



Research Article

© 2022 Koukoumpliakos Ioannis and Rehor Petr.
This is an open access article licensed under the Creative Commons
Attribution-NonCommercial 4.0 International License
(<https://creativecommons.org/licenses/by-nc/4.0/>)

Received: 8 March 2022 / Accepted: 7 May 2022 / Published: 5 July 2022

The Contribution of Corporate Social Responsibility and Organizational Behavior in the Development of Human Resources of Companies: Case Study in Greece

Koukoumpliakos Ioannis

*MSc, PhD Candidate University of South Bohemia,
Faculty of Economics, Department of Management,
Branišovská 1645/31A, České Budějovice 2,
370 05 České Budějovice, Czechia*

Rehor Petr

*PhD, Professor in University of S. Bohemia,
Faculty of Economics, Department of Management,
Branišovská 1645/31A, České Budějovice 2,
370 05 České Budějovice, Czechia*

DOI: <https://doi.org/10.36941/ajis-2022-0098>

Abstract

The purpose of this study is to identify the link between corporate social responsibility (CSR) and organizational behavior with human resource management. The methodological tool used was based on bibliographic research in the analysis of texts and secondary sources. A literature review and a case study were carried out to study the topic. The literature review enabled the collection of secondary data. These data provide information for other researchers. The case study was conducted in a Greek company that operates throughout Greece in the catering industry and which has many branches. Through the case study, the researcher collected data on the dimensions of CSR and the company's organizational behavior. The research question that will concern us refers to Corporate Social Responsibility and organizational behavior and whether they contribute to the evolution and development of human resources in companies. We assume that CSR and organizational behavior contribute significantly to the fuller utilization of business staff and we will try to verify this hypothesis. The research results showed a correlation between Corporate Social Responsibility, organizational behavior and human resources. They also showed that CSR is implemented to a satisfactory degree, while the levels of organizational behavior of employees in the company were also satisfactory. The above findings are considered important because they provide us with new data on the situation in the business world. At the same time, they lead us to the conclusion that it is necessary to strengthen CSR through actions aimed at creating a business culture that will contribute to the staff development and evolution.

Keywords: Corporate Social Responsibility, Human resources, Organizational behavior

1. Introduction

Corporate Social Responsibility has always interested researchers regarding its practical and theoretical framework (Kim & Han, 2019). According to the European Commission Green Paper (2001), when companies implement CSR policies, they incorporate social and environmental actions voluntarily (Batsinilas et al, 2015). CSR is the companies' commitment to contribute to economic growth and at the same time to improve the quality of life of employees, their families, the local and wider community (Jonson et al., 2016). What is of main importance to CSR is that the companies should study and implement CSR both in an internal and an external dimension (Pouliopoulos et al, 2017) as the European Commission Green Paper (2001) suggests.

In these days, businesses from various sectors are investing more in CSR since they aim to enhance their reputation and increase their profits. Deepening this position, the main focus of the present study is on investigating to what an extent CSR is implemented and how the companies' human resources are affected by the application of CSR principles. Human resources are valued as an essential foundation for the prosperity of a business, because with their dynamics they can affect the business' financial perspective, survival and growth (Meena & Dangayach, 2012). Given the essential role of human resources and the necessary use of CSR principles, it is imperative to further investigate this study. Having studied the existing perceptions, it is necessary to investigate CSR, as its application results positively in the internal environment and the performance of a company's employees regardless of the industry in which it operates (Haski – Leventhal, 2018).

Previous studies have shown that the employees' behavior can be enhanced by voluntary actions (Chiang & Hsieh, 2012). What is more, the likelihood that the employees will stay in the company which they work in is increased, indirectly bringing long-term benefits to the company (Aguinis & Glavas, 2017).

This work mainly aims to study corporate responsibility and organizational behavior in human resource management. The study is facilitated by a literature review and a case study, as well. The case study focuses on the search for any possible influence on the employees' organizational behavior when companies practice social responsibility activities. The results show a clear interconnection of the two concepts as there is an increase in organizational behavior in employees belonging to socially aware companies that apply the principles and values of corporate social responsibility.

Based on the above positions, the application of CSR principles is considered important for the creation of responsible and sustainable conditions in the workplace. Therefore, the present work investigates the positive effects that the human resources of a company receive from the application of CSR principles. To achieve the above goal, the factor of organizational behavior was chosen. The choice of this factor was made deliberately, as the application of CSR principles could have a positive impact on the company's internal environment and human resources.

After the completion of the present study, a significant gap will be filled in this area, as in the case of modern Greek companies the combination of CSR analysis and organizational behavior in the context of human resource management has not been studied and analyzed effectively and through its results and findings, modern Greek companies and the academic community will have the opportunity to obtain useful information on how CSR affects the employees' organizational behavior in their business.

2. Literature Review

2.1 Corporate Social Responsibility (CSR)

For a more complete understanding of the subject under investigation, it is necessary to give some brief introductory definitions, in order to be able to justify the general importance of the present study.

The European Union has raised the issue of Corporate Social Responsibility, including it in the European Social Program in 2000, at the European Council summit in Lisbon. In 2001, the European Commission presented the Green Paper on promoting the European Framework for Corporate Social Responsibility in which CSR is defined as the condition when businesses willingly integrate social and environmental considerations into their operations with interested parts and consequently, how companies are responsible for what impact they have on society (Aspridis, 2015).

