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“CORPORATE SOCIAL RESPONSIBILITY,
INTERNAL AND EXTERNAL DIMENSION.
THE CASE OF TITAN.”



PAPASIOPI ANNA

ID: 1102100048

TSAKIRI PINELOPI

ID: 1102100039

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ABBREVIATIONS

CEOs: Chief Executive Officers

CCL: Center for Creative Leadership

CRM: Cause-Related Marketing

CSR: Corporate Social Responsibility

HR Manager: Human Resource Manager

ISO: International Organization for Standardization

NGOs: Non Governmental Organizations

SA8000: Social Accountability Standard

SMEs: Small and Medium sized Enterprises

USA: United States of America

WBCSD: World Business Council for Sustainable Development

ABSTRACT

In recent years we have witnessed the simultaneous development of the anti-globalization movement, the activism of shareholders and the reform of corporate governance. These trends have created a new business environment within which, the integration of Corporate Social Responsibility programs has become increasingly important in the action plan of several in order to develop a better society, provide outcomes in a more responsible way and aid the government to promote socially beneficial and environmentally friendly structures. The society, the government and the political institutions should influence the leaders of these companies to include public and environmental concerns in their agendas and overall operations, especially with regard to their strategic decisions.

However, despite the CSR's increasing importance, relatively little is known about its application, and in particular about employees' and job seekers' perceptions with regard to CSR and the way in which it might affect their decision to choose and/or evaluate their employers.

The current study focuses on employees' and job seekers' understanding and perceptions of CSR practices and provides information about how the TITAN Company, a Greek company operating in the cement industry, implements CSR activities. For the purpose of the current research, two managers from the TITAN Company were surveyed in order to provide information about CSR programs within the company and the importance of CSR and its dimensions. Also, five employees from the company were equally surveyed in order to find out whether employees are aware of the CSR concept, how they perceive it, which areas of CSR they consider most important, and whether TITAN Company should undertake changes in the future. Lastly, five job seekers were surveyed in order to find out how well they are informed about the CSR concept, how they understand it, if they have worked in a company that implemented such programs and if they would attempt to find a job in a company that implemented CSR programs. The findings of the study are in agreement with our initial expectations, based on our analysis of the literature. The findings can show the importance of the CSR concept regarding the employees and the job seekers. CSR activities are beneficial for a company and can contribute to a large degree to its success and evolution.

Finally, it is important to mention that the findings of our dissertation are important and unique since the current study is perhaps one among the first to examine employees' and job seekers' perspectives regarding CSR policies.

Key words: Corporate Social Responsibility, employees' perceptions, CSR dimensions, Ethical Performance and Society Welfare.

1. INTRODUCTION

The concept of CSR was firstly introduced around 15th century in order to highlight the importance and effect of being socially responsible. CSR, defined as the concept whereby “*companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis*” (Commission of the European Communities, 2001) is becoming more and more vital to the maintenance of successful businesses, by providing a corporate strategy on which the company can rely on and also by giving meaning and direction to the daily operations of the company.

The specific dissertation aims at revealing the factors that drive CSR practices adopted by Greek firms and the impact of these practices on job seekers with regard to their final company selection, as well as to employees with regard to their perceptions concerning their firms’ working environment, reputation etc.

Moreover, the dissertation distinguishes between the internal and external dimensions of CSR. The internal dimension is related to the corporation itself and the external dimension is related to the external environment of the organization, like local communities, suppliers, customers and partners. The dissertation’s subject was selected due to the fact that CSR concept is continuously developing all over the world, but remains underestimated in Greece.

Qualitative methodology with the use of a particular Case Study, (Yin, 1996; 2007) pertaining to the TITAN Group and related analysis were considered a suitable research strategy for the purposes of the particular study. In addition, the selection of the Case Study of TITAN Company was made because it constitutes one of the exceptions in the Greek context, as it is one of the first companies in Greece that implements CSR programs with a separate CSR department. TITAN Company actively operates in the cement industry which is part of the heavy industry in the Greek market. For this reason, it must be more socially and responsibly driven, not only regarding the society and employees, but also regarding the environment. Finally, we decided to focus our study on job seekers’ perceptions about CSR as there are not many similar studies in the field and most people are unaware of the benefits that a CSR program can provide both to the company and the society.

Our qualitative approach contains structured and in depth interviews that have been conducted within a period of three months. Also, questionnaires were distributed

to some employees, CEOs of the company and job seekers. The secondary data used were retrieved from the company's reports and relevant documents. The employees represent right down the management chain-hierarchy of the firm and are from different departments. Moreover, the two CEOs that were interviewed are highly ranked members, holding positions of CSR Manager and HR Manager.

