The relationship between perceived CSR and Job Satisfaction For human resources

Case study: Skikda Bottling Company (SBC)

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Abstract :

This study investigates the link between perceived social responsibility (CSR) and Job satisfaction for human resources at the Algerian Economic Corporation. It has been conducted on available sample of 93 individuals at Skikda Bottling Company (SBC). The analytical descriptive approach and the questionnaire, as a key tool of the study have been adopted, as well as the stakeholders approach in determining the CSR dimensions. The results obtained revealed the existence of a moderate and direct statistically significant correlation between perceived CSR and job satisfaction. Accordingly, the study recommended the need to enhance CSR activities towards the workers while trying to integrate them into voluntary activities carried out by the company.

Keywords: Perceived CSR - Job satisfaction- Human Resources- Skikda Bottling Company (SBC).

Jel Classification Codes : M14**;** J 28.

ملخص:

تبحث هذه الدراسة في العلاقة بين المسؤولية الاجتماعية المدركة (CSR) والرضا الوظيفي للموارد البشرية في المؤسسة الاقتصادية الجزائرية. وقد أجريت على عينة ميسرة تكونت من 93 مفردة من مؤسسة سكيكدة لتعبئة القارورات SBC، حيث تم استخدام المنهج الوصفي التحليلي والاستمارةكأداة رئيسية للدراسة، مع اعتماد مقاربة الأطراف ذات المصلحة في تحديد أبعاد المسؤولية الاجتماعية. أظهرت النتائج وجود علاقة ارتباطية متوسطة وطردية ذات دلالة إحصائية بين المسؤولية الاجتماعية المدركة والرضا الوظيفي للموارد البشرية. وقد أوصت الدراسة بضرورة تكثيف أنشطة المسؤولية الاجتماعية تجاه العاملين مع العمل على إدماجهم في الأنشطة الطوعية التي تقوم بها المؤسسة.

الكلمات المفتاحية: مسؤولية اجتماعية مدركة، رضا وظيفي، موارد بشرية، مؤسسة سكيكدة لتعبئة القارورات.

تصنيف JEL : M14, J28.

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1. Introduction

Corporate Social Responsibility (CSR) has gaine increased attention over the last few decades; it refers to the awareness and perception of the corporation impact activities on stakeholders. Many corporations are gradually investing in this field in order to reduce the negative effects of their activities on the environment, enhancing their image and achieving sustainable competitiveness.

Initially, Many previous studies focused on studying the links between CSR and company's financial performance (Uadiale & Fagbemi (2012); Crisostomo et al. (2011); Inoue & Lee (2011); Lin et al. (2009); McWilliams & Siegel (2000); Van de Velde et al. (2005));but; however, in the last few years, with the human resources increasing role in the institution, researchers have begun to study the impact of social responsibility on the institution's internal stakeholders, particularly the employees, since they lubricate the wheel of all functions. For this reason, acting for their motivation and well-being at work is necessary to insure that they remain at the corporation to achieve higher performance and productivity rates.

1.1. Research problem

The topic of job satisfaction is one of the most studied and measured concepts in organizational behavior and management studies. Omer (2018) pointed out that the importance of job satisfaction lies in its relation with very important organizational results, such as Absenteeism, organizational commitment, work rotation and performance. Moreover the desired and preferred outcomes for the corporation can be the result of the employees' positive attitudes towards their job, because they were able to perceive some components of the work's environment. In a similar vein; Many studies have shown that the corporations that carry out responsible social activities take advantage of a set of benefits such as: The customer's satisfaction, loyalty and respect's gains (Raihan & Al Karim, 2017).In addition to its impact on the employees' attitudes, they are primarily concerned with the fact that they are considered to be the most important stakeholders, which can positively affect the corporation's performance.

Hence, it is important to study the relationship between CSR and job satisfaction, as a prerequisite for the corporation to gain the employees loyalty and commitment, and thus increase its performance, improve its reputation and attractiveness as well.

In this respect, the study aims at highlighting job satisfaction as a variable depending on perceived CSR at Skikda Bottling Company (SBC).

Therefore, we have formulated the following issue: **Is there a statistically significant correlation between perceived CSR and job satisfaction at Skikda Bottling Company (SBC), at a significant level of 0.05?**

We can formulate the following secondary issues:

• Is there a statistically significant correlation between perceived CSR towards employees, and job satisfaction for human resources at Skikda Bottling Company (SBC), at a significant level of 0.05?

• Is there a statistically significant correlation between perceived CSR towards customers, and job satisfaction for human resources at Skikda Bottling Company (SBC), at a significant level of 0.05?

• Is there a statistically significant correlation between perceived CSR towards society and environment, and job satisfaction for human resources at Skikda Bottling Company (SBC), at a significant level of 0.05?

• Is there a statistically significant correlation between perceived CSR towards government and job satisfaction for human resources at Skikda Bottling Company (SBC), at a significant level of 0.05?