The European Union, in an effort for further economic growth with additional jobs and greater social cohesion, is urging companies to take part in this project. More specifically, it urges companies to take voluntary action initiatives, which are not required by law enforcement, focusing on all stakeholders such as employees, entrepreneurs, society, suppliers, the environment and customers. This effort aims to strengthen the synergy of the European institutions, national governments, social partners and civil society organizations, leading to the establishment of minimum standards for consultation.

The Greek Network for Corporate Social Responsibility in 2013 adopted the theory that Corporate Social Responsibility concerns the companies' voluntary commitment to integrate social and environmental actions into their business practices, which are in addition to those required by law and related to those affected from their activities. The Association of Greek Industrialists (SEV) argues that CSR is the companies' systematic and voluntary integration of activities with social, environmental and cultural dimension in their business, presenting a substantial contribution to society in relation to all involved (Aspridis 2015).

From time to time, various views have been developed by academics, international organizations and companies trying to outline the concept of corporate social responsibility. Perhaps one of the most accepted interpretations is the Archie Carroll pyramid (Carroll, 1991), which is developed in Figure 1:



Figure 1: The Pyramid of the Corporate Social Responsibility (Carroll, 1991, p. 42).

According to Carroll (1991), companies have financial, legal, moral and charitable obligations to society (Figure 1).

Essentially, CSR highlights that a company is seriously concerned not only with its efficiency and growth but also its social and environmental impact, paying increased attention to the concerns and observations of its stakeholders. Corporate Social Responsibility expresses the companies' awareness and operation in accordance with social and environmental standards. It applies to the

internal and the external business surroundings (Koukoumbliakos et al., 2020).

The idea of CSR appeared in America in the early 20th century. A variety of social media organizations have attacked many American-owned businesses due to either the size or the business' anti-social actions. Moreover, the financial crisis of that period was the reason why a lot of social groups were led to poverty and misery, while at the same time accelerating the need for corporate responsibility to society (Smith & Pettigrew, 2017).

In an effort to limit the power of business, strict antitrust rules were imposed, and the concept of citizen protection was gradually introduced into legislation. At the same time, many business executives are urging companies to take action to achieve goals with a social footprint, in addition to increasing their profitability. The investment of money for social purposes was largely related to charitable activities on the part of companies (Kaplan 2015). A typical example was Henry Ford, who encouraged employee leisure programs (Farcane & Bureana, 2015).

At this point it is appropriate to make a brief reference to CSR in European countries, presenting a number of cases.

In the United Kingdom, the Institute of Directors argues that CSR concerns companies and organizations that operate to manage the impact of their activities on the environment and society independently of legal texts as well as their interaction with employees, suppliers, customers and society (Stathopoulou 2018). In Austria there is a plan for CSR actions which has been developed since 2011 and concerns the formation of a network (the National CSR Network) and the promotion of CSR policies (Williamson et al., 2014). In Belgium in 2010, the policies were reformulated, while at the same time the establishment of a cross-party committee for the development of CSR at various levels was approved, both in the central government and in business (Kinderman, 2013). In Denmark, the National Action Plan for 2012 was based on CSR Council data and published a series of specific actions. Some of them concerned the promotion of the UN Global Compact, the promotion of CSR in the public sector, conferences on human rights and actions for small and medium-sized enterprises (Williamson et al., 2014). In Finland, the National CSR Plan was published in November 2012, with actions related to human rights, CSR promotion in business and industry, CSR awards, small and medium-sized enterprises, sustainable development and the fight against corruption (Williamson et al., 2014).

France in 2013, published a text on the development of CSR, its commitments and policies. The text referred to CSR publishing policies, actions in small and medium enterprises (Steurer, et al, 2012). The German Federal Government, in October 2010, adopted the national CSR policy through tools such as directives, knowledge sharing and legislation. These actions concerned small and medium-sized enterprises and human rights (Williamson et al., 2014). The Netherlands adopted CSR policies in 2013, which include tools such as networking and dialogue, providing relevant information and evaluating policies. The Dutch Communication Network has been set up and policies are being formulated on many CSR issues (Williamson et al., 2014). In the Czech Republic there is evidence of willingness and commitment to the idea of Corporate Social Responsibility (Deloitte, 2015). In Hungary and Slovakia, researchers see some stagnation in Corporate Social Responsibility issues for the coming years (Deloitte, 2015). In Sweden, the government published its national CSR policy in 2014. It focused on action, practical tools, partnerships and financial support for stakeholders, as well as human rights, and sustainable development practices (Kinderman, 2013).

Even in China, the number of annual CSR reports increased from 13 to 1,337 in 2012, but the impact on the social and environmental footprint remains unclear. For the Chinese government, corporate responsibility is strongly linked to economic development goals, while labor rights are valued as secondary to economic development goals (Hofman and Moon, 2015).

Recent CSR (2020) research conducted in Greece provides a valuable insight into the current situation regarding CSR in Greek enterprises. In particular, the study came to the conclusion that although there were particularly challenging economic conditions in Greece during the last decade and after the financial crisis of 2008, a great number of businesses appreciate how significant CSR is for their growth and improvement, and businesses in Greece increase the costs of CSR actions,

therefore supporting Corporate Social Responsibility. In addition, according to the new legislation of the European Union for the existence of mandatory reports of companies that meet specific conditions, which concerns about 370 companies in Greece, the researchers conclude that the application of CSR principles will significantly contribute to the development of companies which carry out CSR actions (CSE, 2020). It is therefore understood based on the above, that in Greek entrepreneurship there is a lively interest in the adoption of CSR strategies by companies.