After relevant data were gathered, data analysis revealed the following findings and led us to the conclusion that most of our findings are in accordance with previous literature findings. First of all, the employees of TITAN Company believe that the implementation of CSR practices and their participation in this kind of practices can lead to job satisfaction and engagement to the company. Secondly, they support that the environmental culture of the company comes in agreement with the employees' ethics, values and opinions. Furthermore, the job seekers' opinions concluded to the fact that the CSR concept in Greece is underestimated and that most of the Greek firms do not implement this kind of practices. Finally, most of them include in their values the concept of CSR which represents the main reason for product selection from a company that implements this kind of practices.

Moreover, it was found that the majority of the respondents were able to express the meaning of CSR and its importance. Regarding CEOs, we can conclude that CSR is a way to attract and keep the most talented and skillful employees, that CSR activities are beneficial for a company as they can create favorable image and good reputation for the company and they can lead to competitive advantage. Some other important points revealed in our research are the fact that CEOs believe that CSR practices can contribute to a large degree to the success, evolution, good image, performance and reputation of the company and finally that employees constitute an extremely important asset and vital part of the company.

By analyzing the interviews of the employees two primary conclusions were derived. First of all, the employees of TITAN Company believe that the implementation of CSR practices and their participation in this kind of practices can lead to job satisfaction and engagement to the company. Secondly, they support that the environmental culture of the company comes in agreement with the employees' ethics, values and opinions.

Furthermore, the job seekers' opinions concluded to the fact that the CSR concept in Greece is underestimated and that most Greek firms do not implement such kind of practices. Finally, most of them include in their values the concept of CSR, which

represents the main reason for product selection from a company that implements these practices.

At the theoretical level, this research contributes to further informing related literature and knowledge with regard to CSR practices. To this end, the current study reinforces previous related studies in the particular field such as those conducted by Hae-Ryong, Moonkyu, Hyoung-Tark and Na-Min (2010), Jones, Willness and Madey (2010), Bichta (2003) and Metaxas and Tsavdaridou (2010). Taking into consideration all the above studies and the contribution of our research we can conclude that the CSR concept is not a passing “phenomenon”, but it constitutes a key element for the firms in order to succeed and achieve the desired position in the market. Moreover, in current years, CSR appears not to be an option but a necessity as it can lead to a competitive advantage.

At the managerial level, the current study provides useful insight to managers as to the challenges and implementation issues they should consider so that their firm’s CSR efforts are as successful as possible. The limitations of the study as well as future research directions are provided in the related section within the main body of dissertation.

Our dissertation is structured as follows. The second Chapter begins with the existing literature on the CSR concept and ends up with a review of the Greek context. The third Chapter follows with the methodology approach employed, while the fourth Chapter continues with the data analysis. The fifth Chapter presents an interpretation of the interviews’ key findings and a discussion of the results. Finally, the implications and conclusions are presented in the last Chapter that can be used as a guide to future research.

2. LITERATURE REVIEW

Several companies all over the world have collapsed because of the recent economic crisis. This has been a very important and unforeseen factor that has alerted the business world in several ways. Several employees all over the world are concerned about the potential of job loss and governments around the world face the unemployment problem, which they need to address. In this new context, the importance of Corporate Social Responsibility in conducting business might also gain a new meaning as the way to aid firms to remain competitive and face the difficult situation they are currently confronted by. Past examples have demonstrated that companies that implement CSR practices have enjoyed social, environmental and economic, profit-related benefits and they also ensure social welfare. As such, it seems that several companies have realized the importance of CSR and have increased resources devoted to CSR in order to satisfy their shareholders' various interests and requirements, be responsible and contribute to the society. An aspect on which, such firms place particular emphasis, regards their human element, and in particular the career and personal development of their employees. As a consequence, more qualified employees are going to be attracted by these companies because they feel more secure. Employees are motivated and encouraged to discover innovative ways to assist the companies to reduce product costs as well as to strengthen the company's operations by identifying new opportunities (Tay, 2005). The growth in productivity enhances corporate performance and increases job satisfaction by generally lowering the turnover rate. Skillful employees are retained and this allows the company to gain competitive advantage. Thus, reputation and image of a company are much more driven by word of mouth rather than by advertising (Baker, 2006). In the current dissertation, the focus will be on employees, and in particular on employees' perceptions with regard to CSR practices in firms, as well as on the examination of whether such practices indeed lead to increased outcomes within the firm.

