actions to promote the social good (Smirnova, 2012; Ahamad Nalband & Al-Amri, 2013).

-The Stewardship Principle: The principle of management, or alternative the stewardship principle, refers to the activation of executives to achieve the wider social interest. Business entities need to use their resources properly, not only for their shareholders, but also for the entire society. Business executives need to interact skillfully with all groups that have an interest in the operations of the business. If they do not achieve this, their businesses will not be fully accepted by the public for their corporate responsibility nor fully cost effective (Smirnova, 2012).

Afterall, corporate social responsibility is one of the most dynamic and demanding areas of activity for modern organizations. It indicates the balanced treatment of the economic, social and environmental impact of the operation of a business entity and is based on the triptych of economic development, sustainability and social cohesion. The recognition by modern societies of the need for balanced and sustainable development and the fundamental changes that corporate social responsibility presupposes for the way through which companies are organized and operate, is the main reason for the development and dissemination of its multidimensional idea. As it is already mentioned, in recent years, the world's largest companies have begun to move away from traditional notions of limiting their social role to mere donations to community service, event sponsorships, and basic care for human resources. They are also gradually adopting a systematic and strategic management approach of corporate social responsibility, both internally and externally. With this shift, they aim to increase their long-term performance, through practices that satisfy all stakeholders, that is, individuals and groups that can and will be influenced by the operation of a business entity. It should also be added that the political, economic and technological developments, associated with globalization, are causing rapid social change resulting in a radical change in society's expectations of the role of corporate world.

Corporate Social Responsibility's Internal and External Dimension

Within a business entity, social practices are primarily concerned with employees and are related to issues such as investing in the human factor, occupational safety and health, and change management. Environmentally responsible practices concern the proper management of natural resources during the production process (European Commission, 2001). A district analysis of each one of the above-mentioned factors is following.

In the modern business environment, one of the main challenges of the company is to attract and retain specialized human resources. In this context, relevant measures may include lifelong learning, work-life balance, gender pay and career equality, greater workforce diversity, earnings sharing and equity delivery systems as well as the concern for ensuring the employability of employees. Hygiene and safety in the work environment is provided by labor law. But as companies tend to outsource work to contractors and suppliers, they are increasingly dependent on their performance and the measures they take. Voluntary programs in addition to legislative activities are implemented by companies to ensure health and safety. Moreover, businesses often need to restructure their operations, due to certain circumstances, as for example mergers or acquisitions, economic downturn and other significant conditions. This restructuring must be done in a socially responsible way, so that the interests of all stakeholders are taken into account. Finally, reducing resource consumption and waste on the part of the company can reduce environmental pollution. The most rational use of resources increases the profitability of the business and its competitiveness (European Commission, 2001).

Based on the above, it is judged that any organizational process followed, or any decision of strategic importance taken by an organization, should not overlook the human factor. The human factor that must be taken into account includes the employees of the companies, the shareholders, as well as the other interested parties for the operation and the activity of the company. In this case, however, because reference is made to the internal dimension of corporate social responsibility, the human factor that should not be overlooked includes all stakeholders that are directly intertwined with the internal environment of an organization. After all, the human resources of a company are the cornerstone in its effort to achieve its organizational goals. The role that human resources play in this, is extremely important. For this reason, decisions made by the management of an organization should not overlook the factor of job satisfaction or the potential negative impact of human resources following their implementation. Job satisfaction and ensuring the interests and safety of human resources, and more broadly, the expression of interest of the organization for the needs of its employees, are factors that fall within the internal dimension of corporate social responsibility.

Corporate Social Responsibility in the external environment includes the local community, suppliers and customers, business partners, public authorities and non-governmental organizations concerned with the local community or concerned with the environment (European Commission, 2001).

Both the internal and external dimension of corporate social responsibility, therefore, fall within the framework of maintaining a human-centered dimension of the functioning of organizations. This anthropocentric dimension should be maintained not only in the case of the parties directly involved with an organization, but also in the case of the parties indirectly involved, as for example all members of a society. This means that an organization, in the context of its day-to-day operation, should not overlook its responsibility to society itself and the respect it should show to it. This includes not only charitable actions, but also actions that demonstrate an organization's respect for natural resources, the environment and the protection of public health. Movements that demonstrate respect for society and the other directly traded and cooperating parties with the company, positively affect the opinion of the general public towards it. Thus, an organization has a direct positive impact on its image and reputation.

The Benefits of Corporate Social Responsibility for the Organizations

In the context of the research that was conducted by Aspridis et al. (2014), the main goal was the examination of the overall action that business entities are taking in order for them to overcome crises. The researchers are talking about actions that are taken in the context of business ethics, which are falling into the field of corporate social responsibility. Finally, they end up concluding that corporate social responsibility can be very helpful in the improvement of employees' attitudes and of their flexibility and mobility in their workplace. According to Aspridis et al. (2014) corporate social responsibility can be a useful tool in the hands of the companies, in order for them to be able to overcome any crisis they are facing which is related to their human resources.

Implementing corporate social responsibility programs can create even more multiple benefits to a company. Companies better assess their corporate risks and improve their competitiveness. They better value the external environment and align their business functions, so as not to harm the interests of stakeholders. They recognize that business and society need each other, and the financial goals of a business do not conflict with the social ones (Tiba et al., 2018; Alhouti & D'Souza, 2018; Fordham et al., 2017).

One more benefit that arises from the research of Koukoulipiakos et al. (2018) from the implementation of corporate social responsibility is the fact that it helps the smooth integration of business entities into the society.

From the above multidimensional benefits that result from the adoption of high levels of corporate social responsibility by organizations, there is a direct positive impact of corporate

social responsibility on the human resources employed in an organization. More specifically, when the modern literature proves that an organization that integrates the principles of corporate social responsibility in its daily activities, results in better crisis management, increased competitive advantage, increased added value, improved image and responsibility of the company and providing a safer work environment, in which more motivation is given to employees, all the above benefits result in a holistic empowerment of the organization, from which employees can only benefit. The stronger an organization is in the industry in which it operates, and the higher its levels of viability, the greater and better-quality benefits it can offer to its human resources, recognizing that employees are its driving force in achieving its organizational goals.

Corporate Social Responsibility in Greece

The CSE's (2020) research that has been conducted, concludes giving useful information about the overall state of corporate social responsibility in Greek companies. More specifically, this research concluded that despite the difficult economic conditions prevailing in Greece in recent years, and especially after the recent economic crisis of 2008, a large percentage of companies understand the importance of corporate social responsibility for their further development and for all its participants, and most of the Greek companies support corporate social responsibility by maintaining or even increasing corporate social responsibility expenditure (CSE, 2020).

Regarding the obstacles for the better integration of corporate social responsibility in Greek companies, it is observed that the biggest obstacle is the lack of knowledge about the quantitative measurement of their performance. It is also noted that there are International methodologies, such as SROI (Social Return on Investment), brought to Greece by the Sustainability Center, which allow companies to calculate, per action, the social performance of their corporate social responsibility actions in Euros and other methods of measuring the benefits of corporate social responsibility programs (CSE, 2020).

