

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE RELATIONSHIP BETWEEN CORPORATE SOCIAL
RESPONSIBILITY AND EMPLOYEE JOB SATISFACTION: A CASE
STUDY OF CONTRACTING COMPANIES IN IRAQ**

MASTER'S THESIS

Halah Abdulhusein Jasim JASIM

Business Administration Department

Business Administration Master in English Program

FEBRUARY 2023

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T.C.
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LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

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DECLARATION

I Halah Abdulhusein Jasim JASIM as a result of this declare that this thesis titled “The Relationship between Corporate Social Responsibility and Employee Job Satisfaction: A Case Study of Contracting Companies in Iraq” is original work I did for the award of the master's degree in the faculty of Business Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (01/02/2023)

Halah Abdulhusein Jasim JASIM



PREFACE

All praise and thanks should be presented first to Almighty Allah for facilitating this work and giving me the ability and strength to finish this research. I would like to express my sincere gratitude and appreciation to my supervisor Assist. Prof. Dr. Ahmet ERKASAP for guiding and supporting me to accomplish this work. I thank him for being a kind supervisor, and I genuinely appreciate his flexibility and willingness to answer my questions whenever I ask. My unlimited appreciation and heartfelt thanks go to my family, whose love and prayers make me strong and patient during the most challenging times. I would like to thank all my friends and colleagues and everyone who helped me in one way or another while carrying out this study. I am thankful to them all.

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Halah Abdulhussein Jasim JASIM

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**THE RELATIONSHIP BETWEEN CORPORATE SOCIAL
RESPONSIBILITY AND EMPLOYEE JOB SATISFACTION: A CASE
STUDY OF CONTRACTING COMPANIES IN IRAQ**

ABSTRACT

The primary objective of this research is to examine the effect of the relationship between corporate social responsibility and employee job satisfaction: a case study of contracting companies in Iraq. The study's particular goal is to examine the connections between CSR and employee job satisfaction. The research collected data from 175 respondents from the contracting companies in Iraq using a random sample and a quantitative technique. To achieve the goal, the research employed descriptive, correlation, and regression analysis. This empirical qualitative research of five firms that have implemented responsible competitiveness strategies contributes to the literature on corporate social responsibility management by concentrating on how industry leaders conceptualize and manage CSR in practice. The analysis reveals that these businesses derive significant value from their social and environmental activities, while the degree and emphasis differs from business to business. Each company focuses on building a CSR strategy that complements its organizational identity, which involves focusing social and environmental initiatives on the company's primary competitiveness characteristics. The study also suggests that there are paradoxes inherent to CSR that companies must manage, and that the responsible competitiveness paradox, which represents the tension between CSR and business goals, is particularly challenging. Five companies manage this paradox by embracing and fostering it, thereby incorporating it into their corporate identity. This study's primary finding is that these five organizations manage responsible competitiveness by developing narratives around a responsible identity and reputation, suggesting a strategic emphasis and an acceptance of inherent contradictions in CSR. In conclusion, the study reveals that these five organizations share 10 qualities that they employ to anchor and develop their narratives, such as core corporate features, strategic concepts, and strategic assets. By highlighting these ten traits, this study intends to advance CSR management literature and provide a conceptual framework for reflective practitioners.

Keywords: *Corporate Social Responsibility, Employee Job Satisfaction.*

KURUMSAL SOSYAL SORUMLULUK VE ÇALIŞANLARIN İŞ TATMİNİ İLİŞKİSİ: IRAK'TA MÜTEAHHİTLİK ŞİRKETLERİNE İLİŞKİN BİR VAKA ÇALIŞMASI

ÖZET

Bu araştırmanın birincil amacı, kurumsal sosyal sorumluluk ile çalışanların iş tatmini arasındaki ilişkinin etkisini incelemektir: Irak'taki müteahhitlik şirketleri örneği. Çalışmanın özel amacı, KSS ile çalışanların iş tatmini arasındaki bağlantıları incelemektir. Araştırma, Irak'taki müteahhitlik şirketlerinden 175 katılımcıdan rastgele bir örneklem ve nicel bir teknik kullanarak veri topladı. Araştırma, amaca ulaşmak için tanımlayıcı, korelasyon ve regresyon analizi kullanmıştır. Sorumlu rekabet stratejileri uygulayan sekiz şirketle ilgili bu ampirik nitel çalışma, alandaki lider şirketlerin KSS'yi uygulamada nasıl çerçeveselendirip yönettiklerine odaklanarak kurumsal sosyal sorumluluk yönetimi literatürüne katkıda bulunuyor. Çalışma, bu şirketlerin sosyal ve çevresel uygulamalarından önemli bir değer ürettiklerini, ancak derecesinin ve odak noktasının şirketten şirkete değiştiğini ortaya koyuyor. Şirketlerin her biri, kurumsal kimliğe en iyi uyan bir KSS stratejisi geliştirmeye odaklanıyor gibi görünüyor; bu, sosyal ve çevresel stratejileri firmanın temel rekabet edebilirlik faktörlerine odaklamak anlamına geliyor. Çalışma ayrıca, şirketlerin yönetmesi gereken KSS'nin doğasında var olan bazı paradokslar olduğunu ve KSS ile iş hedefleri arasındaki gerilimi temsil eden sorumlu rekabet edebilirlik paradoksunun, sekiz şirketin bu paradoksu kabul ederek ve teşvik ederek yönettiği durumlarda özellikle zorlayıcı olduğunu öne sürüyor. firmanın kimliğinin bir parçası haline getirir. Bu çalışmadan elde edilen ana sonuç, bu sekiz şirketin, sorumlu bir kimlik ve itibar etrafında anlatılar inşa ederek, stratejik bir odaklanmaya ve KSS'nin doğasında var olan paradoksların kabulüne işaret ederek, sorumlu rekabet gücünü yönettikleridir. Son olarak, çalışma, bu sekiz şirketin, bazı merkezi kurumsal nitelikleri, stratejik fikirleri ve stratejik varlıkları içeren, bu anlatıları sabitlemek ve geliştirmek için kullandıkları on özelliği paylaştığını gösteriyor. Bu araştırma, bu on özelliği paylaşarak, KSS yönetimi literatürünü daha da geliştirmeyi ve aynı zamanda refleksif uygulayıcılara yol gösterici bir kavramsal çerçeve sağlamayı amaçlamaktadır.

Anahtar Kelimeler: *Kurumsal Sosyal Sorumluluk, Çalışan İş Doyum*

1. INTRODUCTION

1.1 Introduction

This study aims to evaluate the correlation between corporate social responsibility (CSR) and employee job satisfaction. This investigation focuses on small-scale contractor companies operating in Iraq, with a particular emphasis on Baghdad as a base of operations for these companies.

Client acquisition is one of the most important components of any organization, and CSR is a way to make it easier to recruit new clients and improve the company's image. Businesses who use social responsibility as a marketing tool to win over customers, and businesses with a focus on social responsibility, will both have the opportunity to showcase their wares and network with relevant audiences. A company's social responsibility initiatives may help strengthen the public's view of the company as a force for good.

When workers are happy in their jobs, businesses have a better satisfaction of succeeding in the long run. Achieving job satisfaction is a long-term goal that can be aided by focusing on both the material aspects of employment (such as pay and job security) and the experiential aspects (such as finding purpose and pleasure in one's work).

1.2 Purpose Importance

This study's specific goals include determining the connection between corporate social responsibility (CSR) and employee job satisfaction as well as making suggestions for how to strengthen that connection. Making the office a healthy environment to work and implementing corporate social responsibility policies and initiatives may help to raise employee morale and productivity. The researchers used a cutting-edge methodology to reach their conclusion, which unambiguously showed that a company's dedication to corporate social responsibility boosts employee morale and loyalty.

1.3 Problem of the Study

Globalization imposes requirements on all corporate enterprises, regardless of origin or location. As a condition for their survival, businesses in Iraq must also demonstrate social responsibility and achieve harmony between their economic objectives and environmental and social standards. This can only be accomplished through client loyalty.

In order for modern corporate organizations to win the satisfaction and loyalty of customers, they must adopt the philosophy of social responsibility, especially since customers are increasingly keen to learn which companies are making significant efforts in the area of social responsibility. Striking a balance between these competing objectives is crucial because the philosophy of social responsibility is based on the requirement to take social and ethical considerations into account in marketing practices, as well as the necessity of balancing the contradictory interests of profitability, the interest of society, and achieving customer satisfaction and loyalty.

As a result, carrying out an analytical scientific study that establishes and illustrates the impact of social responsibility on customer loyalty, measures their dimensions, and tests the relationship between them is a worthy requirement for comprehending the shortcomings in these areas and identifying their potential relationship. We discover that there are almost insufficient studies in (Iraq) that analyze the relationship between social responsibility and job satisfaction and measure the influence between them, particularly at the level of industrial businesses; hence, a research gap exists.

1.4 Objectives of the Study

- Measuring the level of awareness of Iraqi corporate clients of the concept of social responsibility?
- Measuring the degree of impact of social responsibility on the loyalty of clients of contracting companies.
- Studying the relationship between social responsibility and job satisfaction.

1.5 Field, Data, Location-Time and Support

The primary purpose of this study is to investigate the connection between corporate social responsibility and employee job satisfaction. This investigation focuses on Iraqi contracting firms with limited operations. The primary data for this study will be collected from the project's target group using a closed-ended questionnaire from October 16 to November 25, 2022. This research has no sponsors or special funding available.