2.1 The History of CSR

The meaning of CSR firstly appeared in Europe during the 15th century, when a German banker, Jacob Fugger, decided to accommodate poor families in his own houses. Jacob Fugger was one of the richest men in history, but he was facing public condemnation because of his monopolistic behavior. That was the reason why he decided to take action, by implementing CSR practices in his activities, mainly in the form of philanthropy, but this was one indicator of how CSR would develop in modern days (Metaxas & Tsavdaridou, 2010).

Not only Fugger, but also managers of corporations in the US had to face and deal with difficult public opinion when their activities started to appear misanthropic. In order to gain societal support, these corporations needed to start working on a voluntary basis. A very good example is that of Henry Ford, an automaker who developed paternalistic programs in order to support and take care of the needs of his employees, because he believed that companies have to combine their responsibility to society and their efforts to make profit. This idea was the rationale behind the concept of CSR (Metaxas & Tsavdaridou, 2010).

The concept of CSR deals with the impact that companies have on people, society and the environment. Companies have to act in a parallel way with the society, the law and their profit. Regarding society, corporations have obligations towards their stakeholders, customers, suppliers and employees. The pyramid of CSR (Figure 1) is formed by economic, legal, ethical and philanthropic components (Carroll, 1991). Philanthropy is not obligatory for communities and the public, but society demands corporations to operate in an ethical and moral way. The foundation of the pyramid is the economic responsibility, which suggests that the only means for companies' responsibility is profit maximization. The second layer of the pyramid is the legal responsibility, which suggests that the company is considered responsible when they obey the law, at the same time, profit-maximization. The third layer of the pyramid is the ethical responsibility, which refers to the norms of the society, not the law. Companies are not necessarily obliged to be ethically responsible (Moorthy, Arokiasamy & Chelliah, 2010). The last layer is philanthropic responsibility, where the company strives to be a good corporate citizen on a voluntary basis (Nilson & Rahmani, 2008).

Figure 1: Archie Carroll's CSR Pyramid



Source: Adapted from Sachs, Ruhli & Mittnacht (2005) as cited by Nilson & Rahmani (2008), *Global Consideration in Corporate Social Responsibility*.

In Europe, the idea of CSR was first mentioned by the President of European Commission, Delors, in 1993, who tried to encourage companies to combat social exclusion. Some years later, at the European Council in Lisbon, the idea of CSR was strongly associated with the European goal, *'to become the most competitive and dynamic knowledge-based economy in the world'*. According to the Green Paper *'Promoting a European Framework for Corporate Social Responsibility'* (European Commission, 2001), the concept of CSR is described as a tool whereby companies integrate social and environmental concerns in their business operations and with their stakeholders, on a voluntary basis. According to the World Business Council for Sustainable Development, the CSR is defined as *'the continuing commitment by business to behave ethically and contribute to the economic development while improving the quality of life of their workforce and their families as well as of the local community and society at large'*. The Director of the Regional bureau of the United Nations Development Program for Europe and Commonwealth of Independent States describes the CSR as a powerful tool for modern societies. The implementation of this tool can lead to social cohesion, economic growth and sustainable development in a voluntary way.

2.2 The definition of CSR

In order to better understand CSR, it would be beneficial to look into the concept's various definitions. There are many publications referred to the CSR subject, but there is not a commonly accepted definition. This is due to the fact that there are different economic traditions in the Anglo-American and European contexts that lead to different interpretations of what corporations are responsible for. According to the American perspective, CSR focuses on the ethical responsibility and the corporate philanthropy. According to the European perspective, CSR focuses on the 'Triple Bottom Line' (Elkington, 1999; 2004).

The total term of CSR consists of the three words in the title, of "corporate", "social" and "responsibility." Therefore, in general, CSR covers companies' responsibility to the society within which they operate. More specifically, on the part of companies, CSR involves the identification of the stakeholder groups and the integration of their needs and values as part of a company's strategy.

Therefore, the community in which the company operates, which determines the number of the interested parties for which the company is responsible, can more or less depend on the industry in which the company operates and its prospects.

Several definitions of CSR have been provided over time, centering on the concept that companies "look" over their profits in contrast to their role in society. It refers to a company that connects itself with ethical values, transparency, employee relations, compliance with legal requirements and respect to the communities in which it operates. CSR goes beyond the occasional action and is also a corporate philosophy that leads to strategic decisions in choosing partners, hiring practices and ultimately in the growth and the development of the brand.