1.2. Research hypotheses
a. The main hypothesis

There is a statistically significant correlation between perceived CSR and job satisfaction for human resources at Skikda Bottling Company, at a significant level of 0.05.

b. The sub-hypotheses

▪ There is a statistically significant correlation between perceived CSR towards employees and job satisfaction for human resources at Skikda Bottling Company, at a significant level of 0.05.

▪ There is a statistically significant correlation between perceived CSR towards customers and job satisfaction for human resources at Skikda Bottling Company, at a significant level of 0.05.

▪ There is a statistically significant correlation between perceived CSR towards society and environment, and job satisfaction for human resources at Skikda Bottling Company, at a significant level of 0.05.

▪ There is a statistically significant correlation between perceived CSR towards government and job satisfaction for human resources at Skikda Bottling Company, at a significant level of 0.05.

1.3. Importance of the Research

The importance of the study is to highlight the role of employees in perceiving CSR's influence on their job positions, especially job satisfaction considered as the engine and the main cause of many desired organizational outcomes by the corporation.

1.4. Research objectives

The study aims to:

▪ Identify the most important CSR practices at SBC.
▪ Identify perceived CSR and job satisfaction's reality at SBC.
▪ Determine the relationship between the perception of CSR activities and employees job satisfaction at SBC.

1.5. Previous studies

▪ **_Attallah Lahcene_** study (2019) which aimed to identify the impact of social responsibility's dimensions on the customer's satisfaction and trust with Condor's corporation brand, relied on questionnaire as a key data collection tool. Distributed on 115 consumers, the data was analyzed using regression analysis and structural equations which resulted in a statistically significant positive impact of social responsibility's dimensions on customer's satisfaction with the brand; as a median variable satisfaction.

The most important recommendation of the study is high importance should be given to social responsibility's activities within corporate competitive strategies; while encouraging corporations that practice social responsibility activities by the government.

▪ **_Abu Rahma_** (2019) carried out a study on "_job satisfaction as a median of variable between social responsibility and organizational commitment at electricity distribution Company in Gaza strip_". The study aimed to identify the relationship between social responsibility and organizational commitment, with job satisfaction as a median of variable, where the analytical descriptive approach and the questionnaire, were used as a basic data collection tool. The study sample size was 280 employees. A set of results have been reached, the most important result obtained is that a rate of 68.76% approval by the individuals sample on social responsibility's field. In addition to statistically significant correlation between social responsibility and job satisfaction. The latter is also mediating between social responsibility and organizational commitment. The study's recommendation is to establish specialized administration of social responsibility and enhance job satisfaction through some procedures that increase work pleasure, remove boredom and distress feelings.

▪ **M. Khan., S.Sarwar, and H. Khan** (2018) lead a study entitled: _"Impact of Corporate Social Responsibility on job Attitudes: Job satisfaction and Organizational Commitment of Banking Sector Employees of Pakistan"_. The study aimed to check the validity of the following hypothesis: "Employees perception of CSR is directly related to job satisfaction and organizational commitment". The data were collected from 177 employees working for 22 banking institutions at Lahore, where stratified random sampling technique, and questionnaire were used as data collection tools. The results showed direct correlation between CSR and organizational commitment, as well

as between CSR and job satisfaction. The study also showed that employees awareness of the social responsibility practice greatly influenced their work outcome, so it suggested that corporations should be available on socially responsible programs that include all stakeholders.

▪ ***S. K. Omer*** (2018) examined *The impact of CSR on employee's job satisfaction*, he lead an exploratory study of the views of Paky hospital employees, in the Kurdistan region- Irak. In this respect, a questionnaire including eight items has been prepared and distributed randomly to 25 hospital employees. Data analysis based on the statistical package for social sciences (SPSS.v.20), showed there is insignificant effect of CSR activities on job satisfaction of employees in Paky hospital. The study finally recommended that CSR activities should be intensified in order to increase employees' job satisfaction.

▪ ***I. K. Suher, C. S. Bir and A. Yapar*** (2017) carried out a study on *The effect of Corporate Social Responsibility on Employee Satisfaction and loyalty.* The research was conducted on a selected sample of students graduated from Behcesehir university- Turkey, working in various organizations that have CSR activities, where 180 electronic forms were distributed. The relation was analyzed using *Spearman's* correlation coefficient, which resulted in a positive effect of CSR activities on employees satisfaction and loyalty.

▪ The study of ***Al Karim and Raihan*** (2017) Titled " *CSR and Employee job satisfaction: A case from MNCS Bangladesh",* aimed to discover the impact of CSR on employees' job satisfaction in multinational companies in Bangladesh. The four dimensions as defined by *Carroll* (1979) were used as independent variable, and employees' job satisfaction as a dependent one. In order to test the relationship between the two variables, an electronic questionnaire with 7 points Likert scale was distributed to a sample of 120 employees in multinational corporations from different sectors (telecommunications, Bank, Textile industry) in Chittagong. After analyzing the data using the SPSS program, it was found that employees' job satisfaction was positively related to CSR practices of multinational companies in Bangladesh.