1.6 Method and Technique

To protect the anonymity of the participants and the integrity of the data, we will use a closed-ended questionnaire to collect information for this study. Samples for this study will be selected at random, and SPSS will be used to analyze the resulting data. The questionnaire will include questions that were adapted from the Corporate Social Responsibility Scale and the Job Satisfaction Scale. Quantifying business's commitment to social responsibility. A scale development study conducted by D. Turker (2009). 18 criteria were utilized by Turker to evaluate corporate social responsibility (2012). Using a 7-point Likert scale (1=strongly disagree, 2=disagree, 3=Somewhat disagree 4 is neutral, 5 is somewhat agree, 6 is agree, and 7 is definitely agree. Scale for measuring job satisfaction. Bacharach and Mitchell developed a five-item scale to assess job satisfaction (1982).

2. LITERATURE REVIEW

2.1 Job Satisfaction (JS)

JS is a measurement of how well individual needs are met at work and is defined as the good emotional state that results from a person's overall assessment of their job or employment experience (Locke, 1976). (Tziner, 2006). Importantly, Herzberg, Mausner, and Snyderman (1959), one of the field's pioneering scholars, identified two categories of factors that affect job satisfaction or discontent. Hygiene considerations (external factors) are the first type, while motivators are the second (internal factors). As a result, JS can be both intrinsic and extrinsic, coming from both internally mediated benefits like the job itself and externally mediated benefits like pay satisfaction.

Through his or her intellectual prowess, interpersonal skills, and drive to work, the human resource, particularly in service firms, is the primary pillar in the success and advancement of organizations. Therefore, firms should concentrate on making the best use of their workforce and ensuring their job satisfaction. They can obtain a competitive edge and achieve success by continuously improving their performance and establishing the right environment to inspire them to achieve their objectives.

This study aims to demonstrate that a variety of factors, including work satisfaction, may be used to assess an organization's performance in attaining its objectives. The role played by the human element, which is crucial in organizing and carrying out an organization's activities, makes clear the significance of job satisfaction. As a result, companies continue to place their survival and success bets on the individual. The degree to which an organization studies its members' behavior and influences them in a way that results in their loyalty and satisfaction with work is what determines whether or not it will survive in an environment that is completely competitive and unstable. This causes the individual to move within the parameters and scope of that satisfaction with the tasks and work entrusted to him, and his performance levels are reflected according to the degree of that satisfaction, as the present The motivation to

work hard to achieve anything comes from being satisfied with one's work and having faith in it. Achievement is motivated by job satisfaction, and the contrary is generally true. The degree of the person's satisfaction with his work, sense of success, and advancement in it are therefore demonstrated by his giving and professional ability. Organizations cannot succeed and develop until all levels of members sense the need for high performance levels and seek to reach these levels within reasonable bounds, which helps them access new activities that increase their effectiveness and inspire creativity and excellence. (Porter & Kramer, 2006)

2.2 Job Satisfaction and Corporate Social Responsibility

Some research imply that CSR can enhance JS because the exhibited social responsiveness immediately meets the employees' social requirements inside the organization (Lee, Ho, Wu, & Kao, 2008). When an employee feels treated fairly, he or she has a favorable attitude about his or her employment. Furthermore, employees who regard their organizations as socially responsible are more likely to perceive their organizations as treating them fairly (Zheng, 2010). Therefore, employees' impressions of their organization's CSR may lead to a rise in JS.

Vitell and Davis (1990) discovered a correlation between the ethical atmosphere of a company, its industry, and many dimensions of JS. The findings suggest that managers may be able to boost JS by encouraging ethical behavior and decreasing the likelihood of unethical behavior inside their organizations. Similarly, Koh and Boo (2001) found that organisational ethics, a crucial element of CSR, enhances JS. In particular, employees choose companies that encourage ethical values and practices (Garavan & McGuire, 2010). Consequently, organizations are able to increase employees' JS by meeting employees' expectations of ethical actions (Koh & Boo, 2001). On the basis of a survey of 237 managers in Singapore, these authors investigated whether the ethical climate of an organization had a substantial impact on JS. The basis for this study was that earlier research yielded contradictory outcomes in various contexts. The findings demonstrated that ethical climate is substantially associated with JS, indicating that the presence of ethical behavior (e.g., CSR practices) in the workplace will raise JS and its absence will lower JS.

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basis for this study was that earlier research yielded contradictory outcomes in various contexts. The findings demonstrated that ethical climate is substantially associated with JS, indicating that the presence of ethical behavior (e.g., CSR practices) in the workplace will raise JS and its absence will lower JS. Studies from developing countries, such as China, Singapore, etc., pertaining to CSR and JS (Koh & Boo, 2001; Zhu, Yin, Liu, & Lai, 2014) found that the relationship between employee CSR attitudes/perceptions and JS is generally positive, which is similar to the findings of similar studies from developed countries, such as the United States, Israel, Portugal, etc (Gavin & Maynard, 1975; Patraquim & Loureiro, 2009; Tziner, Oren, Bar, & Kadosh, 2011). Two studies, one from a developing nation and the other from a developed country (Viswesvaran & Deshpande, 1996; Vitell & Davis, 1990) found that unethical behavior leads to unhappiness, indicating that ethical behavior may contribute to employees' job satisfaction (JS).

2.3 Overview of Corporate Social Responsibility

There has been a social increase in responsibility on CSR in recent years. CSR (corporate social responsibility) is proving beneficial to an increasing number of businesses (Kong et al., 2021). A company's willingness to assume responsibility for the social, economic, and environmental consequences of its actions has long been recognized as having an effect on that company's ability to compete and make profits (Collier & Esteban, 2007). In a nutshell, this is what corporate social responsibility entails. It involves the good and negative interactions an organization has with its environment. (Reckmann, 2022). The term "corporate social responsibility" (CSR) was used by Du, Bhattacharya, and Sen (2010) to describe a company's efforts to promote the common good by creating a more ethically minded market. They also state that companies are increasing their spending on those in the community. Environmental preservation, charitable giving, and businesses with a focus on social responsibility are all good examples. Accordingly, corporate social responsibility (CSR) practices are defined by the World Business Council for Sustainable Development (2001) as an organization's dedication to promoting sustainable economic development with regard to its employees, their families, and local communities. So, CSR is the responsibility that pushes businesses to fulfill their obligations to stakeholders by doing all they can to meet their needs on a social basis.

However, CSR is not necessarily practiced by businesses out of a sense of duty to fulfill corporate responsibilities. (Du, Bhattacharyya, & Sen, 2010).

Many CSR projects are motivated, instead, by the many potential financial rewards that could result from taking part in such endeavors. According to Farooq et al., there are four primary types of corporate social responsibility (CSR) activities (2014). Attention to the needs of consumers, workers, the planet, and the greater good. According to their research, of these four factors, employee orientation appears to be the most accurate predictor of an employee's faith in and loyalty to the firm.

2.4 Effects of CSR

Despite growing recognition of CSR throughout time, perspectives on its applicability, relevance, and real connection to a firm's perceived external advantages are still varied (Jamali & Mirshak, 2007). One factor that could be considered important for firms to participate in CSR activities is the projected improvement in financial performance. Despite the fact that earlier studies could have been expected to have an impact, many of them have come up empty. (Salzmann et al., 2005).

In their investigation of the relationship between "company social performance" and "corporate financial performance," Margolis and Walsh (2003) likewise discovered conflicting results, although they ultimately came to the conclusion that the positive association predominated. According to Salzmann et al. (2005), CSR may have both a negative and a positive effect on a company's ability to succeed financially, depending on the company's position within the range of alternatives. The various results might be explained by this.

The way that the public views a company also has a big impact on how successful it is. Research has shown a positive correlation between CSR and a company's reputation and image. CSR initiatives can thereby affect this viewpoint. According to Grey and Balmer (1998, p. 696), "reputation" refers to the unique experiences and viewpoints of the organization's stakeholders, while "image" refers to "the mental picture of the corporation held by its audiences." They draw the conclusion that, in contrast to images, which may change quickly, reputations take time to develop and are influenced by how consistently an organization performs and communicates over time. Support for the link between CSR and a company's reputation was offered by

Schwaiger (2004) and Fombrun & Wiedmann (2001), showing that CSR is a significant influence on a company's reputation.

A company's reputation as a good employer may be improved by participating in CSR efforts, which may give the impression that the company is treating the environment with care. Backhaus, Stone, and Heiner (2002) note that as job seekers look for companies to work with, a growing number prioritize environmental concern, linkages to the community, and the value of diversity. The findings of Greening and Turban (2000), who discovered that people are more likely to work for companies that engage in admirable CSR efforts, are consistent with this. College graduates are more drawn to and engaged with firms that promote ethical and responsible practices within their CSR programs, according to recent research by Barrena-Martinez et al. (2015). Therefore, businesses that practice CSR can plan to hire skilled personnel, lower employee turnover, and increase employee engagement (Barakat et al., 2016).

In order to manage the internal and external perceptions of their CSR initiatives among stakeholders, companies appear to be placing more and more emphasis on participating in external CSR activities. As a result, CSR is seen as an obligation for businesses to the environment or other outside groups. However, it may be argued that their most important duty is to their own company, particularly to its employees (Carlini & Grace, 2021). It is crucial to concentrate the CSR strategy on the workforce and to actively involve them while seeking to integrate a company's CSR values (Carlini et al., 2019). Employee satisfaction could rise as a result of this method.

In addition, during the past few years, the idea of occupational happiness has been increasingly prominent. Companies put a higher emphasis on employee happiness because it has been shown that employee satisfaction is correlated with productivity (Toropova et al., 2021; van der Voort, 2004).

