

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEES' SATISFACTION: EVIDENCE FROM COMPANIES IN ROMANIA

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Abstract:

The aim of this study is to investigate the impact of corporate social responsibility in terms of its dimensions (environmental, community service, and human resources) on employees' satisfaction within firms listed on the Bucharest Stock Exchange. Design/methodology/approach: A questionnaire was developed and sent by Google Forms to 84 companies in Romania. Respondents included employees at a higher management level within the selected firms. There were 589 questionnaires who were applicable for analysis. Findings: The outcomes of the study found that there is a positive impact of corporate social responsibility through its selected dimensions on employees' satisfaction in Romania.

Keywords: corporate social responsibility, Bucharest Stock Exchange, environmental, community service, human resources.

1. Introduction

Competition among firms can be recognized based on different aspects, including human resources, operational efficiency, customer satisfaction and other issues. Human resources are essential and significant whenever there is competition among firms, and competitive employees allow a firm to gain several advantages and benefits (Lu et al., 2020). Therefore, it is worth mentioning that, based on what was mentioned by Osborne and Hammoud (2017), that for a certain firm to survive in the market, it should seek profit maximization. It was also added that the leaders within corporates have to consider the participation and the involvement of employees in order to maintain profitability. In addition, it was mentioned by Estacio and Cabrera (2018) that the involvement of employees is an indication that people who are closer to their work are found to have methods for controlling work procedures.

Therefore, there is the need to implement corporate social responsibility that will help in grabbing the attention of employees and retaining them. Petrenko et al. (2016) stated that corporate social responsibility refers to policies and activities that are taken by a firm as a voluntary issue that is needed for social well-being. In recent times, issues of corporate social responsibility that are related to environment,

employees, and society have become essential and important in the business generally (Al-Zoubi and Al-Tkhayneh, 2019).

Another useful indicator is employees' satisfaction. It was mentioned by Abuhashesh et al., (2019) that job satisfaction refers to employees' viewpoints regarding their feelings about their job as well as towards the workplace. It was added that these emotional status and feelings are a response to meeting job values. Abuhashesh et al. (2019) concluded that being satisfied about a certain job is connected to important matters such as motivation, productivity, and performance.

Furthermore, in this current study the researcher will examine the impact of corporate social responsibility on employees' satisfaction. It is worth mentioning that this study is going to be conducted among companies listed on the Romanian Stock Exchange.

2. Literature Review

2.1. The definition of corporate social responsibility

In accordance with the study conducted by Farid et al., (2019) it was stated that corporate social responsibility reflects the policies and practices that are taken by a particular company. Where these practices include the expectations of stakeholders and the triple issues that are related to environmental, social, and economic performance. Also, Appiah (2019) indicated that corporate social responsibility refers to the commitment performed by the society that is being adhered to through the leaders for the purpose of guaranteeing the survival of a corporate and supporting the environment externally. It was added that corporate social responsibility includes corporate efforts to improve quality of life among families and employees, enhance the relations between business and community, and find solutions to several issues, such as environmental issues.

Moreover, Wong and Kim (2020) indicated that corporate social responsibility presents how a firm turns on its business and considers its responsibility's impact within a society. It was mentioned in the same study that corporate social responsibility includes different issues, for example: legal compliance, social and environmental effects, financial sustainability, and ethical standards. Ali et al. (2021) concluded that corporate social responsibility refers to a certain corporation or firm's behaviour for the purpose of having a positive effect on stakeholders, where it concerns more than the economic interest.

2.2. The development of corporate social responsibility

As mentioned in the study conducted by Farcane and Bureana (2015), the concept of corporate social responsibility across the decades has become more essential and significant as presented through comments, debates, and research. The term corporate social responsibility witnessed a development during the past 50 years for the period after World War II. In the same study it was stated that when dealing with the development of corporate social responsibility, there are five sides to be taken into consideration, that are:

- The transformation regarding political, social, and economic context where a firm exists.
- The evolution of a firm's corporate social responsibility management strategies.
- The social and economic fundamental effect of a firm's business atmosphere.

- The development in the concept as well its definition.
- The nature of discussed topics regarding corporate social responsibility in recent times.