3. Methodology and Data

The steps followed in conducting the present study are those proposed by Babbie (2018) and Saunders et al. (2019) for conducting research. The research adopts the qualitative method and specifically the literature review. Through the literature review, a collection of secondary data was achieved. These data are information displayed by other academics. The aim is to analyze the subject under investigation. Through the literature review, the timeless views on the cultivation of CSR and organizational behavior will be presented. The present methodological approach includes the presentation of concepts of practices and events, in order to highlight the importance of the subject under investigation (Saunders et al., 2014). For this purpose, both original texts and secondary publications on the subject were selected. In the context of this tool, the value of the subject under investigation was criticized in order to record new knowledge (Babbie, 2021). More texts on business ethics, corporate social responsibility, organizational behavior and business administration in general will be used. Corporate responsibility practices will be presented and finally proposals will be submitted to strengthen corporate responsibility.

In addition to the literature review, a case study which was carried out in a large company that operates in the field of catering in Greece and has many branches will be prepared. The case study was prepared at the branches of the company in the city of Larissa in Greece. An important feature of the case study is the in-depth study of a situation, in such a way as to take into account its internal characteristics, but also the context in which it occurs. The intention of the case study is to try to understand all the aspects that affect the specific situation being studied and how they interact with each other. This methodological tool was chosen because it includes important advantages such as:

- it has a lower cost
- it is easier to carry out, as it does not require very large populations,
- it allows the observation of events
- through the above process, there is a possibility for previous theories that until now may have been only hypothetical to be verified.
- at the same time, it helps to create first cases to facilitate further future research.
- finally, it allows an in-depth study of a situation in order to draw more conclusions about it

(On line: available <https://eli.warbletoncouncil.org/estudio-caso-8217#menu-1> (accessed 06-02-2022)).

4. Case Study

4.1 *The Aspects of Corporate Social Responsibility*

During the case study in the company, the positions of the company, in relation to the aspects of CSR, were examined in detail. At this point it is advisable to first capture the aspects of CSR. The following figure 2 is given for a more complete understanding of the aspects of CSR.

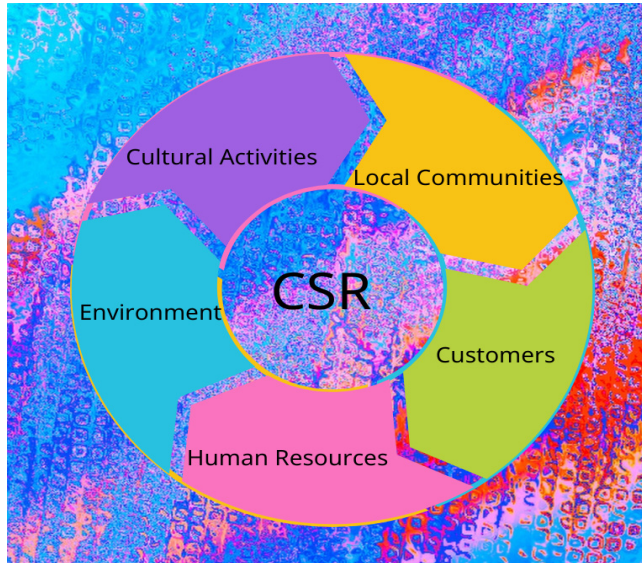


Figure 2: The aspects of Corporate Social Responsibility

Source: Personal data processing

Examining the positions of the company towards the aspects of CSR and starting from the local community, it was found that the company tries to contribute to the reduction of unemployment and the recovery of the local economy. In particular, the company helps to develop the local communities, which it considers as reservoirs, from which it draws staff to meet the needs of the company. In this way, the company significantly relieves the local community.

In terms of human resources, the company demonstrates the required respect for the employees' rights and needs, cultivating their skills and creativity. The company regularly conducts training programs for the ongoing staff training. More specifically, it was found that even before the employees take office, the company invests in their appropriate training, because it considers them as an important part of its operation.

In relation to cultural activities the company demonstrates social solidarity through the fields of culture and health. In particular, the company undertakes mainly voluntary blood donation actions at regular intervals, thus contributing to the strengthening of the blood bank in the area.

In an effort to assist the special population groups, the company undertakes relevant initiatives and actions, as it makes weekly donations of milk, cakes and muffins to the local orphanages, demonstrating its interest in the special groups of the population.

Regarding the environment, it was found that the company is possessed by ecological consciousness. According to the employees, the company's belief is that the protection of the environment and public health is everyone's responsibility for the proper treatment of environmental pollution. More specifically, the company does not use plastic cups to serve its customers, as it completes the ecological glass accompanied by an award-winning paper cap, which is a European innovation, thus proving the company's ecological consciousness (On line: <https://www.mikelcoffee.com/el/company-csr> accessed on 06-02-2022). The company is looking for innovation to compete (Runia et al., 2014). In particular, the company invests in the award-winning paper cap that is a European innovation, thus proving its commitment to research and innovation. The company gains a competitive advantage by channeling its environmental concerns into business opportunities, while providing high quality products that meet consumer demand. Business

opportunities are found in equipment for example in the use of new technological lamps (Bateman and Snall 2017), and in the promotion of environmentally safe products such as the award-winning paper cap and the ecological glass that is completed.