Similarities and differences from previous studies

Most previous studies have been characterized by exposure of job satisfaction as a median of variable between CSR and other variables, such as commitment, organizational loyalty, based on Carroll's approach to determining the dimensions of CSR. This study joins previous studies in investigating the relationship between perceived CSR and employee job attitudes, although it differs from them in its specificity of exposure of the correlation between perceived CSR as an independent variable and job satisfaction of human resources as a dependent one at the Algerian economic corporation. In addition to the reliance on Turker scale which is based on the stakeholders approach, through which CSR is determined by four dimensions: CSR towards employees, CSR towards customers, CSR towards society and environment, as well as CSR towards government.

2. Theoretical framework

2.1. Corporate Social Responsibility

It has featured in many researchers writings in different titles, such as: Corporate citizenship, business ethics, stakeholder management, sustainability, conscious capitalism and creating shared value. (Carroll & Brown, 2018, p. 49).The term was first mentioned in 1923, when *Sheldon* pointed out that the responsibility for any economic unit is in the first a social responsibility. (Rana, Platts, & Gregory, 2009, p. 3).

a. Definition

Brown and Carroll indicated that the term 'Corporation' covers all type of companies, whether small or large and even business projects. The term 'Social' refers to human society as well as to all living organisms such as animals, plants and natural environment. The term 'Responsibility', means that the corporations are held accountable for their authority, or their control or management. This term refers to a burden or an obligation. (Carroll and Brown 2018, 42). Dahlsrud (2006) confirmed

that it is difficult to give a uniform definition of CSR, he defined and analyzed 37 different definitions of CSR, published from 1980 to 2003.

The most important definitions of Corporate Social Responsibility are the following:

Carroll (1979): *"The social responsibility of business encompasses the economic, legal, ethical and discretionary expectation that society has of organizations at a given point time."* (Carroll 1979, 500)

Carroll pointed out that CSR exceeded corporate economic and legal obligations; it refers to corporate engagement towards society through its ethical and philanthropic responsibility. (Carroll & Shabana, 2010, p. 95).

According to Jackson and Hawker (2001): "*Corporate social responsibility is how to treat your employees and all your social stakeholders and the environment*" (as cited in Dahlsrud, 2006 p.11)

The International Standard Organization defined CSR Through the ISO 26000 specification, as*: "Responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organization and practised in its relationships."* (ISO 2010, p. 3)

What is observed through these definitions is their involvement in a large range of dimensions: commitment to ethical behavior, responding to stakeholders' expectations, and improving the well being of society and environment.

This leads us to suggest the following definition of corporate social responsibility: "*Corporate social responsibility is a voluntary commitment, to adopt ethical behavior aiming at improving the well being of society and environment by responding the stakeholders' expectations within or outside the corporation."*

b. Different approaches of CSR

Since the eighties of the last century, the existing debate on CSR focused more on its operationalization than on the concept itself, leading to the emergence of many approaches and models, the most important ones can be summarized in the following table:

Table1: The most important and recent ideas and approaches of social responsibility

Strand (1983)	Proposed a systems model to represent the link between an organization and its social responsibility, responsiveness and responses and who identified internal and external effects of company's behavior (Latapí Agudelo & al, 2019, p. 7);
Wood (1991)	Creates a model of corporate Social Performance composed of three dimensions: Principles of CSR, Processes of corporate social responsiveness and Outcomes of corporate behavior (Wood, 1991)
Carroll (1991)	Proposed The Pyramid of CSR in its latest form, where he replaced discretionary responsibility at the top of the pyramid with philanthropic responsibility, which corresponds to the citizenship of the institution, and emphasized that the socially responsible institution must strive to make profits, be subject to the law, be ethical and be a good citizen. (Carroll, 1999, p. 289).
Burke and Logsdon (1996)	Defined 5 dimensions of strategic CSR (SCSR) that result in identifiable and measurable value creation

Lantos (2001)	CSR responds to the implicit social contract between business and society and can become strategic when it is part of the company's management plans for generating profits
Chandler and Werther (2005)	Recognized a shift in social responsibility that transformed "CSR from being a minimal commitment to becoming a strategic necessity" which can translate into a sustainable competitive advantage.
Porter and Kramer (2006)	SCSR helps companies achieve a competitive advantage that results in the creation of shared value.
Dahlsurd (2006)	Proposed Five dimensions of CSR Activities: The economic dimension, the social dimension, the environmental dimension, the stakeholder dimension and the voluntariness dimension. (Dahlsrud, 2006)
Porter and Kramer (2011)	Claim that the purpose of the corporation must be redefined as creating shared Value and as such the concept of creating shared value (CSV) should replace CSR.
Chandler (2016)	Defines the generation of sustainable value as the main objective of SCSR

Source: Extracted and modified from Latapi Agudelo & al. (2019)

c. Perceived corporate social responsibility

The way that members of the corporation perceive CSR activities is very important to understanding their individual act, Because individuals act according to their perceptions of facts, not the facts themselves (Shin, Hur, & Kang, 2016, p. 2) This awareness of CSR by employees is important in the corporation adoption of this approach, given that employees are the most important stakeholders to be considered by the corporation.