In accordance with Al-Zoubi and Al-Takhayneh (2019), it was indicated that the literature of corporate social responsibility was under the impact of Frederick in 1960 where the researcher presented corporate social responsibility during that period of time. The ideas and thoughts of Frederick have been applied and followed in recent debates through the definitions of corporate social responsibility. It was stated by Gazzola and Mella (2016) that in 1985 there was an introduction made by Tajfel and Turner, where the researchers clarified the need of people to categorize themselves and others by social groups. In addition, they studied and investigated the link between corporate social responsibility and the involvement of employees which might be investigated by social identity theory. Moreover, in 1984 Freeman, and in 1995 both Jonaldson and Preston, found that corporate social responsibility belongs to employees where they are considered among the firm's major group of stakeholders in order to enhance employees themselves. It was concluded by Al-Zoubi and Al-Takhayneh (2019) that the development of corporate social responsibility and its dimensions occurred in association with globalization and the development of international firms. It was added that in 1975 Stehi found that there are three key issues to be considered when dealing with corporate social responsibility that are: social responsibility, social obligations, and social accountability. However, in the current time, corporate social responsibility is developed where different issues and aspects were added and concerned.

2.3. Corporate social responsibility's dimensions

2.3.1. Environmental practices

According to Chwilkowska-Kubala et al., (2021) it was stated that the main aim of environmental practices is to reduce environmental damage and enhance the efforts of environmental sustainability within a firm. It was added that environmental practices include the activities considered by a firm for the purpose of eliminating its influence on the environment. Therefore, the researchers indicated that environmental practices reflect the actions taken to protect natural sources. Moreover, Hoogendoorn et al. (2015) stated that environmental practices include the activities and actions that are taken into consideration by a firm in order to allow a firm to implement these practices within environmentally friendly actions.

Based on the study conducted by Morales-Raya et al. (2019), the researchers mentioned that a firm applies and follows environmental practices in order to achieve users' environmental expectations, meet legality, and build an environmentally friendly image. Then Ahmed et al. (2019) found that firms which are experiencing a high extent of corporate social and environmental practices are gaining low cost of equity capital. Furthermore, Seles et al. (2019) in their study recommended that environmental practices that are related to the strategies of a certain firm are followed in order to enhance the performance of a business as well when having an economic crisis. Chen and Ho (2019) added that pro-environmental practices do not always lead to an increment in sales, since they rely on customers' attitudes.

2.3.2. Community services practices

As mentioned by Deigh et al. (2017), categorizing a community is based on certain features including: the country where the community is being developed, the virtual community where people can participate, the place where the affiliation of the community will be held, and a group of people who will share interest and perform

activities. Moreover, Ying et al. (2022) stated that a community includes consumers, the public, and groups of people who have a special interest, where all these people reflect the enterprise's reputation and status. Also, it was added that corporate social responsibility has a useful effect on stakeholders within a community as well, as it is attached to them. By which corporate social responsibility will enhance the action, collective capability, and responsiveness of a community.

According to Li et al. (2019), the term communication within a company and its products and the understanding of its societal influence will help in building the perception of stakeholders within a community. After that Ying et al. (2022) indicated that there are essential factors that reflect how a firm reacts to social expectation and local community, that are: the anticipation of a firm's behaviour, the increment in the capacity of stakeholders to affect the operations of a business, and the transformations on how a community presents its expectations. Moreover, Deigh et al. (2017) stated that community varies based on several specializations, for example: psychological, anthropology, town planning, philosophy, sociology, and political sciences. Also, it was concluded that community that relies on either face-to-face interaction or electronic interaction includes individuals who are developing and enhancing social relationships regardless of whether these people are living in the same place or not.

2.3.3. Human resources practices

Chong et al. (2020) stated that the main goal of human resource management is to maximize a firm's productivity. Where that is being obtained by optimizing its employees' effectiveness. Also, it was indicated that human resource management practices are useful in supporting a firm's strategy as well offering services regarding customers' value. Moreover, Kutieshat and Farmanesh (2022) added that there is an essential link between the practices of human resource management and firm's competitive strategy. In the same study it was indicated that the emergence of information technology and its integration with the practices of new human resource management might lead to innovative performance, so that will eliminate risks and mistakes.