According to Locke (1976, p. 1304), the most popular definition of "work satisfaction" is "a pleasant or excellent emotional state resulting from the evaluation of one's job or workplace experiences." However, attitude can also be used to describe job satisfaction. As a result, it might be defined as "a positive (or negative) evaluation of one's job or employment position." (Weiss, 2002, p. 175).

2.5 CSR and Internal Effects on Employees

Similar to how employers and employees are placing more emphasis on job satisfaction (Toropova et al., 2021), more academics are looking into the internal benefits CSR can have on businesses. Consider trust and internal motivation, creative participation, or employee engagement (Glavas & Piderit, 2009)

People's desire to find a purpose and be a part of something greater can explain their attraction to organizations that engage in CSR efforts. This is reinforced by Jones et al. (2014), who argue that individuals may feel a sense of pride when associating with firms who engage in CSR efforts. They add that people may feel that their beliefs align with those of the companies and that they will be treated responsibly because the companies appear to care about the environment. In addition, Ali et al. (2010) discovered significantly significant relationships between CSR and employee organizational commitment and performance. (Loor-Zambrano et al., 2022).

As was already said, participating in CSR can benefit a firm in both financial and non-financial ways. Depending on the objectives of the organization, these benefits may have an impact on a worker's perception of job satisfaction. This study explores the connection between non-financial advantages such as job satisfaction, intrinsic motivation, affiliation with the company, perceived external status, job engagement, and CSR practices. These opinions haven't been confirmed with Adwise staff, however the literature (Barakat et al., 2016) seems to indicate that they are somehow related to CSR. The poll was carried out on-site at the company's headquarters because Adwise's employees are its most significant stakeholders.

2.6 The Nature of Social Responsibility

The idea of corporate social responsibility began to emerge and develop among academics

And the executive directors of institutions, as the economist (Milton Friedman) took the initiative to discuss it. the only social responsibility of organizations is that the CEOs and business owners care to achieve the largest possible profit for the owners of the company or shareholders, based on the theory The saying that institutions exist to achieve profits.

Subsequently, there was a great debate on the concept of social responsibility, and many

Schools that have adopted many definitions of this concept, as several positive definitions have been crystallized. It pours into the spirit of the concept, opposes (Friedman) and argues that institutions exist to serve societies, It is their duty to preserve the environment in which they operate, and for organizations to act as citizens with rights. It has duties that it must perform to society.(Farooque et al,2009)

2.7 The Importance of Social Responsibility

There is general agreement that, within certain parameters, social responsibility represents an important practical formula and useful for business organizations in their relations with their societies. This is because, for business organizations, upholding social responsibility has a number of advantages, the most important of which is improving the organization's reputation in society and cultivating a positive image among clients, employees, and society at large in general.

The law of social work required of business organizations is actually a responsibility social to its minimum because its violation subjects the organization to legal accountability. If we define social responsibility as voluntary initiatives of the organization towards multiple relevant parties, assuming that the stakeholders have a direct or indirect interest in the existence of the organization.

The improvement of the working conditions inside the corporate organization brought about by social responsibility results in widespread interdependence and cooperation between the many stakeholders. Additionally, it is an effective reaction to the transformation of societal demands into social needs and the realization of a component of the dual selves of the individual and the group.

Understanding social responsibility has a number of advantages that can be outlined. The three principal parties who will gain from this obligation's yield, by which we mean: (society, state, organization). Other advantages for the firm include financial return, improved performance, social acceptance, a good relationship with society, and others. As for society, it may be concluded that there will be the following

benefits as a result of commercial enterprises of all types adopting a certain pattern of social responsibility:

1. Fostering a strong sense of belonging among thousands of people with special needs while enhancing social cohesion between the various societal groups. (2006) Ki-Han Chung et al.
2. Social stability as a result of granting corporate organizations a form of social justice.
3. Increasing the standard of living in society, whether through infrastructure or culture.
4. Raising awareness of the value of complete integration between different community organizations and different interest groups.
5. The connection between social responsibility and fundamental ideas like minimizing workplace confidentiality, being transparent, and being honest. In dealing, these factors boost societal prosperity and social cohesiveness on various levels.

Finally, the perception of the function that commercial groups play is one that primarily benefits the state. It results in reducing the burdens endured by the state as it carries out its different duties. We anticipate that the rewards for the nations will be higher as a result of organizations' increased understanding of the value of fair contribution. While far from bearing business organizations their own role in this context, it is appropriate to bear the various social costs, pay the state's tax obligations fees, and contribute to the elimination of unemployment, technological advancement, and other areas where the modern state finds itself unable to carry out all of its burdens. (Murali Raman, 2012)

2.8 Job Satisfaction

As was previously said, the concept of job satisfaction reflects how employees feel about their workplace and how they feel within (Landis et al., 2015). High levels of job satisfaction result when people are satisfied with their jobs, their employers, and the requirements and qualities of their professions (Robbins & Judge, 2015). According to Robbins and Judge (2015), a variety of factors may influence how

contented employees are with their work. These attributes can be divided into five categories: the administration, pay, chances for advancement, and connections. On the other hand, several variables might negatively impact job satisfaction. According to Barakat et al. (2016), stress might make workers less satisfied with their jobs. Performance can be affected as a result of this. The anticipated boost in productivity, earnings, and job happiness may result in a better working environment, which will probably have a positive effect on employee job satisfaction. (Landis et al., 2015).

According to study, there may be a positive relationship between CSR efforts and job happiness (Valentine & Fleischman, 2008). Mascarenhas et al. (2020) have confirmed the link between CSR actions and job satisfaction. According to Barakat et al. (2016), the positive relationship may be due to CSR's ability to enhance a company's brand and reputation. Which in turn affects the employees. Additionally, it is asserted that CSR initiatives contain particular principles that, when implemented through decisions, rules, or acts, may raise employee pride. Greater job satisfaction may also emerge from this attitude (Pérez et al., 2018).

It may be argued that employees' job happiness would rise if they were aware of the company's CSR initiatives. Studies have shown that because employees could misinterpret CSR regulations, knowing them may be more crucial than following them (Ellis, 2009). These programs won't have much of an impact on employees' well-being or job satisfaction if they are not aware that their firm participates in CSR activities. Furthermore, the incorrect application of such ideas can lead to unhappiness, which would reduce job satisfaction.

Everyone who works in a company should be concerned about this issue, and job satisfaction is one of the most often used variables in organizational behavior study. The classic definition of job satisfaction is how happy an employee feels about their work, and job satisfaction is influenced by both the task's nature and the employee's expectations of their position. The set of feelings and attitudes people hold about their current occupations is, in Spector's opinion, the organizational behavior variable that has been studied the most. It has been thoroughly researched and is a function of direction from function. It is a trend that managers and team leaders should pay close attention to. It reveals how much people appreciate their job, and this is assessed by subjective data. It is a thorough evaluation of all the different aspects of a person's job that takes into account peoples' attitudes, actions, and expectations. The

emotional and cognitive judgments of the job determine job satisfaction. It is a multifaceted idea that takes into account both environmental and personality variables. Job satisfaction is based on employee satisfaction with the many job components, which include duties, responsibilities, relationships, benefits, and rewards (Ellis, 2009).

One of the pioneers in the study of job satisfaction was Hoppock. In addition to believing that job satisfaction is a personal, psychological, and physical evaluation of one's work and environment, It is also known as the emotional reflection of employees at work or subjective feelings about their work environment. He described it as employees' subjective reflections on work settings. He shows that job satisfaction is a type of pleasant or positive emotional state that develops as a result of assessing a person's experience with their work, and as a result, it consists of both a cognitive and an emotional component. Locke offered a thorough understanding of job satisfaction that takes into account cognitive, practical, and evaluative responses or tendencies. Job satisfaction is defined as how an employee feels about their job as a result of their perception of achievement (Hellriegel, 2011).

2.9 The Importance of Job Satisfaction

The investigation of job satisfaction is crucial for management. Through it, we learn about people's emotions and various attitudes toward different areas of their work, finding the flaws and attempting to prevent them. It is also known that working people's problems might lead to the development of appropriate solutions that guarantee advancement and boost productivity. also excellent service delivery. Organizational undesirable behaviors, including as attempts at unionization, theft, and tardiness, are caused by job discontent and unfriendly relationships with coworkers. and that these actions are signs of the more widespread illness known as deviant workplace conduct (or counterproductive behaviour). Additionally, job boredom and subpar performance at work are caused by dissatisfaction (Pérez et al.2018).

Numerous studies have demonstrated a favorable relationship between life satisfaction—defined as the degree of one's overall life satisfaction—and job satisfaction, which is reflected in one's physical and mental well-being as well as longevity. It also has an impact on how behavior is interpreted because rising job

satisfaction reduces psychological exhaustion. A person who is happy with their work is more innovative and makes significant progress overall, and this enhanced satisfaction reduces absenteeism and turnover at the workplace. Individuals' organizational commitment to the organization is strengthened through satisfaction. Employee happiness also boosts client loyalty and satisfaction (Hitt, Michael, 2011).

Given that losing an employee would result in the company losing irreplaceable intangible assets and reducing its competitiveness, job satisfaction is crucial to the long-term success of any business. It is also a key trend that aids in behavior prediction because higher job satisfaction reduces gossip. The workplace, the absence of employee complaints, the level of resistance to change, the rise in organizational citizenship behaviors, and the decline in internal conflict all have a significant impact in the achievement of the organization's goals. Additionally, we see a correlating relationship between organizational justice, job satisfaction, and social responsibility (Karuppaiyan, 2013).