Employees' perception of CSR is based on three stages: The awareness of CS*R,* that leads to positive perception of social responsibility, Employee perception of CSR policy 'fit' and Employee perception of CSR policy motivation (Khan, Sarwar, & Khan, 2018, p. 31)

The importance of employees' perception of CSR lies in its adoption by many researchers in measuring corporate social responsibility. The most important multidimensional measure to assess social responsibility perception by managers, was developed by *Auperle* (1984), by the adoption of *Carroll*'s four dimensional approach to social responsibility (the economic, legal, ethical and philanthropic dimensions), and another measure of the CSR perception by employees has been developed, relying on another approach based on Stakeholders theory of Freeman (1984). (Mobin, Zillur, & Imran, 2014). The most important measure developed, based on this approach, is *Turker* scale (2009) which is used to measure perceived CSR in this study.

d. Corporate Social Responsibility towards stakeholders:

Freeman (1984) defined stakeholders as: "*Any group or individual who can affect or is affected by the achievement of the organization's objectives".* (Kakabadse, Rozuel, & Lee-Davies, 2005, p. 290)

In this context, corporations exercise their CSR towards theses parties at various levels, the most important of which are (Turker, 2009):

▪ **CSR towards customers:** It is achieved by providing customers with high quality goods that meet national and international standards of quality, providing customers with all product information, respecting consumer rights and seeking to satisfy them.

▪ **CSR towards employees**: It is the corporation realization of the employees' requirements

such as providing physical and non physical incentives, secure and healthy environment, as well as providing possibilities of training, promotion and respect of equal opportunities for all employees without discrimination.

  ▪ **CSR towards society**: It consists on working to improve social welfare by contributing to charitable activities, supporting sport, cultural and artistic activities, and not violating human rights.

  ▪ **CSR towards environment and future generations**: It is achieved by reducing negative impacts on environment, contributing to its long-term and permanent development and protection, as well as making investment for the future generations' welfare.

  ▪ **CSR towards government**: It can be particularly achieved in respect of laws, regular tax payment, and assistance to the government in finding solutions to some social problems.

2. 2. Job satisfaction

Job satisfaction's interest started at the beginning of twentieth century, and while, there were many studies of job satisfaction, there was a consensus in defining the concept because of its association with individual emotions, which were often difficult to interpret. Celik (2011) sees it is as a concept closely related to motivation, while Yapar, Suher and Bir (2017) have indicated that it is linked to the psychological and physical health of the individuals, and is also related to productivity, as a concept that influences the decisions of employees to remain in or leave their corporation.

a. Definition

The first industrial psychologist to give a definition of job satisfaction was Hoppock in 1935, as: "*Any combination of psychological, physiological and environmental circumstances, which cause a person to truthfully say «I am satisfied with my job*". (Azash & Thirupalu, 2017, p. 114). M. Celik defined it as: "*a general expression of workers positive attitudes built up towards their jobs.*" (Celik, 2011, p. 8); The position consists of three basic elements which are: The emotion associated with being positive, negative or neutral towards things, the idea that consists of the individual knowledge of things and the behavior that is already connected. (Celik 2011, 9)

Spector (1996) defined Job satisfaction as: "*An attitudinal variable that reflects how people feel about their jobs overall as well as various aspects of them*". (Azash & Thirupalu, 2017, p. 115)." ; In this definition, Job satisfaction is a situation that takes into account the various components of the work, as well as the general feeling that can shape toward work, because the employee can be satisfied in part of the work, while not satisfied in another part, but generally satisfied with his job. This definition also highlights the existence of two approaches of job satisfaction: general approach of job satisfaction and multidimensional approach used to identify any part of the work (salaries, rewards, self-employment, supervision, relationships with colleagues ...etc) that achieves satisfaction or dissatisfaction at work.

Through these definitions, it can be said that *job satisfaction is what the individual feels about his (or her) work, or is a positive attitude toward the work that is influenced by the perception of the individual of his (or her) job*.

b. Importance of job satisfaction

To many researchers, improved job satisfaction reduces turnover and contributes to maintaining a stable and motivated workforce. Improving individual satisfaction also increases their organizational commitment to their corporation. Job satisfaction is also important to keep satisfied workers in the corporation and thus to reduce the cost of hiring new employees. In addition, the workers who feel satisfied of their job are able to do high quality work and care about their customers who support corporate activities. (Neog and Barua 2018)

c. Factors influencing the employees' job satisfaction

Spector (1985) considers that job satisfaction is influenced by nine factors: Salary, promotion, supervision, social benefits, exceptional remunerations, work procedures, colleagues at work, the nature of work, and communication, while *Omer* (2018) has pointed out that it can be considered as function of a particular set of standing factors: The nature of work, human resources elements and the organizational environment. Some researchers have tried to integrate these factors into four key

elements: The compensation system including salary and rewards, the work environment, and the superiors support, security and occupational safety and security. (Neog & Barua, 2018, p. 8)

2.3. Theoretical background in explaining the relationship between CSR and job satisfaction

Some researchers explained the relationship between CSR and job satisfaction, based on social impact theory, through which the reputation of the corporation influences stakeholders' decisions, affecting customers' emotions before purchasing any particular product, shareholders' decisions before making any investment, and employees' attitudes and positions towards the corporation (Suher, Bir, & Yapar, 2017). On the other hand, some explained this relationship focusing on social identity theory and justice theory: Shen and Benson (2014), based on the theory of social identity finding that employees are proud to be connected to a corporation that acts for society, this gives them a good reputation outside, which positively affects their attitudes toward the corporation throughout a series of positive behaviors at work. Khan, Sarwar and Khan (2018) pointed out that the employees' perception and awareness of organizational justice that their corporation deals with them fairly within the context of CSR, can lead to their job satisfaction. The conviction that their corporation is fair to society can develop the idea that it can also be fair to them, this may lead to their job satisfaction, as well as a good perception of CSR activities by the workers.