From the above, it appears that in the Greek reality there is a strong interest in the adoption of corporate social responsibility strategies by modern organizations. Undoubtedly, the Greek economy was shaken during the last decade and more specifically during the period that falls between the years 2008-2017. This is the period when Greece was hit by the recent economic crisis. With the shock of the Greek economy from this economic crisis, the majority of Greek companies were adversely affected. Nevertheless, the above studies show that the Greek business world did not show disgust towards the principles of corporate social responsibility,

despite the financial difficulties it faced. This proves that corporate social responsibility is a serious aspect of the daily activity of Greek companies. Thus, it is concluded that Greek companies have understood the benefits they can derive from the adoption of the principles of corporate social responsibility. In any case, from the above critique of corporate social responsibility and the benefits that result from it in the human resources of companies, at this point, it appears that in the case of organizations operating in Greece, the levels of job satisfaction of their human resources will be commensurate with the levels at which they have adopted the individual principles of corporate social responsibility.

Human Resource Management

The human resources factor, as it emerged from the above critique, is directly and positively affected by the levels of corporate social responsibility adoption by organizations. Thus, a more comprehensive analysis of the dimensionality of human resources management is considered appropriate. For this reason, at this point, a brief reference is made to human resource management and its reference point.

The term Human Resource Management while it includes the functions of Personnel Management, as for example selection, training, evaluation, etc., it emphasizes the interaction between individual, work and organization. Human Resources Management considers employees as the most important factor that is capable of giving the organization a competitive advantage through the employees' commitment to the company to which they are occupied. The personnel manager is an "appraiser" and a "consultant" aiming at staffing the company with the appropriate employees. These employees will be utilized according to the needs of the organization and will be paid in such a way that they are dedicated and efficient in the workplace (Gonzalez & De melo, 2018).

According to the case of modern era, the recent financial crisis has led to major unrest and unpredictable market changes. More specifically, in recent financial crisis that began in 2008, there were many changes to the external environment of all companies. According to Nijssen & Paauwe (2012), organizations, today, are shifting their focus from where they were trying to maximize their resource efficiency, to a simple survival. So, the point now is not to make companies better, but to differentiate themselves from others, to innovate and offer different solutions. It is argued that in times of crises, organizations need to develop some kind of organizational skills in order to maintain their competitive advantage. These capabilities, referred to as "dynamic capabilities", are a combination of tangible and intangible assets that

organizations can use to achieve this competitive advantage. The main goal of business entities, nowadays, is to innovate by creating new products and services, to shift their current market, but at the same time to achieve lower costs. There are certain conditions and factors for achieving organizational flexibility. Nijssen & Paauwe (2012) argue that scalable workforce, rapid organizational learning, and highly adaptive organizational infrastructure led to organizational flexibility, bringing survival to extreme dynamic environments.

In addition, the practices which lead to and aid organizational flexibility are understandable. One of these practices is the possibility of expanding the workforce. It is argued that the relevant organizational skills refer firstly to the scalability of the workforce. Nijssen & Paauwe (2012) add that the workforce must be aligned with the organization's goal of survival. This goal is an ever-moving objective in a dynamic environment. In an economic downturn, it is very likely that companies will be forced to reduce their workforce or reorganize it into alternative activities.

Another factor is fast learning organizations. Businesses need to keep looking at their external environment and act immediately by modifying their internal environment. In times of turmoil, organizations need to be flexible in acquiring, managing and disseminating knowledge. Most of the time we base our decisions on the information we have at the moment. Therefore, if we are constantly updated with the necessary information, we are more likely to make better decisions and adapt more to the ever-changing market and environment data (Nijssen & Paauwe, 2012).

Organizational infrastructure is a factor that also contributes to organizational flexibility. It is argued that there are two organizational principles associated with the contribution of an adaptable organization: A fluid organizational design and flexible core business processes and a highly adaptable organization, which should have a flat hierarchy, minimal formal authority, minimal standardization and informal coordination (Nijssen & Paauwe, 2012).

Human resources management consists of multidimensional factors, which are the following ones:

- (a) External and Organizational Environment (Akingbola, 2013).
- (b) Analysis and Job Description (Tzabbar et al., 2017).
- Human Resource Planning (Hoch & Dulebohn, 2013).
- (c) Attraction (Tzabbar et al., 2017).
- (d) Selection (Manzoor et al., 2019).
- (e) Training and Development (Manzoor et al., 2019).

- (f) Employee Evaluation or alternatively, Performance Appraisal (Ghosh et al., 2016).
- (g) Rewards (Ghosh et al., 2016).
- (h) Performance Management (Tweedie et al., 2018).
- (i) Employment Relationships (Tkalac Verčič & Pološki Vokić, 2017).
- (j) Internal Communication (Tkalac Verčič & Pološki Vokić, 2017).
- (k) Organizational and Administrative Development (Hoch & Dulebohn, 2013).

At this point it is mentioned, that except of the above-mentioned dimensions of human resource management, its most important objective is employees' job satisfaction. More specifically, the priority of human resource management is job satisfaction and employees' further development. Job satisfaction is achieved not only by providing basic training but also through programs aimed at enhancing the individual well-being of employees, such as for example entertainment events, participation in sports organizations. In addition, through the development of the staff, their employability is enhanced. This is due to the acquisition of more skills (Monteiro et al., 2015).

The flexibility and deepening of organizations to high levels of knowledge and training, and therefore training, of their human resources, are some key points that emerged from the above analysis. Most likely, the flexibility factor arises as necessary, due to the high speed of changes in the external business environment to which organizations are required to adapt. This adaptation cannot be achieved, if the existing structures of the internal environment of organizations do not allow an adequate flexibility. Continuing, the decision attributed by the companies to the high level of knowledge and training of their human resources shows that the leading role of employees in achieving organizational goals has been understood and perceived by the companies. Companies, therefore, recognize that the more well-trained their human resources are, the better they will perform in meeting their job responsibilities and the higher levels of work efficiency will be achieved. These, in turn, combined with the provision of additional incentives on the part of the organization to its employees, are capable of leading to increased levels of job satisfaction and loyalty. However, in combination with the above critical analysis of corporate social responsibility, the recognition by an organization of the important role that employees play in achieving organizational goals leads to the adoption of practices that are in line with the principles of corporate social responsibility. Therefore, in case an organization understands the importance of the role of human resources in achieving its organizational goals, it has already laid a strong foundation on which it can build the structure of its corporate social responsibility.

Corporate Social Responsibility and Human Resources

Recognizing the important role that employees play in their productivity and efficiency, companies behave in their human resources with responsibility and social awareness. For this reason, they develop actions related to attracting quality employees, recognizing diversity and providing equal opportunities, ensuring a balance between work and family life, the systematic and continuous training and development of employees and the commitment of the workforce in values and business culture. Below is a detailed analysis of the actions that organizations choose to implement socially responsible policies in their staff.