Job satisfaction is crucial for stakeholders as well as employees since it increases productivity and decreases attrition. A high level of job satisfaction ensures the effectiveness of the organization and the welfare of the employees, whereas a poor level of job satisfaction among the workforce results in significant costs for the company. People's propensity to impart their expertise, knowledge, and experience on others is influenced by their level of job satisfaction. According to research, raising someone's level of job satisfaction encourages information sharing, which in turn improves performance (Kautonen, Teemu, 2012).

Because a person's job satisfaction is the foundation for reaching his or her psychological, organizational, and social compatibility, job satisfaction is crucial for both individuals and the organization as well as for society. Its significance for the person increases his capacity for invention and creativity, motivation to attain and improve performance, and capacity for achieving compatibility with the working environment. Regarding its significance for the organization, it is to deliver high-quality services, lower the number of staff turnovers, absences, and tardinesses, and raise people's sense of belonging and loyalty to the organization and their strong desire to remain in it. Regarding its significance to society, it increases rates of service delivery and economic efficiency, while decreasing rates of job turnover,

which promotes family stability, community cohesion, and advancement. (Khan, et all, 2013).



3. METHODOLOGY

3.1 The Research Model of the Study

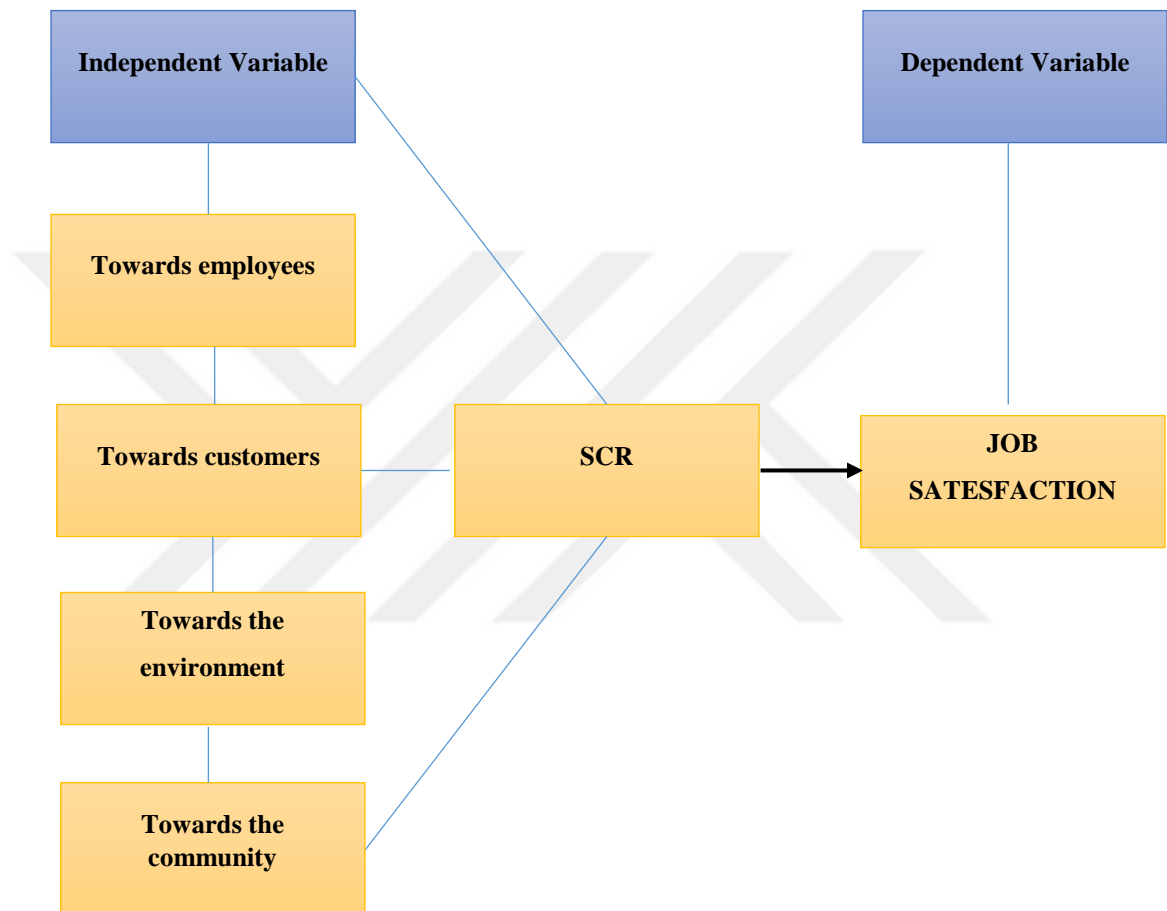


Figure 3.1: Conceptual Framework of the Study

3.2 Data Collection

In research, there are two different approaches to gathering data. Primary data collecting is primarily used in this study. In primary data collection, information is acquired directly from sources and used in research, particularly for the research project. Primary data are facts that have never been gathered before and are based on a survey that was prepared just for them. Primary data raises the significance of the study purpose since they are of a direct nature and are connected to the topic or problem. Scholars obtain information during primary data collection using a variety

of approaches, including surveys and interviews. In order to gather data for this study, both surveys and interviews were used.

Additionally, the demographic data of respondents was gathered in the first section of the questionnaire survey, including details on their age, gender, number of years of employment, level of education, and basic company information. The poll was created using a "Google form," a free Google tool designed to make data collection simple and uncomplicated with no monitoring.

It was selected because it was user-friendly for both the individuals who designed it and the people who responded to it. It provided me with all the tools I required to create the survey, distribute it, and then import the results into SPSS.

3.3 Research Design

The research employed a descriptive survey research design. The design of the study showed the variables of the study by providing answers to who, what and how questions. The results were connected with the determination of the frequency in which things occur or the relationship between the variables. The ideal approach helps the attainment of detailed relationship between the variables in the study. Hence the use of the identification of the variables is hypothetical in constructs. The importance in the use of the design is at glance and could facilitate the attainment of knowledge in the whole populations based on the nature of the information for the resources that are available.

3.4 Research Objective

The aim of our research is to propose an empirical model to estimate the level of the relationship between the relationship between corporate social responsibility and employee job satisfaction on the contracting companies in Iraq. The following statements are specific objective of the study.

- To examine the effect of SCR on the employee job satisfaction in construction companies in Iraq.
- To identify the impact of towards employees on the employee job satisfaction.

- To identify the impact of towards customers on the employee job satisfaction.
- To identify the impact of towards the environment on the employee job satisfaction.
- To identify the impact of towards the community on the employee job satisfaction.

3.5 Sample Procedure

The study random sample and questionnaire with structured questions as means of data collection through google form and the study target is to reach 175 employees who works construction companies in Iraq. After quite time the 200 questionnaire has been fill out and where 25 questionnaires did not fill out by the respondents because lack of interest, lack of time and even the respondents are not quite satisfied to fill out the questionnaire because of confidentiality even the research grantee their information will used only as academic purpose. The reason that researcher used random sample is to give equal chance to the participants of the study and questionnaire was used because the study was based quantitative method and descriptive design.

3.6 Hypotheses of the Study

The hypotheses of the study are constructed the variables of the study and will be the following statements

H1: Is there a relationship between SCR on the employee job satisfaction?

H2: Is there a relationship between towards employees on the employee job satisfaction?

H3: Is there a relationship between towards customers on the employee job satisfaction?

H4: Is there a relationship between towards the environment on the employee job satisfaction?

H5: Is there a relationship between towards the community on the employee job satisfaction?

4. PRACTICAL FRAMEWORK

4.1 Demographic Information (Frequency Tables)

Table 4.1: Findings Regarding Gender Distribution

What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	90	51,4	51,4	51,4
	Female	85	48,6	48,6	100,0
	Total	175	100,0	100,0	

Comment: All gender categories of participants are quite evenly distributed. Men outnumber women by a slim margin of 2.86 percentage points (5 people).

Table 4.2: Findings Related to Age Range

What is your age group?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25 years	51	29,1	29,1	29,1
	25-34 years	40	22,9	22,9	52,0
	35-44 years	43	24,6	24,6	76,6
	45 years and more	41	23,4	23,4	100,0
	Total	175	100,0	100,0	

Comment: The survey questions had five age categories, but in order to categorize the data in a way that was statistically significant, the categories 45-54 years and 55 years and more, which had few participants, were combined as 45 years and more, and the number of categories was reduced to four.

Due to the merging procedure, there is only a difference of 11 (%6.29) between the highest percentage of participants who were under 25 (%29.14; 51) and the lowest percentage of participants who were between 25 and 34 (%22.85; 40). As a result, the categories have been distributed in a very balanced way.

Table 4.3: Findings on Education Level

What is your education level?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School Degree	64	36,6	36,6	36,6
	University Degree	63	36,0	36,0	72,6
	Masters or PhD Degree	48	27,4	27,4	100,0
	Total	175	100,0	100,0	

Comment: The proportions of people in each education group are about equal. Participants with a High School Diploma or higher made up the largest percentage. (36.57%; 64) is a just bit higher (9.15%; 16) higher than the number of the lowest participants with Masters or PhD degree (27.43%; 48).

Table 4.4: Findings Regarding the Working Hours of Individuals

Total Work Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	64	36,6	36,6	36,6
	5-14 years	56	32,0	32,0	68,6
	15 years and more	55	31,4	31,4	100,0
	Total	175	100,0	100,0	

Comment: The survey questions defined five total work experience categories, but in order to categorize the data in a statistically significant way, the categories of 5-10 years, 10-14 years, 15-19 years, and 20 years and more were combined as 5-14 years and more respectively, reducing the number of categories to three.

As a result of merging process, the difference between highest number of participants who had total work experience less than 5 years (%36.57; 64) is just a few 9 (%5.14) higher than the lowest number of participants who have total work experience with 15 years and more (%31.42; 55).