Furthermore, in the study conducted by Kundu and Gahlawat (2015) it was mentioned that human resource in any firm is considered the essential element in order to earn competitive advantage. By which applying human resource practices can have an impact on the performance of a certain firm. Interestingly, it was added that the application of human resource practices in relation to the empowerment, supporting, and development of a firm's culture are considered to have a positive relationship with its performance and innovation performance too. Chong et al. (2020) concluded that human resource management is considered a strategic method that is being used for the purpose of managing issues related to employment that are useful to the capabilities of people in order to meet competitive advantage.

2.4. Employees' satisfaction

Dziuba et al. (2020) stated that in general employees' satisfaction belongs to several issues, such as: personal well-being, work performance, and productivity. It was added that several leadership and motivation styles can operate differently on each employee, which will lead to an increment in both employees' satisfaction and work performance. Thus, employees' satisfaction is considered as an important factor to encourage and promote employees to earn better outcomes. Moreover, it was mentioned by Al-Zoubi and Al-Tkhayneh (2019) that a satisfied employee is a happy employee, and such employees are considered ambassadors for a firm both

externally and internally. It was added that a satisfied employee was found to be more committed and loyal to the firm and its goals.

In the study conducted by Omer (2018), it was mentioned that employees' satisfaction reflects the general reaction of the staff as a positive attitude regarding to their job. Also, it was indicated that the physical working atmosphere has an influence on employees' satisfaction level. Omer (2018) added that generally individuals have a stability in the degree of job satisfaction. Thus, there are factors that cause having either a lower or higher level of employees' satisfaction. It is concluded by Al-Zoubi and Al-Tkhayneh (2019) that employees' satisfaction refers to the thankful and positive reaction that is an outcome which depends on the evaluation of people's working experience. The researchers added that according to managers and firms, they consider employees' satisfaction as a result of two key factors in the workplace - supplements and salary.

3. Research objectives

The main objective of this study is to find out the presence of any relationship between the implementation of the 3 dimensions of corporate social responsibility and employees' satisfaction in Romanian companies listed on Bucharest Stock Exchange.

3.1. Methodology of research

In this current study, the researcher adopted a quantitative research approach. Interestingly, it was stated by Abuhamda et al. (2021) that the quantitative approach is useful for different reasons, for example: it saves money and time, allows generalization, and allows replicability. Keeping in mind that data was collected by using questionnaires that were distributed using Google Forms. Furthermore, it was mentioned by Nayak and Narayan (2019) that having an online questionnaire is beneficial since it consumes less cost within a short time period and can be performed rapidly. Also, it was added that an online questionnaire allows researchers to start, pause, and restart whenever they want.

This developed questionnaire includes two parts: Firstly, the part about demographic information regarding the respondents. Secondly, the part related to researcher questions and statements. It is worth mentioning that research questions and statements were developed based on previous studies related to the topic. For example, the questions of the environmental dimension were developed based on the study conducted by Chwilkowska-Kubala et al. (2021). Also, questions related to community services were developed based on studies conducted by Ying et al. (2022) and Deigh et al. (2016). Then, the questions related to Human Resources were developed based on the studies conducted by Voegtlin & Greenwood (2016) and Herrera and Heras-Rosas (2020). Finally, questions related to the employees' satisfaction variable were developed based on the study conducted by Dziuba et al. (2020).

The population of this study includes employees at higher management within firms listed on the Bucharest Stock Exchange, consisting of 84 firms. Questionnaires were sent using Google Forms with the help of a specialized firm in distributing questionnaires. In addition, 589 questionnaires were applicable to analysis by an average of 7 questionnaires per firm.

The model of this study presents the relationship between the independent and dependent variables, which were developed based on different studies. For example, the study conducted by Ali et al., (2021), where the study took into

consideration the environmental dimension of corporate social responsibility. In addition, the studies conducted by Appiah (2019) and Gahlawat (2015), where the studies considered community service and human resource dimensions, respectively. However, the study conducted by Omer (2018) considered employees' satisfaction as the dependent variable.