For those with a more corporate approach to CSR, the definition includes activities such as environmental practices and the protection and health at work, but does not include claims by outside shareholders in the company's revenues (Banerjee, 2007), while for those with more open terms, CSR includes the activities of companies in favor of the weak and requires active claims on revenues from a broad section of society (Devinney, 2009).

CSR includes economic, legal and ethical expectations that society has from organizations at a particular time (Carroll, 1979).

It constitutes for businesses and other organizations a movement beyond the legal obligations to manage their impact on the environment and the society. More particularly, this could include how organizations interact with their employees, suppliers, customers and the communities in which they operate, and the extent to which they try to protect and not to harm the environment¹.

In the table below (please see the Appendix 1), we quote some of the most important definitions which in our opinion represent the variety of the different approaches to the term of CSR. We also present the dimension on which each definition places emphasis.

Based on the above definitions, in the current dissertation we conclude to two of them which are more integrated and focused on the employees' aspect, in accordance with the study's overall objective. These two definitions are: *'A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis'* (Commission of the European Communities, 2001) and *'Business decision making linked to ethical values, compliance with legal requirements and respect for people, communities and the environment'* (Business for Social Responsibility, 2000). These two definitions are focused on the stakeholders', society's, environment's and economy's perspective, which constitutes the essence of this dissertation.

To this point, it becomes necessary to briefly mention what CSR is not. It must be clear that CSR is not a compliance with the legislation of each country where it is implemented. Also it is not a philanthropy, commercial sponsorships and public relations. There are many people that equate the philanthropy with CSR. For example, Michael Porter wrote:

*'Corporate philanthropy-or corporate social responsibility- is becoming an ever more important field for business. Today's companies ought to invest in corporate social responsibility as part of their business strategy to become more competitive'*².

Philanthropy is something that governments should do and when corporations are doing it, it does not really help them to make profit while all CSR activities are linked to improving a company's bottom line. Regarding the sponsorship, it constitutes a tool that companies use as a part of their communication, advertising and public relations in

¹ Corporate Social Responsibility (CSR). A Guide to Corporate Social Responsibility, pp 2. Retrieved from: www6.miami.edu/ethics/pdf_files/csr_guide.pdf

² Retrieved from: www.ebfonline.com/debate/debate.asp, Michael Porter

order to improve their image to their customers. It is obvious that sponsorship has clear marketing benefits³.

2.3 Positive and negative attitudes towards CSR

There are many arguments for and against the CSR concept. One argument for CSR states that it is a business' long-term self-interest. A company's investments in society ultimately make it possible for its business to continue. A socially conscious business may also avoid government intervention. Another argument for CSR is based on the concept that not being socially responsible is damaging and unfair. Because damaging behavior is inherently wrong, the natural course is to right it. Logically, a corporation must produce goods and services that are beneficial to society while making sure that the processes of production also avoid damage, such as pollution. The other assumption associated with this argument is that corporations, unlike individuals, have available resources to devote to socially responsible behavior, and so they should use the resources to help society⁴. Another argument is the 'self-interest' argument, which suggests that corporations should be conducted in such a way as to assure their operation in the future. This means that corporations should focus not only on short-term but also on long-term.

Arguments against CSR tend to focus on numbers and the fact that they don't conclusively prove that CSR is effective for the corporation or society. Some argue that a corporation puts itself at a competitive disadvantage by devoting resources to this behavior while other companies in its market are not. Adam Smith's classic analogy of the invisible hand says that self-interested businesses lead society to its best course. Some argue that companies which act to maximize profit will inevitably do the most good in society⁵. Finally another argument against CSR is that managers and business executives are well trained and well educated in finance, marketing and many other

³ Retrieved from: www.ebfonline.com/debate/debate.asp, Michael Porter

⁴ Retrieved from: www.ehow.com/list_7594756_arguments-against-corporate-social-responsibility.html

⁵ Retrieved from: www.ehow.com/list_7594756_arguments-against-corporate-social-responsibility.html

fields, but they are not well trained and well educated in societal issues. This may have bad results and make the situation worse⁶.

Part of the concept of CSR is that companies can be instruments of social policy. This means that companies are the best way by which certain policies and practices can be achieved. CSR is good for companies because it is the most effective way of identifying social needs and providing social solutions. From this view, four reasons can be highlighted why the society wants companies to act as instruments of policy and actively participate in CSR (Devinney, 2009).

First of all, people have the right to vote. Based on this logic, companies with more appropriate practices will have more satisfied customers, more satisfied employees and more satisfied owners, so they will last and thrive in more difficult conditions (Devinney, 2009). For example, experimental work by Auger, et al. (2003, 2008) and Devinney, et al. (2006) clearly shows that there are consumer segments that correspond to the social status of products. Similarly, research shows that there is a link between employee satisfaction and social activity of the companies (Devinney, 2009).