Therefore, it can be said that the distribution of participants is very balanced for total work experience categories.

4.2 Characteristic Values

General Information: In this part of the study, we'll go through the typical scores on the scales and the dimensions that make up those scores. Characteristic values can be

classified into three groups: measurements of central tendency, measures of variability, and measures of distribution. The arithmetic mean (\bar{X}), median (Me), and mode will be employed in this study as measures of central tendency (Mo).

Calculating measures of central tendency, or means, serves the crucial function of identifying a single number that best summarizes the series. The value that splits the data set into two equal portions is known as the median (Turanl and Güriş, 2015, p. 49–82). The mode refers to the data set's most often occurring value. The scattering of the series values is measured by the measurements of variability, on the other hand. According to Turanl and Güriş (2015), on page 100, these measurements reveal the degree of the series' values' dispersion from the mean. The standard deviation (σ) will be employed as the variable measurement in this investigation.

Measurements of the distribution reveal the degree to which the data set is skewed and has a kurtosis. The skewness of a data set is a measure of how far its distribution strays from being perfectly symmetrical. If the value of skewness is positive, it means that the data set has a rightward bias, and if it's negative, the series is skewed to the left. In contrast, kurtosis measures how acute the data set's distribution is relative to the normal distribution. It is referred to as flat (platykurtic) if the distribution's kurtosis exceeds that of the normal distribution, and pointed if it is less (leptokurtic) (Yolsal, 2020, p. 136).

Variables of the Study:

Each of the following four aspects of Corporate Social Responsibility (CSR)—towards employees, toward consumers, toward the environment, and toward the community—serves as a separate independent variable in this analysis. Job satisfaction is also applied as dependent variable.

CSR towards Employees: Independent Variable consists of 5 items: CSR_EMP1, CSR_EMP2, CSR_EMP3, CSR_EMP4 and CSR_EMP5.

CSR towards Customers: Independent Variable consists of 5 items: CSR_CUS1, CSR_CUS2, CSR_CUS3, CSR_CUS4 and CSR_CUS5.

CSR towards Environment: Independent Variable consists of 5 items: CSR_ENV1, CSR_ENV2, CSR_ENV3, CSR_ENV4 and CSR_ENV5.

CSR towards Community: Independent Variable consists of 5 items: CSR_COM1, CSR_COM2, CSR_COM3, CSR_COM4 and CSR_COM5.

Job Satisfaction: Dependent Variable consists of one dimension with 5 items: JS1, JS2, JS3, JS4 and JS5.

Table 4.5: Findings on Variables

N		Mean	Median	Mode	Std. Deviation	Skewness	Kurtosis
CSR_Employees	175	3,98	4,00	4	0,621	-,610	-,506
CSR_Customers	175	3,93	4,20	4	0,637	-,606	-,739
CSR_Environment	175	3,94	4,00	4	0,654	-,497	-,682
CSR_Community	175	4,14	4,40	4	0,707	-2,217	5,516
Job Satisfaction	175	3,94	4,20	4	0,826	-,569	-,925

Characteristic Values

Comments: 1) When the mean values of the variables are looked at, the highest mean value is CSR towards Community independent variable (4.14). On the other hand, the lowest mean is the CSR towards Customers independent variable (3.93). The most important finding observed at this point is that the means of all variables are close to each other, since the difference between the highest mean and the lowest mean is only 0.21 points (4.14 – 3.93). In addition, all median values are 4.00 and above; the difference between the highest and lowest value is also only 0.40 points. All these findings indicate that the participants filled the items of variables with similar attitudes.

2) We can determine whether the data are distributed according to the normal distribution by looking at the skewness and kurtosis values, which are indicated in dark pink. The distribution is regarded as normal if the majority of these values fall within the range of +1,500 to -1,500. All the variables except CSR towards Community are in this range, whereas skewness and kurtosis values of CSR towards Community independent variable are out of the acceptable range (colored in blue).

3) The Kolmogorov-Smirnov-Shapiro-Wilk Test at 95% confidence interval was additionally performed to verify the normal distribution. Shapiro-Wilk results are examined when the sample size is less than 50 (N50). We examine the Kolmogorov-Smirnov test results since our sample size is 175; $N = 175 > 50$. The significance

(Sig.) of the variables must be lower than 0.05 for the distribution to be considered normal. As can be seen here, all p values are below 0.05. We have verified the distribution's normality with this test.

Table 4.6: Normality Test Data

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
CSR_Employees	,143	175	,000	,935	175	,000
CSR_Customers	,180	175	,000	,922	175	,000
CSR_Environment	,138	175	,000	,948	175	,000
CSR_Community	,208	175	,000	,758	175	,000
Job Satisfaction	,159	175	,000	,910	175	,000
a. Lilliefors Significance Correction						

4.3 Relations Between Categorical Variables In Crosstabulations

Using The Chi-Square Analysis

Table 4.7: Age – Education Relationship Crosstabulation

What is your age group? * What is your education level? Cross tabulation					
		What is your education level?			Total
		High School Degree	University Degree	Masters or PhD Degree	
What is your age group?	Under 25 years	32	19	0	51
	25-34 years	19	15	6	40
	35-44 years	8	18	17	43
	45 years and more	5	11	25	41
Total		64	63	48	175

Table 4.8: Chi-Square Tests

Value	df.	Asymptotic Significance (2- sided) (p)
Pearson Chi-Square	58,094	6
N of Valid Cases	175	,000

Comment: $p = 0.000 < 0.05$: there is a significant relationship between two categorical variables: age and the participant's education level.

Most of the participants (%62.74; 32/51) who are under 25 years, hold just high school degree. This ratio decreases to %47.50 (19/40) for the participants who are between 25-34 years; to %18.61 (8/43) for the participants who are between 35-44 years and to just %12.20 (5/41) for the participants who are 45 years and older.

On the other hand, none of the participants younger than 25 years old hold Masters of PhD degree (0/51). It is %15 (6/40) for the participants who are between 25-34 years, increases to %39.53 (17/43) for the participants who are between 35-44 years and jumps to %60.98 (25/41) for the participants who are 45 and older.

Accordingly, *it can be said that as the age of the participants increases, their education level increases.*

4.4 Age – Total Work Experience Relationship Crosstabulation

Table 4.9: Age – Total Work Experience Relationship Crosstabulation

What is your age group? * Total Work Experience? Cross tabulation					
		Working Experience?			Total
		Less than 5 years	5-14 years	15 years and more	
What is your age group?	Under 25 years	45	6	0	51
	25-34 years	19	21	0	40
	35-44 years	0	29	14	43
	45 years and more	0	0	41	41
Total		64	56	55	175

Table 4.10: Chi-Square Tests

Value		df	Asymptotic Significance (2- sided) (p)
Pearson Chi-Square	200,984	6	,000
N of Valid Cases	175		

Comment: $p = 0.000 < 0.05$: *there is a significant relationship between two categorical variables: participant's age and the participant's total work experience.*

Vast majority of the participants younger than 25 years (%88.24; 45/51) possess a total work experience less than 5 years. This ratio reduces to %52.25 (21/40) for the

participants between 25-34 years and none of the participants who are 35 and over (0/84) possess a total work experience less than 5 years.

On the other hand, none of the participants younger than 35 years old, could reach to a total work experience of 15 years (0/91). A total work experience of 15 years and more is seen first at the 35-44 years age category (%32.56; 14/43), and all of the participants who are 45 years old or elder, possess a total work experience of 15 years and more as expected.

4.5 Education – Total Work Experience Relationship Crosstabulation

Table 4.11: Education – Total Work Experience Relationship Crosstabulation

What is your education level? * Total Work Experience? Cross tabulation		Working Experience?			Total
		Less than 5 years	5-14 years	15 years and more	
What is your education level?	High School Degree	40	13	11	64
	University Degree	21	25	17	63
	Masters or PhD Degree	3	18	27	48
Total		64	56	55	175

In this context, *it can be said that as the age of the participants increases, they have more total work experience.*

Table 4.12: Chi-Square Tests

Value	df	Asymptotic Significance (2- sided) (p)
Pearson Chi-Square	42,296	4
N of Valid Cases	175	,000

Comment: $p = 0.000 < 0.05$: *there is a significant relationship between two categorical variables: participant's age and the participant's educational status.*

Most of the participants with high school degree (%62.50; 40/64) possess a total work experience less than 5 years, this ratio decreases to %33.33 (21/63) for the participants with university degree and to just %6.25 (3/48) for the participants with Masters of PhD degree.

On the other hand, only a few of high school degree participants possess a total work experience of 15 years and more (%17.19; 11/64). This ratio increases to %26.98

(17/63) for the participants with university degree and to %56.25 (27/48) for the participants with either Masters or PhD degree.

Accordingly, *it can be said that as the age of the participants increases, their education level increases.*

4.6 Gender – Education Relationship Crosstabulation

Table 4.13: Gender – Education Relationship Crosstabulation

What is your education level? * What is your Gender? Cross tabulation				
Count				
		What is your Gender?		Total
		Male	Female	
What is your education level?	High School Degree	37	27	64
	University Degree	21	42	63
	Masters or PhD Degree	32	16	48
Total		90	85	175

Table 4.14: Chi-Square Tests

Value		df	Asymptotic Significance (2- sided) (p)
Pearson Chi-Square	13,764	2	,001
N of Valid Cases	175		

Comment: $p = 0.000 < 0.01$: *There is a significant relationship between two categorical variables: participant's educational status and the participant's gender.*

Almost half of the female participants (%49.41; 42/85) hold university degree whereas the most frequent category for male participants is high school degree (%41.11; 37/90).