3.2. Research question

"Is there any significant impact of corporate social responsibility through its dimensions (environmental, community services, and human resources) on employees' satisfaction in Romania and which dimension has the most impact among the dimensions?"

3.3. Hypotheses development

3.3.1. Corporate social responsibility and employees' satisfaction

There are different studies that took into consideration the relationship between corporate social responsibility and employees' satisfaction, such as the studies conducted by: Omer (2018), Seaman and Williams (2018), and Gazzola and Mella (2016).

In accordance to the study conducted by Omer (2018), the study aimed to investigate the effect of corporate social responsibility on employees' job satisfaction. The study adopted an exploratory research approach, where the opinion of employees regarding the practices of corporate social responsibility were taken into consideration at Paky hospital. The independent variable is corporate social responsibility, while the dependent variable is employees' job satisfaction. Data was collected by distributing questionnaires randomly among employees at Paky hospital. The hypotheses were tested by performing ANOVA and a One-Sample Statistics t-test. The study resulted in corporate social responsibility having an insignificant impact on employees' job satisfaction. Then the study conducted by Seaman and Williams (2018) aimed to find the impact of different initiatives of corporate social responsibility on job satisfaction among medium-sized Canadian firms by taking into consideration the moderating impact of governance control structures. Data was collected by sending web-based questionnaires to CFOs/Controllers of the selected firms. The variables of the study are corporate social initiatives and job satisfaction. In addition, the dimensions of moderating variables are performance-based control system and conformance-based control system. The study found that it is important to consider several control techniques whenever studying social initiatives in relation to job satisfaction. It was found that there is no interaction of the impact on job satisfaction by compliance-based control system, while there is an impact by the use of performance-based control system. Finally, the study conducted by Gazzola and Mella (2016) aimed to investigate the impact of applying corporate social responsibility programs on employees. The study adopted a qualitative research approach. The model of the study presents that commitment to corporate social responsibility will promote workers commitment positively. The study resulted in that the understanding of corporate social responsibility by employees will lead to behaviour and attitudes within the workplace by having an impact on social organizational and environmental performance. Therefore, that led to the developed main hypothesis that is:

H1: There is a positive impact of corporate social responsibility on employees' satisfaction in Romania.

3.3.2. *Environmental and employees' satisfaction*

There are different studies that took into consideration the relationship between the environmental dimension of corporate social responsibility and employees' satisfaction, such as the studies conducted by Ali et al., (2021) and Wong and Kim (2020).

The study by Ali et al., (2021) aimed to examine the technique between corporate social responsibility and employee work engagement by considering psychological ownership and compassion at work as mediators. Data was collected by distributing questionnaires using convenience sampling among 251 employees who were working at life insurance firms. The hypotheses were tested by performing structural equation modelling using AMOS. The study showed that there is a direct and significant relationship between corporate social responsibility including its environmental dimension and employee work engagement. Also, the study conducted by Wong and Kim (2020) aimed to develop a novel scale to measure and evaluate corporate social responsibility in hotels by considering hotel employees. The study adopted a qualitative research method, where data was collected by conducting interviews among experts of hotel corporate social responsibility including: purchasing managers, executive housekeepers, human resource managers, and chief engineers. The study resulted in that employees' attitude in relation to the application of corporate social responsibility including environmental practices varies among employees. Therefore, that led to the developed sub-hypothesis that is:

H1. a: There is a positive impact of environmental dimension on employees' satisfaction in Romania.

3.3.3. *Community services and employees' satisfaction*

There were several studies that considered the relationship between the community service dimension of corporate social responsibility and employees' satisfaction, such as the studies conducted by: Appiah (2019) and Al-Zoubi and Al-Tkhayneh (2019).