Regarding the customers, the company takes care to ensure the excellent health and safety conditions with the ultimate goal and objective of both the customers' and the staff's protection (Marhavilas 2017). In particular, the company in the context of protecting its customers from Covid -19 has an antiseptic solution for hand disinfection on each table. At the same time, when the table is available and before the arrival of new customers, the table and the price list are sterilized with a special antiseptic solution, so that it can be reused safely. In addition, at regular intervals, a disinfection workshop specializing in Covid -19, visits the company and disinfects all areas, with the ultimate goal of protecting the customers' and staff's health.

In addition, prompt and fast customer service is a priority for the business. For this reason, it has trained and properly qualified distributors to cover the entire network of its customers. The quality of its products and the goods it provides, as well as the integrated distribution network of the company, highlight the priorities regarding the company's actions in relation to the service and safety of its customers.

4.2 *The Benefits of Corporate Social Responsibility for business*

Several researchers in their research focus on actions taken in the context of business ethics, which fall within the field of CSR, concluding that CSR can significantly help to improve employee attitudes and flexibility in their workplace (Aspridis 2015). Aspridis et al. (2014), argue that CSR can be an important tool at the disposal of the company, in order to be able to overcome the crises they face and which concern their human resources.

From the case study that was carried out and through observations and discussions with the company's employees, it was found that the company implements CSR programs. Implementation is a process that tests the hypotheses of new ideas in order to shape them into sustainable opportunities (Neck et al., 2020). Through CSR programs, the company seeks to improve its corporate image, develop a relationship of mutual trust with all stakeholders and, therefore, create better conditions for development (Miliotis 2020).

Consequently, the implementation of CSR programs creates even more benefits for the company. The company better assesses the business risks it faces and can improve its levels of competitiveness. In addition, the company acquires a more complete assessment of the external environment and coordinates its business operations in such a way that the stakeholders' interests are not harmed (Aspridis 2020). Companies and the community require one another and the financial objectives of a business do not contradict with the social goals. Therefore, the company's benefits from the application of CSR principles are significant because:

- it provides a more secure and stable work environment, inspiring confidence in staff
- a relationship of trust between the company and the consumers is established, thus adding value to the business (Koukoumbliakos 2021)
- it significantly enhances the business' reputation
- possible threats are turned into openings to improve
- the business cooperates better with financial institutions (Tiba et al., 2018)

Based on the aforementioned observations, it can be concluded that the company applying the CSR principles manages to have a privilege over the other businesses in the market (Fordham et al., 2017; Alhouti & D'Souza, 2018). In addition, the application of CSR principles helps the smooth integration of the company in the social web (Koukoumbliakos et al., 2018).

From the above multiple benefits that result from the application of CSR principles in the company, there is a direct positive impact of CSR on human resources in its daily activities, which results in:

- better staff communication in crisis management (Coombs & Holladay 2015),

- gaining an increased competitive advantage in the labor market,
- the increased added value of employees working in a responsible company,
- improving the staff and the company's overall image
- safer work environment that respects the staff labor rights and ensures smooth working conditions (Rasche et al., 2020), providing more incentives to employees resulting in,
- strong business empowerment, through which employees can benefit by acquiring important skills and competencies while working in a strong business.

Consequently, if a company is stronger and more responsible in the industry in which it operates, then it can provide its personnel with more advantageous benefits, acknowledging that its workforce has the power to achieve the company's organizational goals.

4.3 Corporate social responsibility in relation to human resource management

From the information provided to us by the company's employees on issues of the aspects of corporate social responsibility, it was found that this company satisfactorily applies the principles and values of corporate social responsibility. More specifically, they stated that the company, having realized the essential role that employees play with their efficiency, tries to treat its human resources responsibly. To this end, actions are constantly being developed, which lead to the attraction of attractive employees, the provision of equal opportunities to all human resources to ensure a balance between work and family life, continuous training and education for the employees' further development and the commitment of the workforce to values and business culture.

In this light, the company takes into account several factors, such as the factor of diversity in the workplace (Ng & Sears, 2018), which affects the selection functions, the factor of training, education and staff development (Sung & Choi, 2013; Na-nan et al., 2017), the factor of evaluating employee performance, as well as labor remuneration systems (Roberson, 2018). In addition, today, the company, having realized the importance of the balance between personal and professional life, provides additional facilities to their human resources. More specifically, it pursues flexible business policies and provides special permits to its staff to care for dependent members of employees' families (Kelliher et al., 2018).

4.4 Corporate Social Responsibility and Organizational Behavior

Changes occur in the organizational environment every day, a fact that is a phenomenon of our time to change structures at a faster rate than in the past. These changes lead to a transition of individuals and groups to a new environment, where they can function more effectively (Rossidis et al., 2020). Organizational behavior studies how employees act in the company and how their behavior affects the company's performance. It deals with employment issues, focuses on employee behavior, job satisfaction, productivity, efficiency and management (Miner, 2003).