The Factor of Diversity

The diversity of employees affects the Human Resource Management system and more specifically the functions of selection, training and development, employee performance appraisal and remuneration systems. The following is the effect of employee diversity on these functions:

- Selection of prospective employees: Successful organizations can benefit from the heterogeneity of human resources by attracting capable employees from labor markets with diverse workforces. Diversity management gives a competitive advantage by hiring the best people for the job regardless of nationality, gender, age or other personal characteristics. By selecting a heterogeneous employee to fill a senior position within the organization, the company ensures that a source of talented heterogeneous employees is available for promotion. However, many times the selection of employees to fill a specific position is not done with the right criteria. Interviewers are not familiar with the techniques required to conduct an interview with people of different nationalities. This requires the presence of diverse governors on selection committees and the application of those techniques that allow heterogeneous individuals to answer questions in the best possible way (Ng & Sears, 2020).

- Training and development of employees: The goal of training and development programs of all organizations should be to improve the performance of individuals and the organization in general. The effective management of work diversity concerns not only the recruitment of heterogeneous employees but also their retention in the organization. Staff retention can be achieved through employee training and development programs (Sung & Choi, 2013).

The training concerns both people who belong to groups with various characteristics, such as immigrants, the elderly, people with disabilities, and people outside them. For people with a variety of characteristics, training programs aim to integrate them into the operations of the

company and the effective execution of their duties. Training programs aimed at people with non-diverse characteristics aim to change employees' attitudes towards different people and to develop the skills required to work with a diverse workforce. These programs help employees who do not belong to heterogeneous groups to understand the meaning and importance of managing diversity in the workplace, to acquire the necessary skills to work with heterogeneous groups and to understand the cultural mix within the organization. Heterogeneous training programs can help eliminate career differences and protect the different attitudes and values of each individual (Roberson, 2018).

- Employee performance appraisal: The performance appraisal function contributes to the achievement of the organization's goals by improving staff performance. An efficient system can help improve employee performance by evaluating employee performance in the work assigned to them and helping them correct their mistakes. The performance appraisal system should be fair and objective, work-related and offer no particular treatment. However, the rating system may not be fair and objective due to some prejudices that may prevail within the business environment. Multicultural workers are often considered to lack the necessary qualifications to move to managerial positions. This results in capable human resources facing obstacles in their professional development. To address this, minorities can be included in committees that evaluate, select and promote individuals for senior management positions. Performance appraisal techniques need to be based on the appraisal of employees' individual performance and not on their personality (Ng & Sears, 2020).

- Employee remuneration systems: Employee remuneration systems aim to improve employee performance by rewarding those who have contributed to improving the organization's performance. Fair and proper reward systems ensure that there is a close relationship between effort and performance. Therefore, a performance-based payment system is considered effective when the remuneration of the employee is calculated on the basis of his overall performance. This is only achieved when specific goals and objectives have been set. The main goal of an effective reward system is to retain the best employees and improve organizational performance (Roberson, 2018).

Income inequalities are a reality today and are often due to prejudices and inequalities rather than a lack of professional or technical skills on the part of some individuals. Performance-based pay schemes help reduce and eliminate the inequalities faced by multicultural workers. Assigning difficult tasks to efficient employees regardless of race or religion can also help reduce these inequalities. These tasks can prepare employees for promotion to higher positions.

Work-Family Policies

The globalization of the economy, the increasing technological development and the continuous increase of the aging rate of the population combined with the increase of female employment led the companies to take measures of reconciliation between professional and family life. Work and family policies have been developed by responsible companies to help employees meet their responsibilities both at work and at home. The benefits of work-family policies for organizations outweigh the costs of implementing these programs. Providing family-friendly work policies helps increase employee engagement in the organization and recruit and retain competent and valuable human resources. These policies also help increase productivity and reduce absenteeism as well as greater job satisfaction. Finally, they contribute to the reduction of stressful situations and the improvement of the physical and mental health of employees (Kelliher et al., 2018).

Nowadays, companies, recognizing the importance of the balance between personal and professional life, provide some facilities to their human resources. Flexible business policies and special licenses for the care of dependent members are part of these facilities on the part of the company.

Training and Development

Training and human resource development is an important function of Human Resource Management, nowadays. The changes that have taken place over the years both externally and internally, as for example technological progress, mergers and acquisitions, redesign of operations and organizational changes, training system - knowledge gap between employees, make it necessary to train employees. The organizations responsible for the training and development of employees implement training programs that are divided into two main categories: presentation methods and active involvement methods. Presentation methods are training programs in which employees are passive recipients of information. They are mainly used to present new information and facts and alternative procedures. On the other hand, active involvement methods enable learners to be actively involved in learning. Active involvement methods enable employees to gain work experience and understand how they should behave within the company. Below we will present in detail the two methods of presenting the educational programs (Na-nan et al., 2017).

Today, more than ever before the survival of an organism depends on its ability to learn faster and adapt faster to the changes that are taking place at a rapid pace. For this reason, companies invest significant funds in the training and development of employees with goals:

1. improving the skills and abilities of employees
2. improving their efficiency and effectiveness
3. developing of new skills and abilities that they did not have before the enhancement of their employability (Hellenic Network for Corporate Social Responsibility, 2008).

Corporate Social Responsibility and Organizational Commitment

One of the most important issues for companies is the degree of commitment of employees to the values and culture of the organization. Responsible corporate policies contribute significantly to attracting future employees and to the commitment of active employees to the structures and values of the organization (Azanza et al., 2013).

Corporate social responsibility creates a reputation for the company and increases its attractiveness as an employer. Job seekers are positively influenced by responsible social practices as they form a first image of the organization that is going to offer their services. Individuals when entering a business have certain needs, abilities and expectations. They hope to work in an environment that will utilize their skills and meet their needs. If the organization offers these opportunities, it will be able to attract competent human resources. In addition, over the years, employees will become more and more committed to the business culture (Farooq et al., 2013).

The implementation of responsible social practices by a company can increase the level of commitment of active employees. Employees who are happy with the company's social activities show increased levels of productivity and organizational commitment compared to those who work for less responsible employers. While salary used to play an important role in retaining employees within the company, today responsible social practices by the employer are more important than a high salary. In addition, the humanitarian culture within an organization can lead to corporate social responsibility practices that will enhance employee morale and their commitment to business values (De Silva & De Silva Lokuwaduge, 2019).

All of the above confirm the previous critical analysis. In particular, when an organization adopts high levels of corporate social responsibility, through which it actively expresses its interest in internal and external stakeholders, as well as society as a whole, it automatically becomes more attractive to its internal customers, that is, to the human resources employed in

it. In addition, when an organization has a good image and reputation, which is built from the high levels of corporate social responsibility it has adopted, it is more likely to attract better quality human resources. This means that this organization is accompanied by a strong bargaining chip towards future executives it is going to hire to fill its job positions and its organizational needs. It also has the margin and the ability to select the best individuals, who meet the appropriate specifications, to staff specific jobs. When an organization, in the context of its daily activities, shows respect for its employees and their needs, it automatically increases the levels of work loyalty, reducing the turnover of its human resources. This means that the organization ends up employing loyal employees, who are well acquainted with its vision and individual organizational goals. It therefore ends up employing employees who are in line with the values, principles and identity of the organization.