In this respect, *it can be stated that the female participants in this research were relatively more educated than their male counterparts.*

4.7 Age – Gender Relationship Crosstabulation

Table 4.15: Chi-Square Tests

Value		df	Asymptotic Significance (2- sided) (p)
Pearson Chi-Square	3,973	3	,264
N of Valid Cases	175		

Comment: $p = 0.264 > 0.05$: *there is not any statistically significant relationship between two categorical variables: participant's age and the participant's gender.*

4.8. Total Work Experience – Gender Relationship Crosstabulation

Table 4.16: Chi-Square Tests

Value		df	Asymptotic Significance (2- sided) (p)
Pearson Chi-Square	0,009	2	,995
N of Valid Cases	175		

Comment: $p = 0.995 > 0.05$: *there is not any statistically significant relationship between two categorical variables: participant's total work experience and the participant's gender.*

General Comment Regarding Crosstabulations

As expected, there was a statistically significant correlation between the age of the participants and their education level, their work experience

In this context, *as the age of the participant increases, the level of education increases, the work experience increases.*

Furthermore; as an unexpected surprize; a statistically positive relationship between gender and education level was observed. It should take extra curiosity, as female participants were relatively more educated than their male counterparts!

On the other hand; as assumed; no statistically valid relationships were found between gender & age and gender & total work experience respectively.

4.9 Factor and Reliability Analysis

Table 4.17: Factor and Reliability Analysis

Value Range	COMMENT
> 0,900	Perfect
> 0,800	Quite Well / Pretty Good
> 0,700	Good & Acceptable
> 0,600	Acceptable Upon Inquiry
≥ 0,500	Insufficient Acceptable Under Specific Circumstances
< 0,500	Unacceptable

Preliminary Explanations To Interpret The Analysis Results

- **Bartlett Test of Sphericity (Sig. value):** The link between the scales is the second prerequisite. The Bartlett Test of Sphericity is used to determine whether this link exists. The null hypothesis (H0) (p 0.05), which states that there is no link between the scales, is rejected in this test (Cohen et al., 2007, p. 570).
- **KMO Fit Value:** The fulfillment of two fundamental requirements determines the scales' eligibility for factor analysis. The first of these examines whether the sample size is adequate for factor analysis using the Kaiser-Meyer-Olkin (KMO) test. When the KMO value is less than 0.50, the data cannot be used for factor analysis. Although a KMO value of 0.50 or higher is sufficient, 0.70 or higher is desirable. A KMO rating of 0.60 to 0.70 is acceptable but regarded as average.
- **Cronbach's Alpha (α) Coefficient for Reliability Test:** The scales' and their sub-dimensions' internal consistency is shown by the Cronbach's Alpha coefficient (α), which ranges from 0 to 1. The reliability of the scales and subdimensions increases as the ratio approaches 1, but it falls when it is less consistent internally (Yolsal, 2020, p. 137). The scale measures more than one trait at once, and the items are not homogeneous among themselves, as indicated by the scale's poor Cronbach Alpha internal consistency coefficient (Tavşanlı, 2014, p. 29). The values of Cronbach's alpha can be interpreted as follows: (Gliem & Gliem, 2003, p. 87).
- **Mean Inter-Item Correlation Values:** Another method for evaluating the reliability of scales and their sub-dimensions is to look at the average correlation values between the items on each scale and dimension (Yolsal, 2020, p. 138).

According to the researchers, if the number is greater than 0.50, some of the scale's items are superfluous since they measure the same thing, while a value of less than 0.10 indicates that the scale's items are inadequate. (Piedmont & Hyland, 1993, p. 370). This value must fall within the range of 0.10 and 0.50 in this situation.

- **Mean Inter-Item Correlation Values:** If you want to check if the scales and their sub-dimensions are internally consistent, you may look at the mean correlation values between the items on the scale and the sub-dimensions (Yolsal, 2020, p. 138). The researchers believe that if the score is less than 0.10, then the items on the scale are insufficient to measure it, and if it is greater than 0.50, then some of the items on the scale are redundant because they assess the same thing (Piedmont & Hyland, 1993, p. 370). In this application, the range for this particular figure is narrowed down to somewhere between 0.10 and 0.50.

Factor & Reliability Analyses for CSR towards Employees (CSR_EMP)

- **Total Variance Explained:** When examining the findings of a factor analysis, it is also important to take into account the proportion of variance explained by each scale to the total variance. Studies conducted nowadays reveal that a rate of 40% or more is considered acceptable (Aksu et al., 2017, p. 59).

Table 4.18: Factor & Reliability Analyses for CSR towards Employees (CSR_EMP)

	Component
	1
CSR-EMP1	,787
CSR-EMP2	,771
CSR-EMP3	,809
CSR-EMP4	,835
CSR-EMP5	,881
KMO Fit Value	0,815
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,875
Mean Inter – Item Correlation	0,431
Total Variance Explained (%)	66,83

Comment: High factor loadings suggest that all items can be explained by a single component. Both the Cronbach's alpha reliability and the KMO fit value are above

average. Inter – item correlation average is in accepted range. Furthermore, *total variance explained value is perfect.*

Table 4.19: Factor & Reliability Analysis for CSR towards Customers (CSR_CUS)

Component Matrix	
	Component 1
CSR-CUS1	,815
CSR-CUS2	,801
CSR-CUS3	,785
CSR-CUS4	,849
CSR-CUS5	,863
KMO Fit Value	0,877
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,880
Mean Inter – Item Correlation	0,397
Total Variance Explained (%)	67,77

Comment: High factor loadings suggest that all items can be explained by a single component. Both the KMO-Fit value and the Cronbach's Alpha reliability are high. Inter – item correlation average is in accepted range. Furthermore, *total variance explained value is perfect.*

Table 4.20: Factor & Reliability Analysis for CSR towards Environment (CSR_ENV)

Component Matrix	
	Component 1
CSR-ENV1	,825
CSR-ENV2	,815
CSR-ENV3	,844
CSR-ENV4	,796
CSR-ENV5	,888
KMO Fit Value	0,852
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,890
Mean Inter – Item Correlation	0,484
Total Variance Explained (%)	69,58

Comment: As anticipated, all items clustered together under a single factor, and factor loadings are rather high. Both the Cronbach's alpha reliability and the KMO fit value are above average. Inter – item correlation average is in accepted range. Furthermore, *total variance explained value is perfect.*

Table 4.21: Factor & Reliability Analysis for CSR towards Environment (CSR_ENV)

Component Matrix	
	Component
	1
CSR-COM1	,900
CSR-COM2	,917
CSR-COM3	,887
CSR-COM4	,877
CSR-COM5	,936
KMO Fit Value	0,901
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,944
Mean Inter – Item Correlation	0,273
Total Variance Explained (%)	81,69

Comment: High factor loadings suggest that all items can be explained by a single component. The average inter-item correlation is within a reasonable range. *KMO – Fit value & Cronbach – Alpha reliability and total variance explained value are perfect.*

Table 4.22: Factor & Reliability Analysis for Job Satisfaction (JS)

Component Matrix	
	Component
	1
JS1	,796
JS2	,748
JS3	,880
JS4	,845
JS5	,841
KMO Fit Value	0,856
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,880
Mean Inter – Item Correlation	0,326
Total Variance Explained (%)	67,78

Comment: All items were gathered under a single factor as expected and factor loadings are high. KMO – Fit value & Cronbach – Alpha reliability are pretty good. Inter – item correlation average is in accepted range. Furthermore, total variance explained value is perfect.

Step 1: Initial Model after Factor Analysis

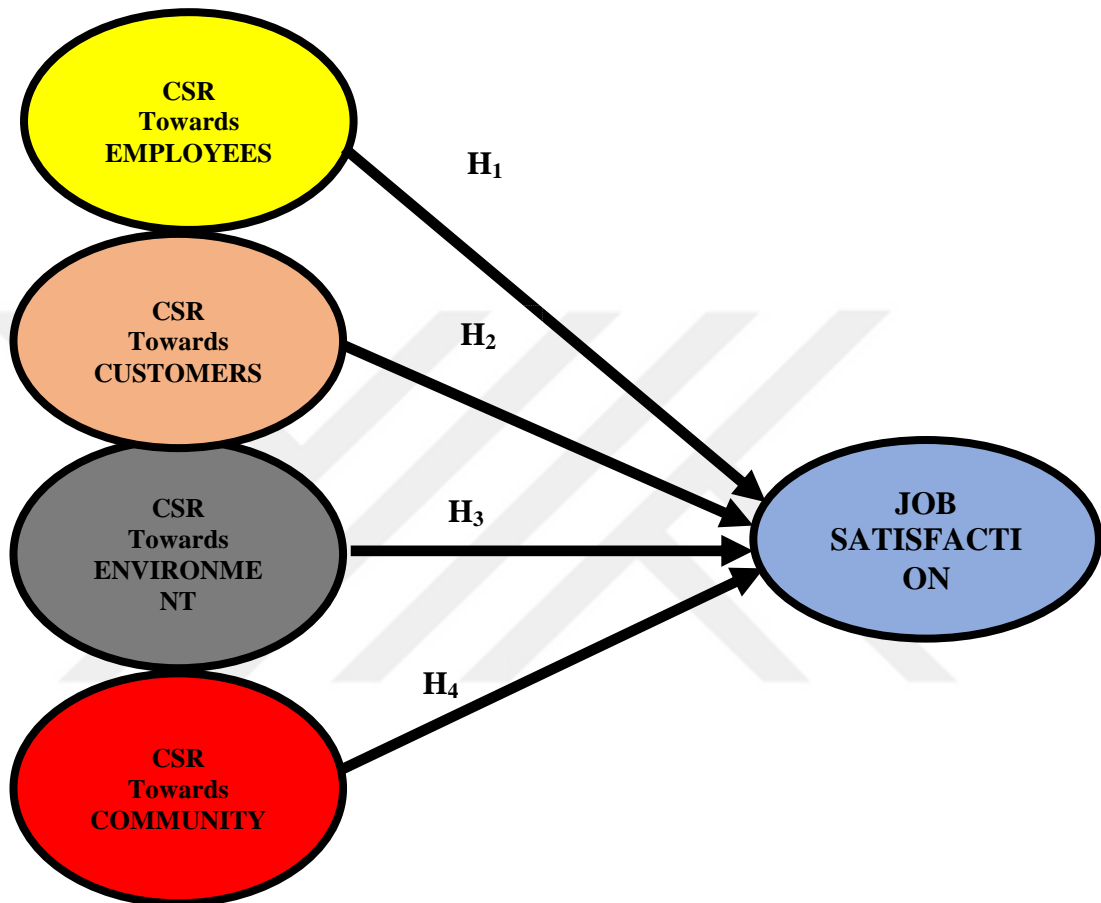


Figure 4.1: Initial Model After Factor Analysis

HYPOTHESIS GENERATION AFTER FACTOR ANALYSIS

H₁: CSR towards employees, has a statistically significant effect on employee's job satisfaction.