Secondly, companies have more knowledge than people and governments and thus are more likely to be able to use this information to adapt their products and services in appropriate areas. Companies involved in continuous and active research aimed at trying to understand the needs of various stakeholders and to operate on the practical results (Devinney, 2009).

Thirdly, companies have a better understanding of the tradeoffs, technologies and trends that operate within a society and can act on them in a more logical and realistic way than their governments (Devinney, 2009).

Finally, free of transparency that is required by governments and many social organizations, companies can more easily participate in social experimentation (McClintock, 1999; Brugmann & Prahalad, 2007).

According to all the previous, we conclude that companies are useful tools for social entrepreneurship and an effective tool for assessing the social demands of competing constituencies. The logic goes further when someone realizes that governments operate correctly when there are needs for civilian policies nationally or globally. In this case, companies are working properly since they can choose on their constituency and work to resolve issues that have the greatest importance to it, ignoring

⁶ Retrieved from: www.ehow.com/list_7594756_arguments-against-corporate-social-responsibility.html

the needs and requirements of other constituencies whose demands on the rental company is less legitimate. Therefore, we conclude that CSR is important because it frees the individual interest of the creators, the business managers and the investors in order to resolve social problems (Devinney, 2009).

The presence of CSR can strengthen the relation between market orientation and performance, because it can amplify the trust that employees and customers have to the organization. It can also improve the customers' perception of the firm. CSR creates a reputation that a firm is reliable and honest (McWilliams & Siegel, 2001). Moreover, CSR increases employee commitment to the organization, which ultimately enhances performance (Albinger & Freeman, 2000; Backhaus et al., 2002; Greening & Turban, 2000; Maignan et al., 1999; Peterson, 2004; Turban & Greening, 1997). To conclude with, we could say that the combination of market orientation and complementary activities, such as CSR activities can lead to high business performance.

One assumption behind CSR is that companies are driven by society and that they do not use society for their benefit. It is a natural defect of companies that gravitate towards solving problems by which economic demands may occur. These kinds of defects are five (Devinney, 2009). Companies exist to create economic efficiency and not to solve social problems and adapt their social standards according to their needs. Also, they are not representative of society in general, because they represent the urban, upper middle class and not the poor and powerless of society and they are by nature conservative. Finally, CSR allows governments to waive certain social responsibilities and by this way make the provision of such social responsibilities less reliable (Devinney, 2009).

These five points highlight the philosophical problem of CSR: Ask the companies to act against their nature. These issues involve a social version of what Adam Smith noticed: *'People of the same commercial sector seldom meet, even for merriment and fun, but the discussion always leads to a conception of increasing prices. It is indeed impossible to avoid such discussions by every law that could either run or be consistent with liberty and justice. But although the law cannot hinder people of the same commercial sector to congregate, it should not do anything to facilitate such gatherings and much less to render it necessary'* (Devinney, 2009).

The relationship between CSR and performance is confused and full of questions not only about how performance is measured, but also what does it mean to 'make good' (McWilliams & Siegel, 2000; Orlitzky, Schmidt & Rynes 2003; Margolis,

Elfenbein & Walsh, 2007). Moreover, because the academic study of the CSR concept is still nascent, it is difficult to determine the responsibilities of CSR and the results linked to the performance. Nevertheless, CSR is sustainable only to the extent that both companies and society are ultimately persuaded that there is any benefit from the investment (Devinney, 2009).

As there are few studies regarding the CSR concept, it is difficult to understand the relationship between specific CSR activities of business and the operating results that may affect performance. Therefore, it is equally likely that the relationship between CSR and performance is that performance drives to CSR and not CSR to the performance. Moreover, there is the problem that the existing studies have a confusing definition of what CSR is. A cynical view would argue that CSR is a combination of free cash flows and a corporate selfish strategy (Devinney, 2009).

2.4 The importance of CSR

Corporate Social Responsibility is an important business strategy, because as far as possible, consumers want to buy products from companies they trust, suppliers want to form partnerships with companies on which they can rely, employees want to work in Companies that respect, and Non Governmental Organizations want to work with businesses seeking affordable solutions and innovations in areas of common interest. Satisfying each of these stakeholder groups, make companies maximize their commitment to another important group, the investors who may gain benefit when the needs of other stakeholder groups are met.