Research Questions and Hypotheses

The main purpose of the conducted primary research is the identification of whether corporate social responsibility is related to human resources and more specifically to the organizational commitment and job satisfaction of the employees of the organizations. Moreover, another research purpose is the identification of the level of corporate social responsibility of the Greek companies of service sector, of the level of their employees' satisfaction and of the one of their employees' commitment. Based on the critical analysis given above, the following hypotheses arise:

H1. The levels of corporate social responsibility of Greek companies of service sector are satisfactory.

H2. The levels of job satisfaction of the human resources of Greek companies of service sector are satisfactory.

H3. The levels of job commitment of the human resources of Greek companies of service sector are satisfactory.

H4. The levels of corporate social responsibility are positively and statistically significant correlated with the levels of job satisfaction and commitment of human resources.

In order for the above-mentioned research purpose to be covered, the following research questions are going to be answered:

- (1) How satisfying is the CSR's implementation in Greek companies of service sector?
- (2) How much committed are the employees to their organizations?
- (3) How much satisfied are the employees by their organizations?

- (4) Is there any correlation between the CSR and the human resources commitment?
- (5) Is there any correlation between the CSR and the human resources job satisfaction?
- (6) Are there any differences at the answers of the participants according to their demographic characteristics?

Methodology and Data

The steps which were followed during the conduction of the current primary research are the ones that were suggested by Bell (2007) for conducting primary quantitative researches through a questionnaire. More specifically, Bell (2007), pointed out that after the objectives of the research are identified and the research questions are formulated, the researcher can proceed to the choice of the type of research to be conducted. He/she is then able to decide on the number of people who will make up the research sample. Following the above steps, the researcher is invited to make the final configuration of his research tool (Saunders et al., 2015). Then, as Babbie (2020) points out, the researcher must send the research tool to the potential participants. In closing, it is the turn to collect and analyze the results of the research, as they emerged from the above research process.

The research sample of the present quantitative research consists of a total of 220 employees and executives of Greek companies that operate in the service sector. The research sample comes from various job positions, namely managers, chiefs, directors and people who are occupied as simple employees in their organizations. At this point, it is pointed out that the sampling method followed was convenience sampling. This is a sampling method in which all prospective participants have the same chances of being selected as a key part of our research sample. We also clarify that no other specific characteristics, such as gender, age, educational background or years of occupation in the current company, were taken into account as a criterion for selecting a participant in this primary research. The only criterion that had been set as a main key which a participant would be asked to compete the questionnaire or not was his/her occupation to a Greek company that operates in the service sector.

The research tool of the current primary research is a fully structured questionnaire, which consists of four parts of questions. The distribution of the questionnaire was conducted through e-mails, which the researcher sent to Greek companies and was asking for their completion. Afterwards, the researcher was asking the potential participants to send him the completed questionnaire back, in response to his e-mail, as it happened. Also, the researcher reassured the recipients of his e-mails that their complete anonymity will be covered and that no sensitive or

personal information of them will be published. The whole process of the distribution of the questionnaire and the collection of the research data had a duration of 3 months. After the collection of the answers of the participants, the researcher entered them manually, per question and per participant to the statistical software SPSS, version 23. SPSS is a software which provides reliable statistical analysis, as it is mentioned and proposed by Chapman (2018). Through SPSS the researcher has a variety of statistical tests -parametric and non-parametric- to conduct, depending on his/her research data and he/she is not restricted to the existing statistical analysis choices that he/she has at his/her disposal (Chapman, 2018). Moreover, it is pointed out that the whole procedure of the collection of the research data took place from 5/11/2020 until 28/3/2021.

The first part consists of five closed-ended questions about the demographic and other social characteristics of the research sample. Afterwards, each part measures a specific scale. More specifically, the second part of the questionnaire measures corporate social responsibility. It consists of 17 5-scaled questions. It is the scale which was presented by Turker (2008). In that scale, the first six questions measure corporate social responsibility to social and non-social stakeholders. Its Cronbach's Alpha reliability index is 0,876. Questions 7-12 measure corporate social responsibility to employees. Its Cronbach's Alpha reliability index is 0,873. Questions 13-15 measure corporate social responsibility to customers. Its Cronbach's Alpha reliability index is 0,823. Finally, questions 16-17 measure corporate social responsibility to government. Its Cronbach's Alpha reliability index is 0,922. More specifically, Turker (2008), in the context of his study, developed a model, based on which the four sub-dimensions of corporate social responsibility result in the organizational loyalty of stakeholders to the organization. Regarding the four above-mentioned sub-dimensions of corporate social responsibility, Turker (2008) developed four sub-scales, which in total consist of 17 5-scaled questions. Given the high levels of reliability that emerged for each scale of corporate social responsibility in Turker's (2008) research and given the reliable results, which it came to, this research tool was chosen for the current research to measure each dimension of corporate social responsibility in Greek companies. In fact, it is a tool used by additional research that sought to measure the levels of corporate social responsibility that have been adopted by organizations. Such studies, which have used the same measurement scale, are those of Martinez et al. (2013) and Gallardo-Vázquez & Sanchez-Hernandez (2014).

The third part of the questionnaire measures the organizational commitment. It is about the scale that was proposed by Turker (2008). It consists of 9 5-scaled questions. Its Cronbach's

Alpha reliability index is 0,916. More specifically, in the context of this primary research, emphasis was placed on measuring the emotional aspect of human resource commitment in their employment organization. For this reason, despite the fact that there are many additional tools for measuring the job commitment of human resources, this one was chosen. It is a tool originally proposed and developed by Mowday et al. (1979), in its extended edition. This research uses the abbreviated version of this research tool, which was first used in the research of Mowday et al. (1982) and is accompanied by high levels of reliability. It is a widely used scale for measuring the commitment of human resources and is one of the most reliable tools for measuring the emotional commitment of employees to the company in which they are employed. These reasons contributed to the choice of the specific measuring tool for job commitment. An additional reason for choosing this measurement tool for the present study is that it was used by Turker (2008), who in his research explored the relationship between the four dimensions of corporate social responsibility and employee commitment in the company in which they are employed. Due to the fact that in the context of the present research, a part of it examines the specific correlation, and given the existence of reliable results from the previous similar research, the selection of the current measurement scale was decided.