H₂: CSR towards customers, has a statistically significant effect on employee's job satisfaction.

H₃: CSR towards environment, has a statistically significant effect on employee's job satisfaction.

H₄: CSR towards community, has a statistically significant effect on employee's job satisfaction.

4.10 Multiple Regression Analysis & Power of Model (R²)

Table 4.23: Multiple Regression Analysis & Power of Model (R²)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79,216	4	19,804	85,422	,000 ^b
	Residual	39,412	170	,232		
	Total	118,629	174			

a. Dependent Variable: job satisfaction

b. Predictors: (Constant), csr community, csr employees, csr environment, csr customers

H₀ (Absence) Hypothesis: Independent variables of the model selection, career planning, compensation, training and performance appraisal are statistically insignificant in explaining organizational culture as the dependent variable. The null hypothesis is disproved if Sig (p) 0.05, This indicates the existence of a statistically significant relationship between the independent variables and the dependent variable. The four independent variables are all relevant to the context and help explain the dependent variable in some way.

Table 4.24: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,325	,302		-1,078	,282
	CSR employees	,207	,102	,156	2,039	,043
	CSR customers	,518	,113	,400	4,567	,000
	CSR environment	,408	,106	,323	3,837	,000
	CSR community	-,049	,053	-,042	-,941	,348

a. Dependent Variable: job satisfaction

Comment 1: In this step, we assess the level of significance (sig = p) of each independent variable that has been hypothesized to account for the dependent variable. All variables with a p-value greater than 0.05 were found to have no significant effect on the dependent variable. A considerable amount of the observed variation in the dependent variable can be accounted for by Sig. (p) variables with values below 0.05.

Looking at the results, CSR towards community independent variable sig. (p) value was found to be greater than 0.05 ($p_{\text{CSR_Community}} = 0.348 > 0.050$). *At this point, CSR towards Community independent variable is removed from the model and the regression analysis is repeated.*

Table 4.25: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79,011	3	26,337	113,677	,000^b
	Residual	39,618	171	,232		
	Total	118,629	174			
a. Dependent Variable: job satisfaction						
b. Predictors: (Constant), csr environment, csr employees, csr customers						

Table 4.26: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-,488	,248		-1,970	,050
	CSR employees	,206	,102	,155	2,026	,044
	CSR customers	,511	,113	,395	4,519	,000
	CSR environment	,405	,106	,321	3,813	,000
a. Dependent Variable: job satisfaction						

As a result of repeated regression analysis, all independent variables included in the model had Sig. (p) values less than 0.050. It means that *all 3 independent variables (CSR towards employees, customers and environment) are statistically meaningful for the dependent variable (employee's job satisfaction).*

In this context, the final model of the study has been reached. *Final model, assumes that 3 independent variables (customer social responsibility applications of companies towards employees, customers and environment have an impact on participant's (employee's) perceptions of job satisfaction.*

R² is a metric that can be used to interpret power analysis data and provide some insight into a model's goodness of fit. The R² coefficient of determination in regression is a statistical indicator of how closely the regression predictions match

the actual data points. When the R² value is 1, the regression's predictions accurately reflect the data.

The table regarding the interpretation of the R² value obtained as a result of the regression analysis is as follows:

Table 4.27: R² Value

Comment	R ² Value (Chin) (1998)	R ² Value (Hair et al.) (2011)
Very Weak	$R^2 < 0,19$	$R^2 < 0,25$
Weak	$0,19 \leq R^2 < 0,33$	$0,25 \leq R^2 < 0,50$
Moderate	$0,33 \leq R^2 < 0,67$	$0,50 \leq R^2 < 0,75$
Substantial (Strong)	$R^2 > 0,67$	$R^2 > 0,75$

When the comments of two studies that have a place in the literature on the interpretation of R² are combined, R² can be interpreted as follows:

Table 4.28: Moderate

Combined Comment (Chin, 1998 & Hair et al., 2011)	R ² Value
Very Weak	$R^2 < 0,19$
Quite Weak	$0,19 \leq R^2 < 0,25$
Weak	$0,25 \leq R^2 < 0,33$
Weak – Moderate	$0,33 \leq R^2 < 0,50$
Moderate	$0,50 \leq R^2 < 0,67$
Moderate – Substantial (Strong)	$0,67 \leq R^2 < 0,75$
Absolute Substantial (Strong)	$R^2 > 0,75$

Table 4.29: Model Summary^b

Model	R	R Square (R ²)	Adjusted R Square (R ²)	Std. Error of the Estimate
1	,816 ^a	,661	,660	,481
a. Predictors: (Constant), advertising, corporate website, public relations b. Dependent Variable: customer loyalty				

Comment 2: Taking a look at the model's summary, we find that the R² value is 0.661, which indicates that the three independent variables adequately explain the dependent variable. This value indicates that the model's explanatory ability is moderate: *Corporate Social Responsibility (CSR) applications towards employees,*

customers and environment explain the dependent variable employee's job satisfaction moderately.

Comment 3: We may learn more about the model contributions of the independent variables from the Standardized Beta Coefficients numbers in the Coefficients table.

When we look at these coefficients, it is seen that the *CSR towards customers variable* ($\beta_{\text{CSR (customers)}} = 0.395$), which has the largest coefficient, is the variable that *affects employee's job satisfaction the most.*

The effects of *CSR towards environment has also a close significant & powerful effect on employee's job satisfaction* ($\beta_{\text{CSR (customers)}} = 0,321$).

On the other hand *the impact of CSR towards employees on employee's job satisfaction is quite limited* ($\beta_{\text{CSR (employees)}} = 0.155$).

Step 2: Final Model after Multiple Regression Analysis

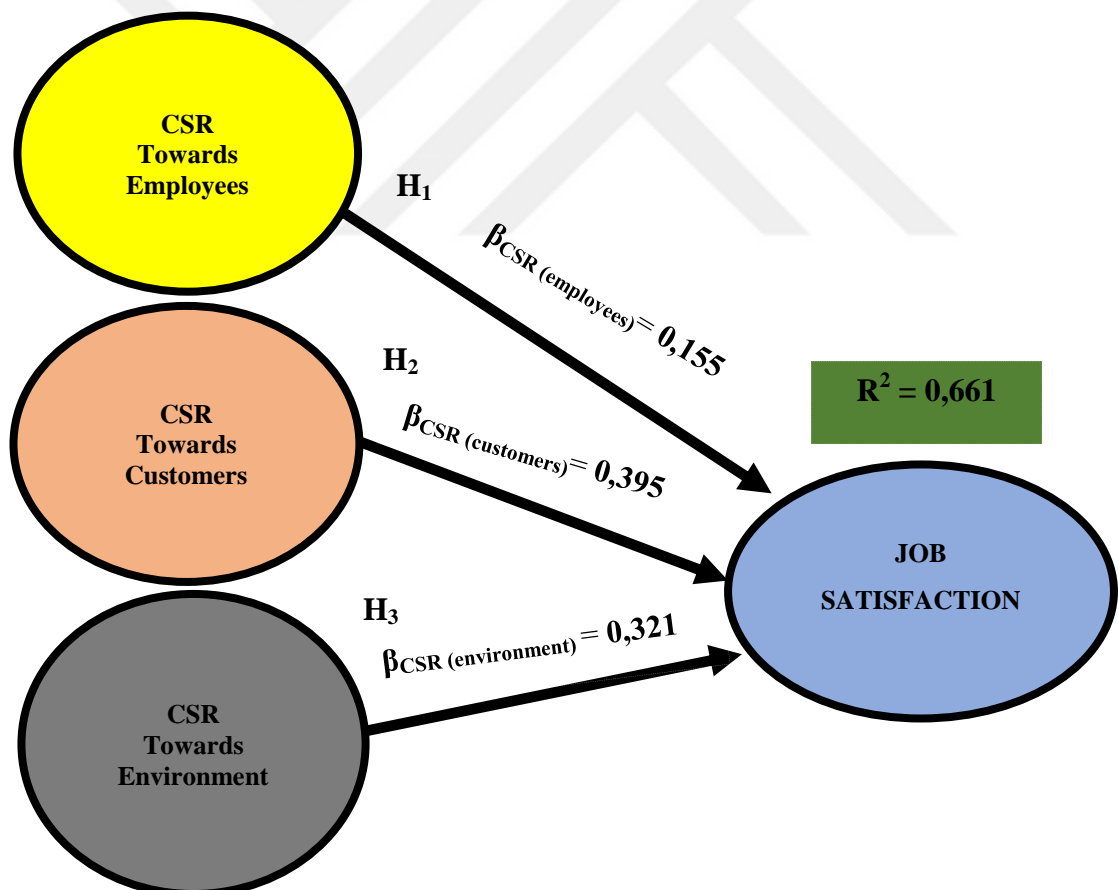


Figure 4.2: Final Model after Multiple Regression Analysis

H₁: CSR towards Employees, has a statistically significant effect on employee's job satisfaction: **APPROVED**