Businesses that are more likely to succeed in a globalized world will be those that can combine the interests of many stakeholders in the best way, and include a wider range of views and values in the decision-making process and goals of the organization⁷.

CSR is becoming more and more vital to the maintenance of successful businesses, by providing a corporate strategy on which the company can rely on and also by giving meaning and direction to the daily operations of the company.

⁷ Corporate Social Responsibility (CSR). A Guide to Corporate Social Responsibility, pp 10. Retrieved from: www6.miami.edu/ethics/pdf_files/csr_guide.pdf

Nowadays CSR as a strategy becomes more and more important for businesses because of three trends:

- **Change of social expectations**

Consumers and society in general expect more from companies from which they buy products. This trend has increased because of some recent corporate scandals, which have reduced the trust the public had in the companies.

- **Increase of prosperity**

Wealthy consumers can choose the products they buy. A society that has the need for labor and investment is less likely to impose strict regulations and pursue organizations that can move their business operations and their money elsewhere.

- **Globalization**

Because of the growing influence of the media, any mistake on part of companies is immediately made available to the public. Moreover, the Internet promotes communication between like-minded groups and consumers, enabling them to spread their message, while simultaneously they can coordinate collective actions like boycott of products⁸.

These three trends are combined with the growing importance of the trademarks and the brand value for corporate success, to create a strong relationship between the companies, the consumers and all stakeholders in general⁹.

The result of this combination is that consumers today are better informed and feel able to bring whatever they believe in practice. From the corporate point of view, the parameters of the market in which companies operate are shaped from the top to the down. The NGOs and activists often guide this changing relationship between consumers and businesses¹⁰.

CSR is very important in a globalized world, because of the way brands are 'built' based on new ideas and concepts. CSR is a means for matching the operations with the corporate values and the requirements of stakeholders, during a period where the values

⁸ Corporate Social Responsibility (CSR). A Guide to Corporate Social Responsibility, pp 10-11. Retrieved from: www6.miami.edu/ethics/pdf_files/csr_guide.pdf

⁹ Corporate Social Responsibility (CSR). A Guide to Corporate Social Responsibility, pp 11. Retrieved from: www6.miami.edu/ethics/pdf_files/csr_guide.pdf

¹⁰ Corporate Social Responsibility (CSR). A Guide to Corporate Social Responsibility, pp 11. Retrieved from: www6.miami.edu/ethics/pdf_files/csr_guide.pdf

and requirements are constantly evolving. CSR is something that businesses nowadays have to adopt. The risks that can arise when ignoring CSR are several, considering how important the brands for the total value of the company are, how difficult it is to 'build' a strong brand and how easy it is to lose the dominance of a brand. Therefore, CSR is something that a company should try to implement in the right way¹¹.

2.5 CSR programs

Philip Kotler and Nancy Lee (2004) have divided CSR in the following parts:

- a) Cause Promotion
- b) Cause-Related Marketing
- c) Corporate Social Marketing
- d) Corporate Philanthropy
- e) Community volunteering
- f) Socially Responsible Business Practices.

a) Cause Promotion

This type of program requires money or other assistance from companies in order to increase their reputation through donations or participation in volunteering actions. The main technique consists of persuasive communication, so that capital investment is made by the finance communication campaigns.

This type of program is useful for the positioning of the brand. For example, the Body Shop Company in 1990 pledged to convince the public that animal testing is cruel and unnecessary from a scientific point of view. This company was the first manufacturer of cosmetics who said "No" to the torture of animals, using the words "Against animal testing". This campaign persuaded in 1996, 4 million people to sign a petition on this issue. Therefore, the United Kingdom banned animal testing, and in 2003 the European Parliament adopted a decision, imposing a ban on animal testing for cosmetics by 2009. Another opportunity for such programs is the opportunity to gain more visibility.

¹¹ Corporate Social Responsibility (CSR). A Guide to Corporate Social Responsibility, pp 11. Retrieved from: www6.miami.edu/ethics/pdf_files/csr_guide.pdf

b) Cause-Related Marketing

Cause-related marketing, or CRM, has exploded in recent years even though it is a relatively young concept. It began, on a national scale, in the early 1980s when American Express joined with the nonprofit group that was raising funds to restore the Statue of Liberty.

American Express gave a portion of every purchase through their credit card to the endeavor and an additional amount for every new application that resulted in a new credit card customer. For this reason American Express even trademarked the term "cause-related marketing."

Now, companies are fully embracing what is called "doing well by doing good", which has also been the main topic of top academic conferences, like that of Academy of Management in 2007. Cause-related marketing may become the principal way that businesses express their social responsibility¹².