The last part measures job satisfaction by the short form of the scale that was proposed by Spector (1985), which is a widely used research tool for assessing the level of job satisfaction. This questionnaire has been used in a variety of research papers, is a valuable research tool with a high degree of internal reliability (Spector, 1985), while not only collecting sample responses, but allows the calculation of satisfaction scores on various employee satisfaction factors. This is why it was chosen as a measurement tool for the current research. It consists of 32 5-scaled questions, while the negative presented ones need to be reversed. After factor analysis, which was conducted, questions 7, 12, 14, 18, 19, 26 measure interaction. Its Cronbach's Alpha reliability index is 0,837. Recognition is measured by questions 5, 9, 20, 22, 28. Its Cronbach's Alpha reliability index is 0,836. Benefits are measured by questions 1, 4, 10, 13, 29, 31. Their Cronbach's Alpha reliability index is 0,748. Quality of work is measured by questions 3, 17, 24, 25, 32. Its Cronbach's Alpha reliability index is 0,752. Interest is measured by questions 16, 21, 23. Its Cronbach's Alpha reliability index is 0,763. Procedures are measured by questions 2, 6, 8, 11. Their Cronbach's Alpha reliability index is 0,716. Pride is measured by questions 27 and 30. Its Cronbach's Alpha reliability index is 0,785. Finally, practical issues are represented by question 15. Other researchers that have used the specific measurement scale are Bowling et al. (2017) and Tsounis & Sarafis (2018), who also translated in Greek and used

it in the case of the Greek state. This was another one reason why this specific measurement scale was chosen to be used as a part of the current research tool.

Finally, it is mentioned that during the conduct and completion of this primary quantitative research, all the rules of ensuring ethical issues and personal and sensitive data of the participants were observed. More specifically, the participants, during the sending of the questionnaire, were informed, as mentioned before in the current chapter, that their complete anonymity will be maintained and that their participation in the present research is voluntary. In addition, they were informed that the results of the present research will be used only for the purpose of completing this study. They were also informed that they had the right to suspend their participation at any time, without having to give further explanations. Finally, when sending the questionnaire, the researcher did not ask for any completion of any personal or sensitive information, about the participants.

Results

First of all, according to the socio-demographic information of the research sample, the results showed that a percentage of 58.2% of the research sample consist of women, while a percentage of 41.4% of the research sample consist of men, while the overwhelming minority of 0.5% of the research sample consists of people who did not want to answer about what their gender is.

According to their age, a percentage of 39.1% of the research sample consist of people who are aged between 36-45 years old, while a percentage of 32.7% of the research sample consists of people who are aged between 46 - 55 years old. Afterwards, a percentage of 12.3% of the research sample consist of people who are aged between 26 - 35 years old and a percentage of 11.8% of the research sample consists of people who are aged between 18 - 25 years old. Finally, the overwhelming minority of 4.1% of the research sample consists of people who are aged between 56 - 67 years old. A variety of different groups of ages is observed at this point. This is a positive element about the validity of the current research results, due to the fact that Will be collected answers from different groups of ages.

According to their educational level, a percentage of 45.5% of the research sample consist of people with Master educational level. Afterwards, a percentage of 24.5% of the research sample consist of people with secondary education level. Then, a percentage of 22.7% of the research sample consist of people with bachelor educational level. Continuing, two overwhelming minorities are observed. The one is represented by a percentage of 4.1% of the research sample, which consists of people with PhD education and the other one is represented

by a percentage of 3.2% of the research sample, which consists of people with other education, except of the above-mentioned ones.

According to the years of their occupation to the current organization, a percentage of 45.5% of the research sample consists of people who have more than 11 years of occupation on the current company. Afterwards, a percentage of 19.5% of the research sample follows, which consist of people who have between 7 - 10 years of occupation to the current company, as well as a percentage of 17.7% of the research sample, which consist of people who have between 3 - 6 years of occupation to the current company. Finally, a percentage of 17.3% of the research sample, consists of people who have less than 2 years of occupation to the current company. It is considered as positive, the fact that the majority of 65% of the research sample consists of people who have more than 7 years of occupation to the current company. This means that we have collected answers from people who know their company well, so that is a fact that increases the reliability of the current research results.

According to the job position on the current company, the majority of 64.1% of the research sample declared that they are working as employees in the current company. Afterwards, a percentage of 18.2% of the research sample follows, which consist of people who declared that they are occupied as chiefs in the current company, as well as a percentage of 8.2% the research sample who declared that they are occupied as managers, a percentage of 6.4% of the research sample declared that they are occupied as directors and finally, a percentage of 3.2% of the research sample who declared that they are occupied in other job positions in the current company, except of the above-mentioned ones.

At this point the results of the scale of corporate social responsibility are presented, through descriptive statistics.

Table 1 Overall Corporate Social Responsibility Scale

	Sum	Mean	Std. Deviation
1. Our company participates to the activities which aim to protect and improve the quality of the natural environment	744,00	3,3818	1,22368
2. Our company makes investment to create a better life for the future generations	708,00	3,2182	1,09279

3. Our company implements special programs to minimize its negative impact on the natural environment	697,00	3,1682	1,09956
4. Our company targets a sustainable growth which considers to the future generations	704,00	3,2000	1,12099
5. Our company supports the non-governmental organizations working in the problematic areas	558,00	2,5364	1,12812
6. Our company contributes to the campaigns and projects that promote the well-being of the society	683,00	3,1045	1,17934
7. Our company encourages its employees to participate to the voluntarily activities	635,00	2,8864	1,19006
8. Our company policies encourage the employees to develop their skills and careers	722,00	3,2818	1,00348
9. The management of our company primarily concerns with employees' needs and wants	637,00	2,8955	1,02167
10. Our company implements flexible policies to provide a good work and life balance for its employees	669,00	3,0409	1,14004
11. The managerial decisions related with the employees are usually fair	669,00	3,0409	1,15595
12. Our company supports employees who want to acquire additional education	709,00	3,2227	1,18992
13. Our company protects consumer rights beyond the legal requirements	724,00	3,2909	1,21140
14. Our company provides full and accurate information about its products to its customers	767,00	3,4864	1,08320
15. Customer satisfaction is highly important for our company	825,00	3,7500	1,14527
16. Our company always pays its taxes on a regular and continuing basis	846,00	3,8455	1,20642
17. Our company complies with the legal regulations completely and promptly	858,00	3,9000	1,18553
Total	12155,00	55,2501	

Table 1 shows that the overall score of the corporate social responsibility scale is 12.155 out of 18.700, while the overall mean of the participants' answers is 55,15 out of 85. This means that there is the overall social responsibility of the participants' companies is of a percentage of 65%. From our point of view, this is not an excellent score but at the same time, is not a disappointing neither moderate one. This is a simply acceptable score of corporate social responsibility, but in any case, it is considered that it could be even better.

At this point the results of the scale of organizational commitment are presented, through descriptive statistics.