Employee commitment levels to the principles and values of the company are an important factor for the company. Organizational behavior examines the effect that people and organization have on business behavior (Robbins and Judge 2018). The main goal of organizational behavior is to apply this knowledge to increase business efficiency. An additional goal of organizational behavior is to understand and predict human behavior in business. Complex aspects of human behavior are not easily predictable, nor do they occur by chance. Organizational behavior studies the determinants of behavior in companies, individuals, groups and the effect of structure on behavior, with the aim of the companies' more efficient operation (Sachinidis, 2011).

Essentially, organizational behavior deepens the study of the employees' actions in a company and how their behavior affects the performance of the company. After all, as organizational behavior deals with employment issues, it focuses on behavior within staff, productivity, human performance, and management (Robbins & Judge, 2018). Therefore, the goals of organizational behavior are to

explain, promote, and influence behavior. Consequently, business leaders must be able to explain the employees' behavior, predict their reactions and be able to influence the employees' behavior with their decisions (Robbins et al., 2017).

It was found that the company, by pursuing responsible policies, gains an advantage over other companies, in the field of attracting future employees but also in the commitment of existing employees to the company's principles and values (Azanza et al., 2013; Farooq et al., 2013). At the same time, it was found that through the implementation of responsible and social policies, the company significantly increases the level of commitment of active employees. A committed worker identifies with the company and its goals and wants to remain an active member. The emotional connection with the company and the belief in the company's values are the basic rule for the employee commitment (Solinger et al., 2008).

Employees who are committed to the company are less likely to show resigning behavior (Black & Maggina 2016) even if they are dissatisfied because they have an increased sense of loyalty and commitment to the company (Hausknecht et al., 2008). In this light, employees feel satisfied with how the company is socially active and are more productive and more committed to it in comparison to the workers who are employed in less reliable companies.

It is a fact that the high salaries of the staff significantly increase the prospect of retaining employees in the company. For this reason, this company in its effort to pay higher wages to employees, applies the system of full-time employment to the vast majority of staff. In this way employees feel safer and more stable at work, while at the same time enjoying full-time insurance coverage.

5. Results

The above case study found that the responsible social policies pursued by the company are an equally attractive factor and are taken seriously by employees. The existence of a humanitarian culture within the company directs the application of CSR principles that gradually strengthens the employees' morale and their commitment to business principles and values (De Silva & De Silva Lokuwaduge, 2019).

CSR actions formulate policies that include, but are not limited to, respect for human rights, encouraging employees to participate in volunteer programs (Kotler & Lee, 2009) and ways to stay satisfied and productive in their work. The employees' participation in CSR programs brings positive results in their motivation and commitment to the company (Haski - Leventhal 2018). In this way, a CSR-oriented organizational culture is created in order to form a common system of values and beliefs that shapes a common way of behavior of all employees, with the result that the employees themselves become the companies' representatives in local communities and strengthen their social face (Dessler 2015).

All of the above confirms the previous critical analysis. In particular, the company having incorporated high levels of CSR principles:

- Shows an active consideration for both its stakeholders and the community. In this way, the company is considered more attractive to the human resources employed in it. In addition, the company acquires a satisfactory image and reputation in the market, which is based on the high levels of CSR principles that it has incorporated.
- At the same time, the company can attract higher quality human resources, as it has the ability to select the most capable people, who meet the appropriate standards, to man up specific jobs.
- Additionally, the company acquires a strong bargaining chip for future executives that it is likely to hire in order to cover the necessary jobs and its organizational needs.
- In the context of its daily activities, by demonstrating respect for its employees, as well as caring for the coverage of their daily needs, the company automatically has a positive impact

on its staff and

- at the same time the employees feel more dedicated to their company, resulting in
- the company hiring trustworthy workforce who understand its vision and individual organizational goals.

As a result, the company ends up hiring employees who are consistent and in line with the company’s vision, principles, values and identity, as shown in the following Table 3.

Table 3: Impacts from high levels of implementation of Corporate Social Responsibility

Human Rights	Employment Rights	Equal Opportunities	Society	Environment	Actions
Vulnerable social group support	Hygiene and safety at workplace	Equal opportunities for all employees	Communication with the local community	Orthological management of Natural Resources	Sports events organization
Well-being of all participants	Education- edification- instructions	Diversity management	Local community activities support	Recycling	Sponsorships
Anthropocentrism	Human-centered administration	Meritocracy in human resources management	Enhanced measures against Covid-19	Local environment and foreshore protection	Cultural events organization
Respect for multiculturalism	Non-discriminatory working environment			Waste management	Voluntary
Respect for diversity					People with disabilities support

Source: Personal data processing

It is therefore necessary to continuously inform employees about the implementation of CSR principles and the way in which they are involved in it, while at the same time it is necessary to educate everyone, especially senior executives on similar issues (Mansor et al., 2016). The result of CSR implementation will be the change of organizational culture and the development of new initiatives for human resources, both inside and outside the company (Bateman et al., 2020).

6. Discussion and Conclusions

Given the satisfactory levels of application of CSR principles by the company, we consider it remarkable that this application of CSR principles is accompanied by a variety of multidimensional benefits. These benefits include:

- the company’s smoother social integration which shows its social responsibility (Koukoubliakos et al., 2018)
- the employees’ flexibility and their behavior towards the company is improved (Aspridis et al., 2014)
- acquiring an advantageous benefit for the company (Tiba et al., 2018)
- improving the company’s reputation
- accessibility to the markets and
- strengthening business finance (Fordham et al., 2017; Alhouti & D’Souza, 2018).