3. Methodology, data source and the hypothesis testing

The study was lead at Skikda Bottling Company (SBC), which was established in 1999 at Hamrouche Hamoudi industrial zone of Skikda. The Company started actual production on June 13th, 2000. On September 2002, the French group CASTEL bought the company, which is currently bottling Coca Cola, Sprite and Fanta drinks.

3.1. Population and Sampling

The target population for this study was all the employees of SBC, it was composed of: 14 officers, 93 foremen and 504 executing agents, estimated to 611workers, by the latest 2020 statistics. The study sample was composed of 130 individuals with a rate of 21.27% of the study's population, selected by available sample method during the Covid19 pandemic situation. After collecting the distributed questionnaires, 113 were retrieved, 20 of them were excluded because they were not valid to be analyzed. So the number of analytic questionnaires was 93. The following table shows the characteristics of the sample discussed.

Table 2: Demographic Characteristics of the study sample

Characteristic	Category	*f*	%
Gender	Male	78	83.9%
	Female	15	16.1%
Age group	From 20 to 30 years old	18	19.4%
	From 31 to 40 years old	52	55.9%
	From 41 to 50 years old	19	20.4%
	From 51 to 60 years old	4	4.3%
Education level	Secondary	13	14%
	Vocational training	19	20.4%
	Bachelor/ Master degree	55	59.1%
	Graduate Degree	6	6.5%
Grade	Executive	10	10.8%
	Foreman	36	38.7%

Job title	Executing agent	47	50.5%
	Director/Department-	5	5.4%
	Chief of Service	7	7.5%
	Head of section	7	7.5%
	Without higher position	74	79.6%
Working experience	Less than 05 years	32	34.4%
	From 05 to 10 years	27	29%
	More than 10 years	34	36.6%

Source: Prepared by the researchers using SPSS results

3.2. Research method

The descriptive and analytical approach was chosen because it is the most appropriate for this study, as it bases on collecting data and information about the phenomenon, then interpreting and analyzing them.

3.3. Questionnaire design

The questionnaire was adopted as a main tool for collecting data. It was built precisely to cover the study axes and to answer the hypotheses. It was split into three parts. **The first part** Includes the personal data: gender, age group, Education level, grade, job title and working experience. **The second part** concerns perceived CSR, It includes 17 items developed using the scale established by *Turker* (2009), which was designed for this purpose. It is consisted of four dimensions according to the stakeholders approach: Perceived CSR towards employees (six(6) items), perceived CSR towards customers (three (3) items), perceived CSR towards society and environment. (six(6)items) and perceived CSR towards the government (two (02)items). **The third part** was related to the dependent variable represented in job satisfaction. It included 14 items developed according to a set of previous studies (*Spector* (1985), *Ibrahim* (2015), *Abu Rahma* (2019)). Items were developed to allow the identification of job Satisfaction level about: Salary and material benefits, work relations and work conditions. The five-point likert scale was used to measure the respondents' attitudes for the questionnaire.

3.4. Validity and Reliability of the Data Collection Tool

a. The apparent validity of the questionnaire: The questionnaire was refereed by three professors in the area of expertise. Based on their opinions, all the necessary modifications were made to achieve the study purposes.

b. Structural validity: The internal consistency validity of all the questionnaire statements, with the dimension to which it belongs, and the structural validity that shows the correlation extent of each dimension of the study with the paragraphs total degree of the questionnaire, were measured using Pearson correlation coefficient. All the results are summarized in Table 03.

Table 3: The results of the questionnaire structural validity

Variables	Pearson's r	Sig.
perceived CSR towards employees	0.787	0.000
perceived CSR towards customers	0.527	0.000
perceived CSR towards society and environment	0.820	0.000
perceived CSR towards the government	0.599	0.000
Perceived CSR	**0.873**	**0.000**
Job Satisfaction	**0.955**	**0.000**

Source: Prepared by researchers using SPSS output

Through the results shown in Table 3, it is noticed that the correlation coefficients for the study axes are positive and statistically significant at a significance level of 0.05, which confirms that all the questionnaire fields are valid in what they were designed to measure.

c. Reliability analysis

The questionnaire Reliability was verified by calculating the Cronbach's α coefficient. The results are exposed in the table bellow:

Table 4: The variables reliability analysis (Cronbach's α)