Table 2 Overall Organizational Commitment Scale

	Sum	Mean	Std. Deviation
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	842,00	3,8273	1,02355
2. I talk up this organization to my friends as a great organization to work for	777,00	3,5318	1,08703
3. I would accept almost any types of job assignment in order to keep working for this organization	718,00	3,2636	1,04839
4. I find that my values and the organization's values are very similar	736,00	3,3455	1,11802
5. I am proud to tell others that I am part of this organization	795,00	3,6136	1,05155
6. This organization really inspires the very best in me in the way of job performance	766,00	3,4818	1,19918
7. I am extremely glad that I chose this organization to work over others I was considering at the time I joined	798,00	3,6273	1,11330
8. I really care about the fate of this organization	864,00	3,9273	1,09968
9. For me, this is the best of all possible organizations for which to work	735,00	3,3409	1,20394
Total	7031,00	31,9591	

Table 2 shows that the overall score of the organizational commitment scale is 7.031 out of 9.900 and the overall means of the participants' answers to all the questions that are measuring the organizational commitment scale is 31,95 out of 45. This means that the overall commitment scale of participants is of 71,02% which is a satisfying level of commitment, but yet not excellent one. This means that it is considered that there surely are margins for further improvement to the organizational commitment of the participants.

At this point the results of the scale of job satisfaction are presented, through descriptive statistics.

Table 3 Overall Job Satisfaction Scale

	Sum	Mean	Std. Deviation
1. I feel I am being paid a fair amount for the work I do.	696,00	3,1636	1,13899
2. There is really too little chance for promotion on my job.	700,00	3,1818	1,29051
3. My supervisor is quite competent in doing his/her job.	746,00	3,3909	1,25400
4. I am not satisfied with the benefits I receive.	709,00	3,2227	1,32087
5. I do a good job, I receive the recognition for it that I should receive.	705,00	3,2045	1,16218
6. Many of our rules and procedures make doing a good job difficult.	649,00	2,9500	1,06940
7. I like the people I work with.	817,00	3,7136	,88354
8. I sometimes feel my job is meaningless.	789,00	3,5864	1,17695
9. Communications seem good within this organization.	755,00	3,4318	0,96035
10. Raises are too few and far between.	573,00	2,6045	1,10333
11. Those who do well on the job stand a fair chance of being promoted.	693,00	3,1500	1,13486
12. My supervisor is unfair to me.	825,00	3,7500	1,08802

13. The benefits we receive are as good as most other organizations offer.	680,00	3,0909	1,14314
14. I do not feel that the work I do is appreciated.	756,00	3,4364	1,15492
15. My efforts to do a good job are seldom blocked by red tape.	692,00	3,1455	1,08402
16. I find I have to work harder at my job than I should because of the incompetence of people I work with.	716,00	3,2545	1,12616
17. I like doing the things I do at work.	790,00	3,5909	1,12502
18. The goals of this organization are not clear to me	812,00	3,6909	1,09582
19. I feel unappreciated by the organization when I think about what they pay me.	753,00	3,4227	1,21198
20. People get ahead as fast here as they do in other places.	635,00	2,8864	0,93183
21. My supervisor shows too little interest in the feelings of subordinates.	735,00	3,3409	1,34033
22. The benefit package we have is equitable.	671,00	3,0500	1,03025
23. There are few rewards for those who work here.	698,00	3,1727	1,14962
24. I have too much to do at work.	503,00	2,2864	1,04458
25. I enjoy my co-workers.	745,00	3,3864	1,06877
26. I often feel that I do not know what is going on with the organization.	771,00	3,5045	1,28744
27. I feel a sense of pride in doing my job.	864,00	3,9273	1,05302
28. I feel satisfied with my chances for salary increases.	638,00	2,9000	1,22344
29. There are benefits we do not have which we should have.	598,00	2,7182	1,23223
30. I like my supervisor.	747,00	3,3955	0,96182
31. I don't feel my efforts are rewarded the way they should be.	650,00	2,9545	1,29196
32. I feel satisfied with my chances for promotion.	662,00	3,0091	1,24962
Total	22773,00	103,5135	

At this point, from table 3, an overall score of job satisfaction of 22.773 out of 35.200 and an overall mean of all the answers of the participants to all the above-presented questions of 103,51 out of 160 are observed. It is also clarified that the negative questions were reversed. The overall job satisfaction level of the participants is of 64,70%. From our point of view, this is not an excellent score but at the same time, is not a disappointing neither moderate one. This is a simply acceptable score of job satisfaction, but in any case, we consider that it could be even better.

After the construction of all the examined variables of all the parts of the questionnaire, the table 4 follows, in which the descriptives of all the constructed variables are presented, in order for the first three research questions to be answered.

Table 4 Descriptives of Constructed Variables

			Std.
	Sum	Mean	Deviation
CSR to social and non-social stakeholders	682,33	3,1015	0,89678
CSR to employees	673,50	3,0614	0,87609
CSR to customers	772,00	3,5091	0,98668
CSR to Government	852,00	3,8727	1,15160
Organizational commitment	781,22	3,5510	0,85556
Interaction	789,00	3,5864	0,83652
Recognition	680,80	3,0945	0,82946
Benefits	651,00	2,9591	0,88125
Quality	689,20	3,1327	0,57547
Interest	716,33	3,2561	0,99598
Procedures	707,75	3,2170	0,58889
Pride	805,50	3,6614	0,81935
Practical	692,00	3,1455	1,08402

Table 4 shows that the highest type of corporate social responsibility that is followed by the companies of the research sample is the one that is related to government and the type of corporate social responsibility that is related to employees is the one that has the lowest score. This is the answer to the first research question “How much is the companies’ levels of CSR”. The organizational commitment levels are moderate. This is the answer to the second research

question “How much committed are the employees to their organizations”. Finally, all the sub-variables of job satisfaction show moderate scores, while the highest is the one of pride and the lowest is the one of benefits. This is the answer to the third research question “How much satisfied are the employees by their organizations”.

Table 5 Correlation Test CSR-Organizational Commitment

		Organizational commitment
CSR to social and non-social stakeholders	Pearson Correlation	0,528
	Sig. (2-tailed)	0,000
	N	220
CSR to employees	Pearson Correlation	0,659
	Sig. (2-tailed)	0,000
	N	220
CSR to customers	Pearson Correlation	0,536
	Sig. (2-tailed)	0,000
	N	220
CSR to Government	Pearson Correlation	0,295
	Sig. (2-tailed)	0,000
	N	220

Table 5 shows a statistically significant correlation between all the types of corporate social responsibility of the companies and the organizational commitment of the human resources. All of them are positive, which means that when the one variable is increased, the other one follows the same direction and the same happens if one variable is decreased. Organizational commitment follows the same direction of change of all the types of corporate social responsibility. This is the answer given to the fourth research question “Is there any correlation between the CSR and the human resources commitment”.