There are advantages for both nonprofit and business. For business, cause-related marketing proves that it is socially responsible, and provides great public awareness of its values and willingness to support good causes. For the nonprofit, the contributions from a cause-related marketing project can be significant, and those funds are usually unrestricted so even overhead costs can be supported by them. Besides actual monetary benefit is the intangible value of the publicity and advertising that usually accompanies a cause-related marketing program, which is often done by the corporation's public relations and marketing departments¹³.

There is always the possibility that one of the entities involved (nonprofit or corporation) will do something that impacts its reputation. In that case, the other party may be perceived negatively as well. For that reason, corporations and nonprofits should choose their partners wisely¹⁴.

¹² Joanne Fritz. Cause-Related Marketing: What You Need To Know. Retrieved from: <http://nonprofit.about.com/od/fundraising/a/causemarketing.htm>

¹³ Joanne Fritz. Consider the Pros and Cons of Cause-Related Marketing. Retrieved from: http://nonprofit.about.com/od/fundraising/a/causemarketing_2.htm

¹⁴ Joanne Fritz. Consider the Pros and Cons of Cause-Related Marketing. Retrieved from: http://nonprofit.about.com/od/fundraising/a/causemarketing_2.htm

The benefits of cause-related marketing can include:

- Enhanced public perception of the brand
- Increased sales
- Positive media coverage
- Creation of a unique selling point over your competitors
- Strong incentives for consumers to switch to your brand
- Increased long-term customer loyalty
- Improved relationships with supply chain and retailers
- Improved employee morale and loyalty¹⁵.

What makes CRM work is that a company or brand gets behind a cause or charity that its customers believe in and will get an emotional reward from knowing that it will be helped by their purchase.

Early examples of CRM often involved donating a percentage of the cost of a product to a charitable organization and featured a logo on packaging. Today's consumer is marketing savvy however and requires proof of a genuine and long-term commitment to a cause. A CRM campaign should not be mistaken for a sponsorship and is not a donation. Successful CRM promotes the difference it makes (impact on the cause/need to which it is linked), not the money it raises.

The selection of a charitable partner to support through your CRM activities starts with identification of a cause. This cause must be relevant to the target market of your product and make an emotional connection with the consumer. If the cause resonates, the foundation for a deeper brand connection can be established.

Ideally, there is a correlation or 'fit' between your company's mission and the organization it supports¹⁶.

c) Corporate Social Marketing

Using this type of program, the companies intend to change a negative behavior or to persuade the public to adopt a positive attitude. The main focus is to change behavior.

¹⁵ Corporate Social Responsibility. Retrieved from:
<http://www.thsmithfamily.com.au/site/page.cfm?u=46>

¹⁶ Corporate Social Responsibility. Retrieved from:
<http://www.thsmithfamily.com.au/site/page.cfm?u=46>

In order to justify a campaign of social marketing, it is essential that the problem is approached to affect a significant number of people and the need for a solution is high (traffic safety, domestic violence, health, environment, air pollution, recycling, etc.) (Sima & Gheorghe, 2007).

A social marketing campaign is sufficient when the company profile is associated with the social problem, or seeks the increasing of sales (Sima & Gheorghe, 2007).

d) Corporate Philanthropy

The word philanthropy is derived from the Greek language, meaning "love for mankind". Corporate philanthropy refers to the giving by a for-profit company directly to charitable organizations or to individuals in need with the intention of improving the quality of life. The expense incurred through voluntary grant-making is typically planned as part of the company's annual budgeting process. Corporate philanthropy is a key component of a corporation's broader social responsibility and includes cash gifts, product donations, and employee volunteerism. It serves as a major link between the corporation and the communities it serves¹⁷.

Corporate philanthropy can benefit companies in a number of ways:

Benefits to the business:

- Enhances corporate reputation
- Improves relations with government, community, and key stakeholder groups
- Supports a company's strategic business goals
- Enhances brand recognition
- Attracts better employees and increases retention
- Helps create healthier communities for business viability
- Increases employee and customer loyalty
- Strengthens relationships with customer, clients, and vendors
- Provides human and capital resources to nonprofit organizations that may be helping employees and their families¹⁸.