H₂: CSR towards Customers, has a statistically significant effect on employee's job satisfaction: **APPROVED**

H₃: CSR towards Environment, has a statistically significant effect on employee's job satisfaction: **APPROVED**

H₄: CSR towards Community, has a statistically significant effect on employee's job satisfaction: **REJECTED**



5. CONCLUSION

5.1 Introduction

The data of the study were tested according to the data of the field study, which were collected from (175) employees in contracting companies out of a total of (200) distributed questionnaires. The spss statistical program was used to obtain frequencies, ratios, and correlations, as well as simple regression, multiple regression, and other descriptive inferential statistical methods to answer the study questions and test hypotheses through the following questions:

1. Is there a relationship between SCR on the employee job satisfaction?
2. Is there a relationship between towards employees on the employee job satisfaction?
3. Is there a relationship between towards customers on the employee job satisfaction?
4. Is there a relationship between towards the environment on the employee job satisfaction?
5. Is there a relationship between towards the community on the employee job satisfaction?

5.2 Findings

The findings of this study have theoretical import because they contribute to our understanding of the link between corporate social responsibility and job satisfaction. They lend credence to the theoretical framework's early and wide definitions of job satisfaction and its components. It was surprising to learn that the correlation between intrinsic motivation in the workplace and corporate social responsibility (CSR) was only partially confirmed, indicating that it was weaker than initially believed (Pérez et al., 2018). Noteworthy, too, is the possibility that employees' job

satisfaction has already been affected by learning that the company intends to engage in CSR initiatives and take responsibility for their immediate environment.

While studies have examined the correlation between CSR and job satisfaction (Mascarenhas et al., 2020; Barakat et al., 2016), the effect of CSR on job satisfaction within the organization has not been studied extensively. What's more, the majority of research on this organization has focused on CSR activities undertaken by third parties. However, at this point in the study, the participants had not begun actually doing the task. Because of that, this research can help this sector grow.

The proposed research looked at how CSR initiatives in the Iraqi construction industry affected worker happiness on the job. Finally, the findings show that increasing socially responsible practices contribute significantly to enhancing Iraq's construction industry's competitiveness. Accordingly, the findings corroborate the findings of Hernandez et al. (2017) that CSR can be used as a management strategy by SMEs. Corporate social responsibility (CSR) creates substantial financial benefits for businesses. This research suggests that the extent to which these benefits are realized depends on whether or not enterprises are able to simultaneously improve their connections with stakeholders and identify the effective techniques employed by those stakeholders.

Some prior research in Iraqi firms has provided an alternative scale for measuring job satisfaction that takes CSR initiatives into account. According to stakeholder theory, this index can be used as a benchmark against which new ethical standards can be measured. The practices were aligned with the priorities of the four key stakeholder groups, with customers, employees, and the environment holding the most weight.

This research shows how fostering better relationships can both increase CSR actions and boost employee satisfaction on the job. It makes sense that the bond between the firm and its stakeholders would strengthen and improve if it engaged in socially responsible business activities. Owners' and managers' impressions of customer and vendor satisfaction as performance indicators illustrate this point. Internal factors such as the culture of the workplace and the experience of the company's founders also contribute to the success of partnerships. In spite of these potential confounding variables, the results nevertheless point to a direct and significant relationship between CSR activities and employee satisfaction at the workplace.

It is important to emphasize the vital role that firms play in relationship improvement, along with the competence to handle CSR practices. A company's performance can be bolstered by the owners' and managers' strategic ability to confirm improved ties with numerous stakeholders. As Hernandez et al. (2017) pointed out, however, this is only possible through a CSR strategic implementation that accounts for increased job satisfaction as a result of CSR activities.

In conclusion, it has been demonstrated that CSR practice development encourages the strengthening of a company's links with its stakeholders, and that this improvement clearly affects the company's competitive performance. Corroboration for the suitability of the stakeholder theory (Madueno, Jorge, Conesa, & Martinez, 2016) to study and validate the connection between CSR and job satisfaction can be found in the strengths of the CSR variables used and the importance of considering the effect of relationship improvements. (Perrini, 2006).

5.3 Limitations & Recommendations

This study's findings and conclusions are subject to several limitations. The proposed paradigm is centered on Iraqi construction firms. Variables were carefully chosen to accommodate the unique peculiarities of these businesses. The attitudes and ideals of the owner-managers strongly influence the company's approach to CSR. The model could be enhanced by incorporating control factors that have been demonstrated to influence firm performance (Surroca, Tribó, & Waddock, 2010).

This study was feasible due to the use of an online questionnaire and a convenience sample to pick SME participants. Even though online surveys are growing in popularity, they must produce objective results. Lastly, because the measurement of the constructs is based on stakeholder theory, the scale used to evaluate CSR practices is limited to this method. Similarly, the concept employed as a mediating variable is founded on stakeholder relationship enhancements. This hypothesis is criticized on the grounds that in smaller communities, many stakeholders may mistake their roles. How firms handle conflicting wants when, for example, employees have identical requirements. CSR has grown increasingly vital to businesses, which should not limit themselves to a single ideology or strategy. Social responsibility may benefit and be benefited by businesses in multiple ways and for

various reasons. Other research examining businesses have taken a different tack with regard to socially responsible practices.



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APPENDIX

Dear Participant,

PLEASE TAKE TIME TO READ THIS DOCUMENT CAREFULLY

This questionnaire form is part of the requirements for completing a master's degree thesis titled THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE JOB SATISFACTION: A CASE STUDY OF CONTRACTING COMPANIES IN IRAQ conducted by HALAH ABDHUSEIN JASIM

Before deciding whether to participate in this research or not, you need to know why and how the research will be conducted. For this reason, it is very important to read and understand this form. If there are things, you do not understand and are not clear to you, or if you want more information, ask us. Participation in this study is entirely voluntary and you have the right not to participate in the study or to exit the study at any time after participating. Your response to the study will be interpreted as giving your consent to participate in the study. Do not be under the pressure or suggestion of anyone while answering the questions on the forms given to you. Personal information obtained from these forms will be kept completely confidential and used only for research purposes.

Notes:

1. Before answering these questions, please read the phrases carefully, and then mark the box that represents your best answer using the correct sign (✓).
2. Please, answer the questions accurately and do not leave any question without answer since that can negatively affect the collected information.
3. You do not have to write your name on the questionnaire sheet.

Thank you so much for your cooperation to complete this research.

Researcher Information

HALAH ABDHUSEIN JASIM

Master Student

Gedik University, Turkey

PART I: Background Information

Please fill the following information:

What is your Gender?	<input type="checkbox"/> Male <input type="checkbox"/> Female
What is your age group?	A) 24 or under B) 25-35 C) 36-45 D) 46-55 E) 56 and more
What is your education level?	A) Primary school B) Secondary school C) Undergraduate D) Postgraduate Degree E) Ph.D.
Working Experience?	1. 1-5 years 2) 6 to 10 years 3) 11 – 15 years 4) 16 20 years 5) 21 years or more

PART 2: CSR

C. CSR towards customers							
1- Set fair prices for products/services							
2- Provide full and accurate information about the products/services to our customers							
3- Implement fair sales practices							
4- Respect consumer rights beyond the legal requirements							
5- Resolve customer complaints in a timely manner							
D. CSR towards the environment							
1- Reduce energy and natural resources consumption							
2- Adopt measures for ecological design in product/services							
3- Prevent waste							
4- Preference for green products in purchasing							
5- Dispose of waste correctly							
E. CSR towards the community							
1- Help community through charitable donations, and educational and cultural contributions							
2- Contribute to the economic development of the region							
3- Communicate openly and honestly with the local community							
4- Contribute to campaigns and projects that promote the well-being of the society							
5- Create jobs for people in the region							

Part 3: Job Satisfaction

Job Satisfaction	(1) Strongly disagree	(2) Disagree	(3) neutral	(4) Agree	(5) Strongly agree
1. My Supervisor supports me in balancing my family and work demand and my relationship with my supervisor is very good.					
2. Empowering is allowing employees to greater freedom, Autonomy and self-control over their work and responsibility for decision-making and this leads to job satisfaction.					
3. Training and development is important for employee retention same as pay and promotion and it important for job satisfaction.					
4. If working condition in the company are good then the employees can work more properly with full dedication and this can reduce stress and performance of employees will be improved, job satisfaction will increase and in turn employee retention will increase.					
5. I will be happy and satisfied and will remain with the company if I get more chances for promotion and I get a pay raise					

RESUME

Halah Abdhusein JASIM

PERSONAL INFORMATION:

I am Halah Abdhusein JASIM, I got a bachelor degree in business administration from ALRAFIDAIN University. I also studied Master in business administration from Istanbul Gedik University.

EDUCATION:

Bachelor in business administration. 2018-2019 ALRAFIDAIN University

Master in business administration 2022-2023 from Istanbul Gedik University

CERTIFICATIONS

Bachelor

MBA