Therefore, from the findings of the present study, in the case of the Greek company, and taking into account the special importance of CSR principles, it is proposed that the state adopt further legislative restrictions, thus motivating businesses to further implement CSR principles, as Farcane &

Bureana (2015) and Smith & Pettigrew (2017) emphasized in their research. It is concluded that the regulatory framework might have to be further strengthened in Greece. In this way, Greek companies will be led to further increase the levels of application of CSR principles.

What is more, how significant the contribution of this study in providing a clear understanding of the Greek business reality in terms of CSR implementation and organizational behavior is highlighted.

Therefore, the above proposal to Greek companies is completed, regarding the fact that it is important to place further emphasis on the aspects of CSR that are related to job satisfaction. Otherwise, if the Greek businesses neglect the significance of CSR and it is partly implemented, then there is a risk. That is to say that the human resources' job satisfaction and their commitment to the company will be reduced. It is important for companies to ensure that CSR programs are well managed and that their initiatives are sustainable, so that they have long-term benefits in terms of job satisfaction (Filatotcher and Nakajima 2014).

It is a fact that the Greek economy has suffered many blows in the last decade and especially in the period 2008 - 2017. During this period, Greece was shaken by the prolonged economic crisis, and as a result, there was a negative impact on most Greek businesses. However, this research showed that entrepreneurship in Greece consented to CSR implementation, although it had to deal with many economic hardships. This enhances the belief that CSR is taken seriously in the businesses' professional pursuits in Greece.

Consequently, we conclude that businesses in Greece have realized that the adoption of CSR principles will be a valuable asset to them. Essentially, from the above critique of CSR, it is understood that when it comes to the benefits deriving from CSR in the human resources of companies, as it was found in the case of Greek company, the levels of behavior of human resources are proportional to the levels at which the individual CSR principles have been adopted.

In the current case study, a significant link was found between job satisfaction and job commitment, with the company adopting CSR principles. Given the fact that CSR principles are satisfactorily adopted, both job satisfaction and the human resources' loyalty were adequate. As a result, this research is in line with the findings by Aspridis et al. (2014) suggesting that if CSR is adopted to a greater extent by the company, the employees' attitudes are improved because of greater adaptability.

Additionally, the findings of the current study coincide with Fordham et al. (2017) and Alhouti & D'Souza's (2018) views which state that if a company applies CSR principles to a large degree, a more secure working environment is created, where employees are more motivated leading to greater job satisfaction and loyalty. The present study is also in line with Azanza et al. (2013), Farooq et al. (2013) and De Silva & De Silva Lokuwaduge's (2019) findings in which a strong correlation between corporate CSR principles and employee engagement was promoted.

Last, in the light of the aforementioned findings and the limitations of this study, it is advisable to conduct research that will emphasize the identification of obstacles while implementing CSR principles in the Greek companies. It is assumed that each kind of CSR has different obstacles because various CSR types were applied in a different level.

7. Originality

This research provided more information to extend Turker (2008) study, which sought to measure the correlation between CSR dimensions and employee commitment to their business. However, the extension lies in adding the variable of organizational behavior to corporate social responsibility. Therefore, the current research is consistent with Turker's (2008) research results on the connection between CSR and employee commitment. Nonetheless, compared to Turker's (2008) study it is extended since it examines the correlation between corporate social responsibility and organizational behavior.

8. Acknowledgments

This research was funded by Faculty of Economics, University of South Bohemia, grant number EF – IGS Nr 01 / 2022.