Variables	Number of items	Cronbach's α
perceived CSR towards employees	6	0.897
perceived CSR towards customers	3	0.835
perceived CSR towards society and environment	6	0.844
perceived CSR towards the government	2	0.635
Perceived CSR	**17**	**0.890**
Job Satisfaction	**14**	**0.905**
Total stability coefficient	**31**	**0.935**

Source: Prepared by researchers using SPSS output

Table 04 indicates that the Cronbach's α coefficient value for the total axes of perceived CSR and job satisfaction is high. It reached 0.89 and 0.905 respectively, while the total value of the questionnaire reliability coefficient reached 0.935, which is a high value as well. This indicates the stability and accuracy of the measurement tool in terms of the included items which makes us fully confident of the questionnaire validity and its appropriateness to analyze the results, to answer all the study questions and to test the hypotheses.

3.5. The Reality of CSR at SBC

CSR activities differ from one company to another in terms of practice and application according to the strategy and development of each one (Thao, Anh, & Velencei, 2019, p. 195). Thus, SBC demonstrates its social responsible commitment by undertaking a set of activities and practices that are related to their nature. This can be noticed through the following (information collected from interviews with: Director of Supply and Procurement, Human Resources Officer and Quality Management System Officer):

a. CSR towards customers

SBC assumes its responsibility towards its customers by striving to provide products and services that comply with international standards and specifications, which is confirmed by obtaining the ISO 9001, edition 2015 quality management system implementation certificate in July 2018, as well as the FSSC 22000 food safety system certification. Version 4.1, in January 2017, and preparations are underway to acquire the fifth (5) version of FSSC 22000.

b. CSR towards Employees

SBC tries to follow methods based on transparency and objectivity in the implementation of the training plan and the selection of the people involved, as well as the evaluation of performance, adopting specialized computer programs (SAP), in addition to its effort to ensure the occupational safety of its workers, which is demonstrated by obtaining an application certificate Occupational Safety and Security System ISO 45001, version 2018 in August 2019, in addition to this, it has obtained a conformity mark in social auditing according to the requirements of Coca-Cola since July 2017.

c. CSR towards society and environment

In this context, the company obtained the environmental management system certificate ISO 14001, 2015 version in August 2019, and is currently preparing to obtain the energy management system certificate ISO 50001, 2018 edition (which has led to the creation of the Energy Manager position). It also ensures that all waste is recycled without harming the environment, with the help of subcontractors, each in their respective fields. The company also participates in various environmental events organized by the Environmental Department in order to take part in awareness-raising and information processes on the company's activities and efforts in this area. In this regard, it has built two wastewater treatment plants resulting from the production process. Part of the treated water is recovered for watering green spaces. The water treatment process ends in an aquarium containing a variety of fish to prove the validity of the treated water for the organisms' life. The company is also interested in supporting some groups in society, such as patients and children as well as in sponsoring some sports clubs and charitable associations.

3.6. Data Analysis and discussion

To identify the relationship between perceived CSR and achieving job satisfaction for human resources at SBC SPA, statistical treatments of the data, obtained from the questionnaires intended for the study sample, were performed using the SPSS 20 program, aiming to accept or reject the hypotheses at a significant level (0.05).

a. Answers' Analysis according to the questionnaire axes

The obtained data were analyzed by adopting the following arithmetic means fields:

Table 5: The arithmetic means fields to determine the approval degree

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
[1-1.81[	[1.81-2.61[	[2.61-3.41[	[3.41-4.21[	[4.21-5.00]

Source: Prepared by researchers

The arithmetic mean and standard deviation were measured for the total of each dimension determining the approval degree for each axis, as shown in Table 06.

Table 06: Analyzing the results according to the study axes

Variables	Means	SD	approval degree	approval Percentage
Perceived CSR towards employees	3.547	0.736	Agree	70.94%
Perceived CSR towards customers	4.387	0.467	Strongly agree	87.74%
Perceived CSR towards society and environment	3.928	0.545	Agree	78.56%
Perceived CSR towards the government	4.237	0.503	Strongly agree	84.74%
Perceived CSR	**4.025**	**0.393**	**Agree**	**80.5 %**
Job Satisfaction	**3.435**	**0.645**	**Agree**	**68.7%**

According to Table 6, the average value of SBC employees' perception of the company's efforts in the area of social responsibility is 4.025 ± 0.393. This shows the approval of the study sample for their company's socially responsible activities and practices towards various parties, particularly customers and government. (The arithmetic mean of the two variables is between 4.21 and 5.00). This result refers to the company's ongoing emphasis on the need to comply with laws and to gain customer satisfaction and trust, whether through its information boards located throughout the company or through work procedures that aim to provide goods that meet international standards within the required timeframe.