Table 6 Correlation Test CSR-Job Satisfaction

CSR to social and non-social stakeholders	CSR to employees	CSR to customers	CSR to Government
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Interaction	Pearson				
	Correlation	0,380	0,352	0,278	0,179
	Sig. (2-tailed)	0,000	0,000	0,000	0,008
	N	220	220	220	220
Recognition	Pearson				
	Correlation	0,538	0,639	0,449	0,154
	Sig. (2-tailed)	0,000	0,000	0,000	0,023
	N	220	220	220	220
Benefits	Pearson				
	Correlation	0,360	0,443	0,139	0,015
	Sig. (2-tailed)	0,000	0,000	0,040	0,824
	N	220	220	220	220
Quality	Pearson				
	Correlation	0,435	0,607	0,440	0,314
	Sig. (2-tailed)	0,000	0,000	0,000	0,000
	N	220	220	220	220
Interest	Pearson				
	Correlation	0,236	0,281	0,085	-0,039
	Sig. (2-tailed)	0,000	0,000	0,211	0,564
	N	220	220	220	220
Procedures	Pearson				
	Correlation	0,059	-0,026	-0,045	-0,107
	Sig. (2-tailed)	0,387	0,706	0,507	0,113
	N	220	220	220	220
Pride	Pearson				
	Correlation	0,243	0,313	0,244	0,209
	Sig. (2-tailed)	0,000	0,000	0,000	0,002
	N	220	220	220	220
Practical issues	Pearson				
	Correlation	-0,005	-0,054	-0,040	0,141
	Sig. (2-tailed)	0,940	0,423	0,558	0,037
	N	220	220	220	220

Table 6 shows that the job satisfaction dimensions that presented statistically significant correlation with all the types of corporate social responsibility are satisfaction of interaction, recognition, quality of working environment and the feeling of pride of the employees for their organization. Half of the dimension of job satisfaction presented statistically significant correlation with all the types of corporate social responsibility. Afterwards, satisfaction of working benefits is a dimension of job satisfaction that presented statistically significant correlation with four of the five types of corporate social responsibility and then, satisfaction of interest in the working environment presented one statistically significant correlation less, while satisfaction of practical working issues had a statistically significant correlation with only one type of corporate social responsibility. Only one dimension of job satisfaction did not present any statistically significant correlation with any type of corporate social responsibility and this is the one of satisfaction of the following procedures in the working environment. Overall, since seven out of eight dimensions of job satisfaction presented statistically significant correlation with at least one type of corporate social responsibility, while four of them had statistically significant correlations with all the types of corporate social responsibility, the answer to the fifth research question “Is there any correlation between the CSR and the human resources job satisfaction”, is positive.

In order for the last research question “Are there any differences at the answers of the participants according to their demographic characteristics”, to be answered, five separate One-Way Anova tests were conducted, each one for a separate demographic question of the first part of the questionnaire. Below, we present the variables that showed a statistically significant result. From the results of the Anova tests, it was showed:

(1) A statistically significant differentiation to the participants' answers based on their gender, in the cases of satisfaction of interaction, quality and interest in the working environment and in the case of satisfaction of practical working issues. More specifically, men have higher mean scores to all the above-mentioned dimensions of job satisfaction than women, who present the second higher mean scores and people who preferred not to declare their gender. The last category presented the lowest mean scores in all the job satisfaction dimensions that showed statistically significant differences based on the gender.

(2) A statistically significant differentiation to the participants' answers based on their age, in the cases of corporate social responsibility to government, of organizational commitment and of all the dimensions of job satisfaction except the one of practical issues. More specifically, in the case of corporate social responsibility to government, the two edged group of ages (18-25

years old and 56-67 years old) present the lowest mean scores than the other group of ages. In the case of organizational commitment, the participants who are aged between 18-35 years old showed the lowest mean scores which means that the younger participants have lower levels of job satisfaction. In the case of the above-mentioned dimensions of job satisfaction, it is observed that the younger group of ages (first three groups of ages) present the lowest mean scores in comparison with the others.

(3) A statistically significant differences to the answers of the participants based on their educational level, in all the dimensions of corporate social responsibility, in organizational commitment and in all the dimensions of job satisfaction except the one of practical issues. More specifically, in the case of the types of corporate social responsibility, people coming from other educational level, except secondary education, bachelor, master and PhD, present the lowest mean scores. In the case of organizational commitment, it is observed the exact same picture, which continues in the case of satisfaction of recognition, work quality, interest and the feeling of pride about the organization. In the case of interaction and benefits people with PhD educational level have the highest mean scores and finally, in the case of the feeling of pride about the organization, people of master educational level present the highest mean score.

(4) Statistically significant differences on the answers of the participants based on their years of occupation in the current organization, in the corporate social responsibility to governance, the organizational commitment and in the cases of interaction, recognition and practical working issues. More specifically, in the case of corporate social responsibility to government, people with the most years of occupation in the current company present the highest mean scores and the same happens in the case of organizational commitment, where people who have under two years of occupation in the current company present the lowest mean scores. In the case of interaction, people with less years of occupation present the lowest mean scores, while in the case of recognition, the lowest mean score is presented again, in the case of people with less than two years of occupation. Finally, in the last case of practical working issues, the lowest mean score is presented in the case of people who have between 7-10 years of occupation in the current company.

(5) Statistically significant differences in the answers of the participants based on their job positions, in all the types of corporate social responsibility, in organizational commitment and in all the types of job satisfaction, except the feeling of pride and the satisfaction of the quality of work. More specifically, in the case of the types of corporate social responsibility, people coming from job positions of highest responsibilities present the highest mean scores and the

same happens in the case of organizational commitment. The same picture remains in the case of the above-mentioned types of job satisfaction, with the ones that are occupied in job positions of high responsibilities, i.e. managers, directors and chiefs, to present the highest mean scores in comparison with the others.

Discussion and Conclusions

The results showed that the level of corporate social responsibility of Greek companies of the service sector, according to the point of view of their employees and executives, is moderate. While it is not considered as a completely disappointing result, although there is still room for improvement. In this particular issue, the research of CSE (2020) revealed that most of the Greek companies support corporate social responsibility by maintaining or even increasing corporate social responsibility expenditure. The results of the current primary research that show a moderate level of corporate social responsibility implementation by the Greek companies that operate in the service sector, does not disagree with the results of the research of CSE (2020). The moderate levels of corporate social responsibility that were found in the context of this primary research, according to the point of view of their human resources, don't mean that there are no efforts made by Greek companies to further implement corporate social responsibility.

Although, taking into consideration these above-mentioned moderate levels of corporate social responsibility implementation by the Greek companies of service sector, we consider as worth-noted the fact that this implementation is accompanied by a variety of multidimensional benefits. These benefits were extracted by the existing literature and indicatively they concern the smoother social integration of the business entities which are socially responsible (Koukoumpliakos et al., 2018), the further improvement of flexibility and mobility of human resources and the further improvement of employees' attitudes (Aspridis et al., 2014), the gain of competitive advantage (Tiba et al., 2018), the further employees' motivation, the improvement of the company's reputation, the ease of the company's access to finance empowerment (Fordham et al., 2017; Alhouti & D'Souza, 2018).

Another point worth mentioning is that from the results of the primary quantitative research conducted, it emerged that the aspect of corporate social responsibility towards the government is the one that is applied to a greater extent by Greek companies that operate in the service sector, according to the point of view of their human resources. This means that Greek companies of service sector are largely consistent with their obligations to the Greek State.