References

- Aguinis, H. and Glavas, A. (2017) "On Corporate Social Responsibility, Sensemaking, and the Search for Meaningfulness Through Work", *Journal of Management*, vol. 45, no. 3, pp. 1057-1086.
- Alhouti, S. and D'Souza, G. (2018) "Benefits of corporate social responsibility", *Journal of Consumer Marketing*, vol. 35, no. 3, pp. 277-286.
- Aspridis, G., (2020) "*Human Resource Management Interdisciplinary Approach*". Critique Publications. Athens (in Greek).
- Aspridis, G., (2015) "*Corporate social responsibility – The face of the human factor in business*". Athens: HEAL.
- Aspridis, G., Vasiliadis, L. and Grigoriou, S. (2014) "Corporate Social Responsibility – The view of human resources", *Mediterranean Journal of Social Sciences*, vol. 5, no. 4, pp. 11-20.
- Azanza, G., Moriano, J. A. and Molero, F. (2013) "Authentic leadership and organizational culture as drivers of employees' job satisfaction", *Revista de Psicología Del Trabajo y de Las Organizaciones*, vol. 29, no. 2, pp. 45-50.
- Babbie, E.R. (2021) "*The practice of social research*", Cengage Learning, Boston.
- Babbie, E., (2018) "*Introduction to social research*". 2nd edition. Critique Publications. Athens (in Greek).
- Bateman T., Snell S., and Konopaske R., (2020) "*Business Administration. Leadership and cooperation in a competitive world*". Tziola Publications. Thessaloniki (in Greek).
- Bateman T., Snell S., (2017) "*Business Administration*". Tziola Publications. Thessaloniki (in Greek).
- Black E., Maggina A., (2016) "The impact of IFRS on financial statement data in Greece". *Journal of Accounting in Emerging Economies*, 6(1), 69-90.
- Carroll, A. (1991) "*The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders*", *Business Horizons*, 34(4), 39-48.
- Chiang, C. F. and Hsieh, T. S. (2012) "The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior", *International journal of hospitality management*, vol. 31, no. 1, pp. 180-190.
- Coombs T., Holladay S., (2015) "CSR as Crisis Risk: Expanding how we Conceptualize the Relationship". *Corporate Communications; An International Journal* 20(2), 144-162.
- CSE. (2020) "*Survey of the Center for Sustainability (CSE) for the estimation of costs for Corporate Social Responsibility in Greece*" (In Greek), available at: http://www.csringreece.gr/files/general_news/GN-1417084733.pdf (accessed 7 January 2021)
- Deloitte. (2015) "*CSR Managers Survey 2015 in Central Europe. How CSR has influenced Central European societies and economies. Lessons learnt and future trends*". Available at: <http://www2.deloitte.com/global/en/pages/about-deloitte/articles/dce-csr-managers-survey.html> (6/1/2021)
- De Silva, K. M. and De Silva Lokuwaduge, C. S. (2019) "Impact of corporate social responsibility practices on employee commitment", *Social Responsibility Journal*, no. 1, pp. 1-14.
- Dessler G., (2015) "*Human resource management. Basic concepts and modern trends*". Critique Publications. Athens (in Greek).
- European Commission. (2001) "*Green Paper: Promoting a European Framework for Corporate Social Responsibility*", Brussels.
- Farcane, N. and Bureana, E. (2015) "History of corporate social responsibility concept", *Annales Universitatis Apulensis Series Oeconomica*, vol. 17, no. 2, pp. 31-48.
- Farooq, O., Payud, M., Merunka, D. and Valette-Florence, P. (2013) "The Impact of Corporate Social Responsibility on Organizational Commitment: Exploring Multiple Mediation Mechanisms", *Journal of Business Ethics*, vol. 125, no. 4, pp. 563-580.
- Fordham, A. E., Robinson, G. M. and Blackwell, B. D. (2017) "Corporate social responsibility in resource companies – Opportunities for developing positive benefits and lasting legacies", *Resources Policy*, vol. 52, pp. 366-376.
- Filatocher I., Nakajima C., (2014) "Corporate Governance Responsible Managerial Behavior and Corporate Social Responsibility: Organizational Efficiency versus Organizational Legitimacy?" *Academy Management Perspectives*, 28 vol. 3 pp. 289-306.
- Johnson G., Whittingto R., Scholes K., Angwin D., Regner P., (2017) "*Basic principles of business strategy*". Critique Publications. Athens (in Greek).