With respect to job satisfaction, the mean of this variable is found to be 3.43 ± 0.645, expresses the presence of the members sample approval on the paragraphs of this axis, even if this approval is close to neutral, this may be due to the workers' dissatisfaction with the wages and material benefits provided by the firm (the arithmetic mean of the paragraphs relating to wages and material benefits is between 2.45 and 2.47). It is also noticeable that the study sample expresses agreement on the paragraphs relating to satisfaction with work relations with colleagues and bosses, as well as with the work environment in terms of work procedures and the work itself, where the arithmetic mean of the study sample's responses in these areas ranged from 3.39 to 4.38. This brought the mean of this axis into the approval range.

b. Test of the main hypothesis and sub-hypotheses of the study

Through this section, the main hypothesis and the sub-hypotheses of the study will be tested using the "Pearson Correlation Coefficient", at a significance level of 0.05. The suggested hypotheses will be rejected if the measured level of significance is greater than 0.05.

Table 7: *Correlation Analysis between perceived CSR and job satisfaction for human resources.*

The independent variable	The dependent variable	Pearson's r	Sig.
Perceived CSR towards employees		0.637	0.000
Perceived CSR towards customers		0.266	0.010
Perceived CSR towards society and environment	**Job satisfaction**	0.556	0.000
Perceived CSR towards the government		0.374	0.000
Perceived CSR		0.689	0.000

According to table 07 it is noticed that:
- The existence of a statistically significant positive correlation between employees' perceived CSR towards them and job satisfaction, with a correlation coefficient reaching 0.637 with a significance level of 0.000, which is lower than the approved significance level (0.05), this leads us to accept the first sub-assumption that there is a statistically significant relationship between perceived CSR towards employees and job satisfaction at SBC, which is a moderate direct relationship. The researchers attribute this to the importance given by the institution to assume its full responsibility towards workers (developing their skills and adopting fair methods in the promotion and evaluation processes while constantly seeking to achieve a work-life balance), which contributes directly to making employees satisfied with their work within the organization.

▪ The existence of a statistically significant positive correlation between the perception of employees' CSR towards customers and job satisfaction. The correlation coefficient reached 0.266 with a measured significance level of 0.010, which is below the approved level (0.05). This leads us to accept the second sub-assumption that there is a statistically significant relationship between the perception of CSR towards customers and job satisfaction at SBC, which is weakly positive. This means that employees' perception of SBC's efforts in the area of customers' satisfaction does not contribute much and directly to their job satisfaction, although it sometimes makes them somewhat proud to belong to a company that is able to satisfy its customers and fulfill all its commitments, this finding is confirmed by the Turker's (2009) study, which was based on the theory of social identity to explain its results (the theory is based on the idea that the components of a particular social group share its success or failure); thus, the positive reaction of customers who express their satisfaction with the company and its products reflects positively on its workers through their sense of pride and pleasure in belonging to this institution and vice versa.

▪ The existence of a statistically significant positive correlation between employees' perception of CSR towards society and the environment and job satisfaction. The correlation coefficient reached 0.556, with a measured significance level of 0.000, which is below the approved level (0.05). Thus, we accept the third sub-assumption, which states that there is a statistically significant relationship between the perception of CSR towards the society and the environment, and the job satisfaction of human resources in SBC, which is a positive average. This result can be explained by the fact that the more workers are aware of the company's efforts to preserve the environment, achieve social welfare and pay attention to society's problems, the more proud they feel of a company that works for society. This gives them a good reputation outside the company and this feeling positively affects their attitude towards the company and gives them a sense of satisfaction in their work, as indicated by the theory of organizational identity.

▪ The existence of a statistically significant positive correlation between employees' perception of CSR towards the government and job satisfaction. The correlation coefficient reached 0.374, with a measured significance level of 0.000, which is below the approved level (0.05). Therefore, we accept the fourth sub-assumption that there is a statistically significant relationship between perceptions of CSR towards government and job satisfaction at SBC, which is a weak direct relationship. On the other hand, the institution's compliance with applicable laws and the fact that it pays its taxes do not significantly lead to human resources job satisfaction. However, it does improve its image among employees and makes them feel that SBC is a good citizen, which reinforces their sense of pride in belonging to the company.

▪ The existence of a statistically significant moderate positive correlation between employees' perception of CSR and job satisfaction. The correlation coefficient was 0.689 and the measured significance level was 0.000, which is below the approved level (0.05). Therefore, we accept the main hypothesis claiming that there is a statistically significant relationship between perception of CSR and job satisfaction at SBC. In other words, the more the company's activities and practices socially responsible towards its stakeholders are perceived by workers, the more this leads to an increase in their job satisfaction. This result is consistent with the findings of M. Khan., S.Sarwar, H. Khan (2018), Abu Rahma (2019) and Raihan & Al Karim (2017) who assert the presence of a positive relationship between social responsibility and job satisfaction. However, the result of this study disagrees with the other one of Soran K. Omer (2018).