Appiah (2019) aimed to examine the link between the activities of corporate social responsibility and employees' satisfaction in the hotel industry. Data was collected by sending online questionnaires among 250 hotel employees that were selected randomly. The hypotheses were tested by using a multiple linear regression. The study resulted in that the activities of corporate social responsibility including the community service dimension is considered an essential factor regarding job satisfaction. The study conducted by Al-Zoubi and Al-Tkhayneh (2019) aimed to examine the sequences of employees' understanding of corporate social responsibility on job satisfaction. Data was collected by distributing a paper-printed scale among the sample of 349 individuals including: professionals, clerks, managers, technicians, associated professionals, and sales and services workers. All these participants were working in both public and private organizations in the United Arab Emirates. The hypotheses were tested by the use of linear regression and zero order correlation. The study resulted in that respondents that were working in public organizations had greater corporate social responsibility perceptions including the community service dimension in comparison with private organizations. Therefore, that led to the developed sub-hypothesis:

H1. b: There is a positive impact of community service dimension on employees' satisfaction in Romania.

3.3.4 Human resources and employees' satisfaction

In comparison with other selected dimensions of corporate social responsibility, there is a lack of studies regarding the human resource practices dimension. For example, the study conducted by Kundu and Gahlawat (2015), which aimed to find the impact of corporate social responsibility including human resource management practices on employees' satisfaction. Data was collected by distributing questionnaires among 563 respondents within 204 organizations in India. The hypotheses were tested by regression analysis. The study resulted in that human resource management practices led to an increment in job satisfaction. Therefore, that led to the developed sub-hypothesis:

H1. c: There is a positive impact of human resource dimension on employees' satisfaction in Romania.

4. Results and discussion

4.1. Reliability Test

After collecting the data for the study, the stability and validity of the questionnaire was confirmed as one of the key elements to be available in the characteristics of the study tool, as the Test-Retest Reliability was relied upon by conducting a preliminary test of the study tool on a small sample consisting of (45) observations in the month of (4) of (2022), the test was then conducted again after a period and it was found that there was a match in the sample answers by 88.69%, indicating that there is a high degree of validity in the questionnaire. Also, the reliability test analysis, validation of the model, as well as the convergent validity analysis of the study model were adopted, as follows:

Table 1. Variables Reliability and Validation of Model

Environmental		
Question	Cronbach's ($\alpha \geq 0.70$)	Factor Loading (FL > 0.50)
E1	0.712	0.747
E2		0.645
E3		0.811
E4		0.785
E5		0.597
Community Services		
Question	Cronbach's ($\alpha \geq 0.70$)	Factor Loading (FL > 0.50)
CS1	0.842	0.691
CS2		0.716

CS3		0.696
CS4		0.525
CS5		0.678
Human Resources		
Question	Cronbach's ($\alpha \geq 0.70$)	Factor Loading (FL > 0.50)
HR1	0.919	0.802
HR2		0.678
HR3		0.824
HR4		0.709
HR5		0.647
SMEs Performance		
Question of Employees' satisfaction	Cronbach's ($\alpha \geq 0.70$)	Factor Loading (FL > 0.50)
ES1	0.820	0.802
ES2		0.708
ES3		0.982
ES4		0.587
ES5		0.799
ES6		0.799

In order to confirm the questionnaire's consistency and internal consistency the academics utilized Cronbach's alpha coefficient. The outcome ($\text{Alpha} \geq 0.70$) show that the study variable has a high stability level and is regarded suitable depending on various researches (He et al., 2021; Shrestha, 2021; Spoorthy et al., 2021; Aslanidis and Hartigan, 2021). Furthermore, the study examined the answers' convergent validity utilizing element loadings, and depending on a previous study (Van et al., 2020; Cho, 2021), every factor loading must exceed ($\text{FL} > 0.50$). Depending on the information in Table No. (1), it's obvious that the ratios of Cronbach's alpha coefficient show a high level of stability for all of the questionnaire's questions, since the values of Cronbach alpha of all variables exceed (70%) which is recommended, while the values extended from (0.712) as a minimum value for Environmental dimension, and (0.919) as a maximum value for Human Resources variable. The analyzation outcomes present that variables' questions in the survey have answers with convergent validity since the values of FL of questions exceed the (50%) which is the advised value and extended from (0.525) to (0.982). Depending on the analyzation outcomes which present validity and reliability of the tool of the study. The academic regarded that this is because of the careful selection of the sample of the study.