- Hausknecht, J.P., Hiller, N.J. and Vance R.J. (2008) "Work – Unit Absenteeism: Effects of Satisfaction, Commitment, Labor Market Conditions, and Time", *Academy of Management Journal* 51, vol. 6, pp. 1223 - 1245.
- Haski – Levebthal D., (2018) "Strategic Corporate Social Responsibility. Tools, Theories and Responsible Administration". Tziola Publications. Thessaloniki (in Greek).
- Hofman P., Moon J., Wu B., (2015) "Corporate Social Responsibility Under Authoritarian Capitalism: Dynamics and Prospects of State – Led and Society – Driven CSR". *Business & Society Journal December issue*.
- Kaplan R., (2015) "Who has Been Regulating Whom Business or Society? The Mid – 20 th Century Institutionalization of "Corporate Responsibility in the USA". *Socio – Economic Review* 13 (1), 125-155.
- Kelliher, C., Richardson, J. and Boiarintseva, G. (2018) "All of work? All of life? Reconceptualising work-life balance for the 21st century", *Human Resource Management Journal*, vol. 29, no. 2.
- Kim, H.L. and Han, J. (2019) "Do employees in a good company comply better with information security policy? A corporate social responsibility perspective", *Information Technology & People*, vol. 32, no. 4, pp. 858-875.
- Kinderman, D. (2013) "Corporate Social Responsibility in the EU, 1993 – 2013: Institutional Ambiguity, Economic Crises, Business Legitimacy and Bureaucratic Politics". *Journal of Common Market Studies*, 51 (701 – 720).
- Kotler P., and Lee N., (2009) "Corporate Social Responsibility. How to offer it". (in Greek).
- Koukoumpliakos, I. (2021) "How Corporate Social Responsibility Affects the Aspects of Human Resources Management", *Economics Working Papers Journal*, Published 21-June-2021.
- Koukoumpliakos, I. Rehor, P., Sdrolias, L. and Skodova Parmova, D. (2020) "Promoting the importance of Corporate Social Responsibility in the Management of Businesses", The International Scientific Conference Inproforum, 2020. pages 112-118.
- Koukoumpliakos, I. Rehor, P., Sdrolias, P. and Skodova Parmova, D. (2018) "The Role of Corporate Social Responsibility in the management of Small and Medium – Sized Enterprises (SMEs)", The International Scientific Conference Inproforum, 2018. pp. 80-83.
- Mansor F., Baba I., and Marzuki. (2016) "The role of human resource department in corporate social responsibility: A case study of five prominent hotels in Penang Island Malaysia". *Malaysian Journal of Social Sciences and Humanities* vol. 1, no. 2, (45-53).
- Marhavilas P., (2017) "Occupational Safety and Health Management. Techniques and Methods of Assessing the Risk – Danger in Occupational Safety". Tziola Publications. Thessaloniki (in Greek).
- Meena, M. L. and Dangayach, G. S. (2012) "Analysis of Employee Satisfaction in Banking Sector", *International Journal of Humanities and Applied Sciences (IJHAS)*, vol. 1, no. 2, pp. 78–81.
- Milios A. (2020) "Corporate Identity and Image. From design to success". Critique Publications. Athens (in Greek).
- Miner, J.B. (2003) "The Rated Importance, Scientific Validity and Practical Usefulness of Organizational Behavior Theories: A Quantitative Review", *Academy of Management Learning & Education* 2, vol. 3, pp. 250 – 268.
- Mpsinilas E., Patatoukas K., Patatoukas P. (2015) "Modern concepts of Business Management and Control". Stamouli Publications. Athens (in Greek).
- Na-Nan, K., Chairasit, K. and Pukkeeree, P. (2017) "Influences of workplace environment factors on employees' training transfer", *Industrial and Commercial Training*, vol. 49, no. 6, pp. 303-314.
- Neck H., Neck C., Myrray E., (2020) "Entrepreneurship, Mindset and Practice". Critique Publications. Athens (in Greek).
- Ng, E.S. and Sears, G.J. (2018) "Walking the Talk on Diversity: CEO Beliefs, Moral Values, and the Implementation of Workplace Diversity Practices", *Journal of Business Ethics*, vol. 164, no. 2020, pp. 437-450.
- Pouliopoulos L., Triantafillidou A., Pouliopoulos T., (2017) "Corporate Social Responsibility". ION Publications. Athens (in Greek).
- Rasche A., Morsing M., Moon J. (2020) "Corporate Social Responsibility, Strategy, Communication, Governance". Critique Publications. Athens (in Greek).
- Roberson, Q.M. (2018) "Diversity and Inclusion in the Workplace: A Review, Synthesis, and Future Research Agenda", *Annual Review of Organizational Psychology and Organizational Behavior*, vol. 6, no. 1, pp. 69-88.
- Robbins, S., Judge, T. (2018) "Organizational Behavior". Critique Publications. Athens (in Greek).
- Robbins, S., Coutler M., Decenzo D., (2017) "Business Administration, Principles & Applications". Critique Publications. Athens (in Greek).
- Runia P., Wahl F., Geyer O., Thewiden C., (2014) "Marketing". Propompos Publications. Athens (in Greek).
- Rossidis I., Mpellias D., Aspridis G. (2020) "Change Management and Leadership". Tziola Publications. Thessaloniki (in Greek).
- Sachinidis A. (2011), "Organizational Behavior". Critique Publications. Athens (in Greek).
- Saunders, M. N., Lewis, P., Thornhill, A., & Bristow, A. (2019) "Understanding Research Philosophy and Approaches to Theory Development". In M. N. K. Saunders, P. Lewis, & A. Thornhill (Eds.), *Research Methods for Business Students* (pp. 128-171). Harlow: Pearson.

- Saunders, M., Lewis, P. και Thornhill, M., (2014) "Research methods in business and economics". Thessaloniki: Disigma (in Greek).
- Smith, D. C. and Pettigrew, W. A. (2017) "The History of Corporate Social Responsibility: Towards a Comparative and Institutional Contribution. A History of Socially Responsible Business", Pettigrew W., Smith D. (Ed.), "A History of Socially Responsible Business", Palgrave Studies in the History of Finance, Palgrave Macmillan, pp. 1-31.
- Solinger, O.N., W. van Olffen, and Roe, R.A. (2008) "Beyond the Tree – Component Model of Organizational Commitment", *Journal of Applied Psychology* 93 vol. 1 pp. 70-83.
- Sung, S. Y. and Choi, J. N. (2013) "Do organizations spend wisely on employees? Effects of training and development investments on learning and innovation in organizations", *Journal of Organizational Behavior*, vol. 35, no. 3, pp. 393-412.
- Steurer, R., Martinuzzi, A. & Margula, S. (2012) "Public Policies on CSR in Europe: Themes, Instruments, and Regional Differences". *Management*, 19 (206-227).
- Stathopoulou N., (2018) "Corporate Social Responsibility and Organizational Behaviour". University of Piraeus (in Greek).
- Tiba, S., Van Rihnsoever, F. J. and Hejjert, M. P. (2018) "Firms with benefits: A systematic review of responsible entrepreneurship and corporate social responsibility literature", *Corporate Social Responsibility and Environmental Management*.
- Turker, D. (2008). "How Corporate Social Responsibility Influences Organizational Commitment", *Journal of Business Ethics*, 89(2), 189-204.
- Williamson, N., Stampe-Knippel, A. & Weber, T. (2014) "Corporate Social Responsibility – National Public Policies in the European Union". Compendium 2014. European Commission: Luxembourg.
<https://www.mikelcoffee.com/el/company-csr> accessed on 06-02-2022).
<https://elh.warbletoncouncil.org/estudio-caso-8217#menu-1> (accessed on 06-02-2022).