4. Conclusion

This study analyzed the relationship between perceived CSR and job satisfaction for SBC workers, where some of the literature dealing with social responsibility and job satisfaction was covered, and some previous studies that examined the relationship between the two variables were also exposed, and after analyzing data obtained from the study sample and testing hypotheses, the study achieved the following results:

- There is a high approval of 80.5% from the study sample, that Skikda Bottling Company applies CSR towards its beneficial parties.
- There is an average approval of 68.7% from the study sample on achieving job satisfaction at SBC.
- There is a statistically significant moderate correlation between perceived CSR towards workers and job satisfaction for human resources at SBC.
- The existence of a weak positive statistically significant correlation between the perception of CSR towards customers and job satisfaction for human resources at SBC.
- The existence of a moderate positive correlation with statistical significance between the perception of CSR towards society and the environment, and job satisfaction for human resources at SBC.
- The existence of a weak positive correlation with statistical significance between the perception of CSR towards the government and the job satisfaction of human resources at SBC.
- The presence of an average positive correlation with statistical significance between perceived CSR and job satisfaction for human resources at SBC.
- The above results have been confirmed by some previous studies which cannot be generalized yet to all companies since the perception of employees may vary according to the dominant culture and geographical location.

Recommendations

Based on the findings and answers' analysis of the respondents about all the questionnaire, the researchers recommend the following:
- Increasing efforts in the application of social responsibility practices towards the human resources of SBC, which must be taken into account positively by workers and achieve their satisfaction.
- Intensifying media operations about the company activities in the field of social responsibility, using clear and understandable messages, which will lead to a shift from ignorance to active participation.

 Because of the decreased level of approval regarding:
- The institution's encouragement of workers to participate in volunteer activities
- Fairness of the promotion system and salary system in the institution;

The researchers also recommend:
- Inserting employees' participation as voluntary and charitable activities carried out by the company towards society and the environment within the policy of the company in the field of social responsibility, in order to support this approach on the other hand to raise employees' perceptions about the practices of CSR carried out by their company (CSR is also the sum of the individual responsibilities of people who make up the company (Djemai & Abedou, 2018)).
- Improving the level of job satisfaction for human resources by working to enhance the relationship between superiors and subordinates; providing opportunities for discussion, consultation and submitting proposals, as well as setting up a fair wage system and offering rewards for the additional efforts of the employees.
- Well understanding of CSR concept by employee, and participating in corporate volunteering activities.

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APPENDIX 01

Items used to measure perceived CSR and their approval degree

Item No.	Items	Mean	approval degree
	Perceived CSR towards employees	**3,5466**	**Agree**
1.	Our company policies encourage the employees to develop their skills and careers	3,7634	Agree
2.	The management of our company mainly concerns with employees' needs and wants	3,5269	Agree
3.	Our company implements flexible policies to provide a good work and life balance for its employees	3,5161	Agree
4.	Our company encourages its employees to participate to the voluntarily activities	3,3763	Neutral
5.	The managerial decisions related with the employees are usually fair	3,5161	Agree
6.	Our company supports employees who want to acquire additional education	3,5806	Agree
	Perceived CSR towards customers	**4,3871**	**Strongly agree**
7.	Customer satisfaction is highly important for our company	4,4086	Strongly agree
8.	Our company provides full and accurate information about its products to its customers	4,3656	Strongly agree
9.	Our company protects consumer rights beyond the legal requirements	4,3871	Strongly agree
	Perceived CSR towards society and environment	**3,9283**	**Agree**
10.	Our company participates to the activities which aim to protect and improve the quality of the natural environment	4,3333	Strongly agree
11.	Our company makes investment to create a better life for the future generations	3,8817	Agree
12.	Our company implements special programs to minimize its negative impact on the natural environment	4,1613	Agree
13.	Our company targets a sustainable growth which considers to the future generations	3,9247	Agree
14.	Our company supports the non-governmental organizations working in the problematic areas	3,6344	Agree
15.	Our company contributes to the campaigns and projects that promote the well-being of the society	3,6344	Agree
	Perceived CSR towards the government	**4,2366**	**Strongly agree**
16.	Our company always pays its taxes on a regular and continuing basis	4,2366	Strongly agree
17.	Our company complies with the legal regulations completely and promptly	4,2366	Strongly agree
	Perceived CSR	**4,0246**	**Agree**

Source: Prepared by researchers using SPSS output

Items used to measure human resources job satisfaction and their approval degree

Item No.	Items	Mean	approval degree
1.	The salary system approved at our company is equitable.	2,4731	Disagree
2.	The salary I receive is proportional to the tasks and responsibilities assigned to me	2,4516	Disagree
3.	Our company offers rewards for employees' additional effort	2,7849	Neutral
4.	The promotion system at our company corresponds to my professional and social aspirations	2,8172	Neutral
5.	I like the people I work with	4,1613	Agree
6.	There is cooperation and interaction between colleagues in the execution of the work	4,1935	Agree
7.	I respect and appreciate my direct supervisor.	4,3871	Strongly agree
8.	The orders from my direct supervisor are precise and clear	3,8280	Agree
9.	My company's leaders provide opportunities for discussion, consultation and proposals	3,5161	Agree
10.	My company's work procedures are clear	3,5806	Agree
11.	I feel that the work I do is appreciated	3,4731	Agree
12.	My work brings me a sense of accomplishment and joy	3,6667	Agree
13.	The working conditions encourage me to be always present and not to be absent	3,3548	Neutral
14.	I don't mind too many tasks in my job	3,3978	Neutral
	Job Satisfaction	**3,4347**	**Agree**

Source: Prepared by researchers using SPSS output