However, this aspect of corporate social responsibility has shown a positive and statistically significant correlation with specific dimensions of job satisfaction and not with all of them. More specifically, the aspect of corporate social responsibility towards the government seemed to be related to job satisfaction in terms of issues of interaction, recognition, quality of work and the sense of pride of employees towards their company. It is also pointed out that this aspect of corporate social responsibility is the only one that has shown a correlation with employee satisfaction with practical issues related to their work.

Therefore, from the findings of the present study, in the case of Greek companies that operate in the service sector and according to the point of view of their employees and executives, the special importance of corporate social responsibility does not seem to have been fully understood by them. The moderate levels of adoption of corporate social responsibility by Greek companies of the service sector, combined with the adoption of legislative and regulatory constraints as an additional binding incentive for companies to increase their corporate social responsibility, which was highlighted in the studies of Farcane & Bureana (2015) and Smith & Pettigrew (2017), leads to the conclusion that, in the case of the Greek reality, the legislative and regulatory frameworks may need to be tightened. Thus, Greek companies are forced to increase their levels of corporate social responsibility. However, the fact that the corporate social responsibility of Greek companies that operate in the service sector, towards the government, is the dimension of corporate social responsibility, that is applied to a greater extent, may indicate that the already existing legislative and regulatory framework is beginning to bring positive results in increasing the level of corporate social responsibility of Greek companies. At this point, however, it should be noted that our initial hypothesis, which was based on the findings of the CSE (2020) survey on the understanding of the importance of corporate social responsibility by Greek companies, which is reflected in their own efforts to increase its levels of implementation, are not confirmed, at the time when moderate levels of adoption of the four individual dimensions measured in the present study emerged.

In addition, at this point, the importance of the contribution of the current research is pointed out in presenting a clearer picture of the situation that prevails in the Greek business environment, regarding the levels of adoption of corporate social responsibility. More specifically, due to the fact that corporate social responsibility is multidimensional, if during its measurement it is taken into account as a whole concept, distorted results may emerge for the prevailing situation of its adoption. For this reason, the contribution of the present research lies in the equally multidimensional measurement of corporate social responsibility and this was

served by the use of the specific tool for measuring the four sub-dimensions of corporate social responsibility. Thus, the present research overturns the data on the situation of the Greek reality in terms of the adoption of corporate social responsibility, which is found to be still at a moderate level, which has much space for improvement and further development.

The aspects of corporate social responsibility that were correlated with all aspects of job satisfaction were the ones of social and non-social stakeholders and employees. However, the specific two aspects of corporate social responsibility were also those that are applied to a lesser extent by Greek companies.

Probably, the result that was mentioned above is due to the fact that in general, the employees are moderately satisfied with the companies where they are employed. This is a remarkable finding that should be taken into account by Greek companies, if they want to increase the levels of satisfaction of their human resources. More specifically, it is suggested to Greek companies to place more emphasis on their corporate social responsibility towards social and non-social stakeholders and employees.

Our above-mentioned proposal, of course, does not mean that the Greek companies should stop emphasizing the other aspects of corporate social responsibility. After all, the research of the current study proved the correlation shown by all aspects of corporate social responsibility with the commitment of employees to the companies they employ. It is also no coincidence that even levels of organizational commitment have been modest and can be greatly improved. This is justified by the fact that almost all aspects of corporate social responsibility are moderately adopted by Greek companies, regardless of the fact that the aspect of corporate social responsibility to the government is applied at a more satisfactory level.

Therefore, the above proposal to Greek companies is concluded, regarding the fact that they must emphasize, on the one hand the two aspects of corporate social responsibility that are correlated with all aspects of job satisfaction, which are the ones of corporate social responsibility to social and non-social stakeholders and to employees, as well as that they should not overlook the other three aspects of corporate social responsibility. If this does not become possible, Greek companies risk remaining at the current mediocre levels of job satisfaction and organizational commitment of their human resources. In fact, in an even worse case, if Greek companies will ignore the importance of corporate social responsibility and its individual aspects end up being applied to a lesser extent than the existing average degree of their current implementation, then they are even more at risk. That higher risk lies in the fact

that they will have to face further decrease of job satisfaction of their employees, as well as a reduction in the organizational commitment of their human resources.

At this point, however, it should be noted that our initial assumptions about high levels of job satisfaction and commitment of the human resources of Greek companies were not confirmed. However, the basic hypothesis of a positive and statistically significant correlation between job satisfaction and job commitment, with the adoption of corporate social responsibility by companies, was confirmed. Due to the fact that the adoption of corporate social responsibility is moderate, job satisfaction was equally moderate, as well as the work commitment of human resources. Thus, the current study comes into alignment with what is stated in the study of Aspridis et al. (2014), regarding the fact that the higher the levels of adoption of corporate social responsibility, by an organization, the better behaviors of human resources in their workplace, due to the fact that it is accompanied by greater flexibility. It is also aligned with those reported in the studies of Fordham et al. (2017) and Alhouti & D'Souza (2018), according to which, the higher levels of corporate social responsibility, on the part of an organization, lead to the creation of a better, safer work environment, in which more incentives are given to employees, which lead to higher levels of job satisfaction and commitment. It also comes into full alignment with the research of Azanza et al. (2013), Farooq et al. (2013) and De Silva & De Silva Lokuwaduge (2019), who advocated high levels of correlation between an organization's corporate social responsibility and human resource commitment.

In conclusion, the present study contributed to the extension of the research of Turker (2008), who sought to measure the correlation of the four dimensions of corporate social responsibility and employee loyalty to their employment organization. In the present study, the same tools were used to measure corporate social responsibility and human resource commitment, as those used in Turker's (2008) research. However, the extension is to measure the contribution of corporate social responsibility to an additional variable, which is that of job satisfaction and the individual dimensions of which it consists. Therefore, the current research is in line with the results of Turker's (2008) research, regarding the positive and statistically significant correlation of the four dimensions of corporate social responsibility with employee loyalty. However, it extends the findings of Turker's research (2008) by adding the positive and statistically significant correlation between corporate social responsibility and job satisfaction.

Finally, and by taking into account the above-presented conclusions of the current study, as well as its restrictions, we propose:

(1) The conduction of a similar primary research, which will be extracted according to the size of its research sample. It would possibly be a primary research that will be conducted by an official, governmental or non-governmental authority or body, and its results will be generalized for the overall Greek corporate world. This research will cover the restriction which was referred by the researcher about the current conducted one.

(2) The conduction of a combined research, in which both primary quantitative and qualitative data will be collected and analyzed and they will then be compared. This combined research will offer a completely holistic approach of this studied and researched issue.

(3) Based on the above-mentioned results of the current study about the moderate levels of corporate social responsibility implementation from Greek companies, we propose the conduction of a research which will emphasize on the identification of the barriers of an excellent implementation of each type of corporate social responsibility in the case of the Greek corporate dimension. We hypothesize that each type of corporate social responsibility has its own barriers, that they may be differentiated by the barriers of the other three types. This is hypothesized due to the fact that each type of corporate social responsibility had its own different level of implementation.

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