4.2. Descriptive examination

A Google form of the questionnaire was spread to (589) participants online. All of the spread questionnaires were sent back and only (49) of them were not completed which enhances the academics to preclude them from the sample of the

study. Therefore, (540) questionnaires were included in the final study. The sample of the study was demographically spread as shown in table (2):

Table 2. The results of the descriptive test for the distribution of the study sample

Item	Choice	Percentage	Frequency
Gender	Female	88.9%	480
	Male	11.1%	60
	All	100.0%	540
Level of Education	PhD	7.2%	39
	Masters	20.2%	109
	Higher diploma	19.4%	105
	Bachelor	49.1%	265
	Diploma	4.1%	22
	All	100.0%	540
Age	More than 50	3.6%	19
	From 45-50	2.2%	12
	From 40-45	26.1%	141
	From 35 -40	63.3%	342
	From 35 or Less	4.8%	26
	All	100.0%	540
Level of Experience	15 years and Above	22.8%	123
	(10- Less than 15) years	64.1%	346
	(5- less than 10) Years	6.1%	33
	Less than 5 Years	7.0%	38
	All	100.0%	540

Table (2) shows the outcomes of the study sample's demographic information, and it marked that female respondents was (88.9%) which makes it a majority and their ages ranged between 35 and 40 which makes (63.1%) of the sample of the study. The table shows that bachelor degree holders are (49.1%) of the study sample. In addition, it's obvious that the study sample are experienced and the majority's experience ranged between 10 and 15 years making a percentage of (64.1%). These outcomes present a good indicator that the study sample have long practical experience besides having worthy scientific degrees which allows the academic to fulfill the study and attain the outcomes and conclusions which are publicized to the community of the study. So that to present the response rates to the questions of the study, the academic depended on the Fifth Likert Scale, and so, the scaled average is summed to define importance level by the observations of the sample of the study for all variables by enumerating the period length (divided 4 by 5) where 4 shows distance number and 5 shows choices number. The outcome is 0.80 and the outcomes of variables descriptive analysis as shown below:

Table 3. Results of the descriptive analysis of the study variables

No.	Variable	Std. Deviation	Degree of Approval	Mean
1	Environmental	0.297	High	4.003
2	Community services	0.867	High	3.531
3	Human resources	0.105	High Very	4.461
4	Employees' satisfaction	0.135	High Very	4.226
<p><i>Arithmetical mean has a value between (1 to 1.79), the result of degree of approval is "Very low"; (1.80 to 2.59) the result of degree of approval is "Low";(2.60 to 3.39) the result of degree of approval is "Medium";(3.40 to 4.20) the result of degree of approval is "High";(4.21 to 5.00) the result of degree of approval is "Very High."</i></p>				

The preceding outcomes of the variables' descriptive analysis present that the dimension of Human Resources has the optimum importance between the dimensions of Corporate Social Responsibility with an arithmetic average of (4.461) and a high approval level. The environmental dimension has the second importance level with an average of (4.003). The dimension of Community services has the least importance level with an average of (3.531) and a high importance level. The variable of Satisfaction of Employees has an average of (4.226) and a high importance level.

4.3. Study hypotheses test

The models of the study didn't verify any problems in linear interference by utilizing VIF (Variance Inflationary Factor) and Tolerance. The values of VIF of every variable didn't exceed (10), and the analysis outcomes shown in the table presented that Tolerance coefficient's value of every variable exceeded (0.10). According to (Salmerón et al., 2018; Ekiz, 2021), it's obvious that all independent variables of the study succeeded the two indicators, this means that the study model doesn't face any linear interference problems. As a result, the multiple regression examination was utilized to examine the hypotheses of the study, as shown in table 4.

It is noted from the table that the calculated F value reached (37.305) and is significant at a level of (0.05), indicating the appropriateness of the proposed study model, and the results of the regression analysis showed that the value of (Sig. F-statistic) which is (0.000), is less than the level of significance which is (5%), and based on the correlation value of (R = 0.687), it is clear that the main hypothesis is accepted, which indicates that there is a positive impact of corporate social responsibility on employees' satisfaction in Romania. The results of the regression analysis also showed that the adjusted R-square value reached (0.469), which means that only about 46.9% of the fluctuations that occur in employees' satisfaction can be explained by the changes that occur by applying Corporate Social Responsibility. According to another study (Purwanto & Sudargini, 2021) which classified the explanatory power, it was found that the explanatory power of this model is high and reliable in the process of predicting and interpreting employees' satisfaction in Romania.

Table 4. The results of the multiple regression test for the study model

R:	0.687	R-squared:	0.472		
Adjusted R-Square:	0.469	Sig (F-statistic):	0.000		
F-statistic:	37.305	S.E. of regression:	0.079		
Variable	T-Statistic	Sig.T	Coefficient	Tolerance	VIF
Constant	7.234	0.000	-----	-----	-----
Environmental	5.323	0.000	0.169	0.876	1.142
Community services	15.034	0.000	0.498	0.597	1.676
Human resources	11.926	0.000	0.365	0.913	1.095

The results of the regression analysis also showed that the level of significance or all dimensions of corporate social responsibility decreased at the level of significance of (Sig.T < 0.05), which indicates that there is an effect of all dimensions of corporate social responsibility represented by Environmental, Community services, and Human resources on the employees' satisfaction. Moreover, it was found that all of these dimensions have a positive impact based on the value of the coefficients, thus, all sub-hypotheses of the study are accepted. According to the Environmental dimension which reached (0.169), it indicates that Environmental ranks last in terms of influencing employees' satisfaction in Romania among the dimensions covered by the study within the Corporate Social Responsibility application, in addition to the coefficient value of (0.365), which belongs to the human resources dimension, indicating that this dimension is ranked second in terms of order, and the coefficient value of Community services dimension reached (0.498), which indicates that this dimension comes in the first place in terms of affecting employees' satisfaction in Romania among the dimensions covered by the study within the Corporate Social Responsibility application.

5. Conclusions

The main aim of this study was to investigate the impact of corporate social responsibility through its dimensions (environmental, community service, and human resources) on employees' satisfaction in Romania. The researcher adopted a quantitative research method, and data was collected by distributing questionnaires through Google Forms. Where 589 questionnaires among employees at higher management were applicable to analysis by an average of 7 questionnaires per firm listed on Bucharest Stock Exchange. Below is a discussion about the findings of the study as follows:

First, there is a positive impact of corporate social responsibility on employees' satisfaction in Romania. That is justified because corporate social responsibility enhances the culture of a certain firm, where its employees will work with a sense of purpose. That is being attained because employees will be comfortable whenever they work for something they care about and that matters for them. Therefore, that will promote employees' participation and involvement. This result is consistent with

the study conducted by Gazzola and Mella (2016) where corporate social responsibility will lead to employees' attitudes that have an impact on environmental and social organizational performance. However, it contrasts with the study conducted by Omer (2018) where the study resulted in corporate social responsibility having an insignificant impact on employees' satisfaction.

Second, there is a positive impact of the environmental dimension on employees' satisfaction, and it is found to have the least effect among the selected dimensions. That is justified because when a company implements an environmentally friendly workplace that will lead to a decrement in the negative effect of the workplace on environment by offering a healthy and clean workplace. Thus, that will have an impact on job satisfaction through the enhancement on employees' productivity. This result is consistent with the study conducted by Ali et al., (2021) which showed a direct and significant relationship between environmental dimensions by employees' working engagement.

Third, there is a positive impact of the community service dimension on employees' satisfaction, and it is found to have the greatest effect among the selected dimensions. That is justified because generally community service can add connectedness among employees in relation to their workplace. Employees who are motivated by activities outside work encourages them to increase productivity as an indication of satisfaction. This result is consistent with the study conducted by Appiah (2019) which showed that community service is essential when dealing with job satisfaction.

Fourth, there is a positive impact of human resource dimension on employees' satisfaction, it is found to have the second most effect among the selected dimensions. That is justified because whenever employees are pleased to work for their company that will lead to an increment in their performance as a reflection of satisfaction. Keeping in mind that the practices and policies of human resources are useful to detect several challenges in a certain firm, thus, employees will be happier about their job by being both loyal and satisfied.

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