¹⁷ Cari Parsons (2004). Corporate Philanthropy. CreatingLoyalty Library. Retrieved from: http://www.creatingloyalty.com/story.cfm?article_id=775

¹⁸ Cari Parsons (2004). Corporate Philanthropy. CreatingLoyalty Library. Retrieved from: http://www.creatingloyalty.com/story.cfm?article_id=775

Benefits to stakeholders (employees, management team, shareholders, etc.):

- Builds employee morale and engagement
- Develops future workforce contributing to a sustainable company
- Provides employee/management training and skill building (e.g. project and time-management, leadership opportunities, teamwork activities, etc.)
- Increases understanding of co-workers and appreciation for diversity
- Enlarges sense of community and social obligation
- Encourages appreciation for contributions from all levels within the organization
- Increases pride and responsibility¹⁹.

Benefits to the community (local and global):

- Improves quality of life for community members
- Provides human and capital resources to nonprofit organizations that may be helping employees and their families
- Assists in alleviating community social issues
- Enhances the impact of monetary contributions directed into the community
- Creates healthier communities²⁰.

e) Community Volunteering

It is a type of initiative that encourages employees to become volunteers and support the community. There is a new trend, where companies use volunteering in order to pay more attention to the social initiatives, to the business' objectives and the communication values of the company (Sima & Gheorghe, 2007).

Some of the actions that a company can take in order to boost volunteer workers, are:

- The promotion of volunteering as an organizational value
- The establishment of certain goals through internal communication and

¹⁹ Cari Parsons (2004). Corporate Philanthropy. CreatingLoyalty Library. Retrieved from: http://www.creatingloyalty.com/story.cfm?article_id=775

²⁰ Cari Parsons (2004). Corporate Philanthropy. CreatingLoyalty Library. Retrieved from: http://www.creatingloyalty.com/story.cfm?article_id=775

- The volunteering that equips the recruitment and the organization (Sima & Gheorghe, 2007).

Community volunteering program is sufficient when the company intends to strengthen the trust of its workers and the team spirit and to improve its reputation, or to support other social programs (Sima & Gheorghe, 2007).

f) Socially Responsible Business Practices

These practices are initiatives of a company to voluntarily improve the way of its operations, in order to contribute to the general good of the society and protect the environment. These initiatives are sufficient, when the public may assume that certain practices contribute to the solution of a major social problem. (Sima & Gheorghe, 2007).

2.6 Dimensions of CSR

CSR can be divided in two dimensions, the internal dimension which is related to the corporation itself, the ‘actors’ of which are employees and the shareholders and the external dimension which is related to the external environment of the organization, like the local communities and the surroundings. The ‘actors’ of this dimension are the NGO’s, the suppliers, the communities, the customers and the partners. The internal dimension of CSR deals with the social and the environmental activities that focus on human resources, health and safety, dealing with change.

Regarding human resources, CSR is related to the matters that concern employees. It is obvious that the most important economic goal of a corporation is the maximization of the profit and this strongly correlates with the retention of skilled staff. The adaptation of principles such as non discrimination, lifelong learning and respect of human rights must be related to the target setting of corporations in order to be socially responsible and attract skilled personnel (Teoh, 1984). The main objectives of a responsible corporation should be the reduction of unemployment, the recruitment of disabled groups and the fight against social inclusion. It is very important to mention that if managers understand the concept of CSR, companies should be able to maintain skilled employees and gain a competitive position in the market.

As we have already mentioned another aspect that characterizes CSR are health and safety conditions in the work place. There are many certifications and standards that show how companies work and set the quality standards of their products. Some management systems are the following: ISO 9000 (quality management), ISO 14001 (environmental management), SA8000 (social accountability) and OHSAS 18001 (occupational health and safety) and their guiding principle is ‘doing things right and first time’ (Zwetloot, 2004).

Companies in order to achieve health and safety in the work place have to be open to dialogue with their employees and respect them. Health and safety is one of the most adopted dimensions of CSR, accompanying protection of the environment and community support (Perrini, 2005). The benefits that derive from implementing certain standards concerning health and safety linked to CSR strategy are valuable for a corporation’s reputation. It is also argued that they increase productivity, beneficially effect consumer loyalty, promote shared values, and reduce the costs of accidents at work (European Agency for Safety and Health at Work, 2004; Hopkins, 2007).

A socially responsible corporation has to take care not only of its interests, but also of its employees. If some structural changes in the corporation are necessary, some preparations should be made in order to minimize possible negative impacts. Some measures that contribute to the adoption of change are lifelong learning, modernization of equipment, production and dialogue with the stakeholders and the partnerships.

The term ‘sustainable development’ was first mentioned in the 1987 Brundtland Report. The basis of sustainable development is to satisfy the needs of the present generations without undermining future generations (WCED Brundtland Commission, 1987). It is very important to mention that companies have to take into consideration their impact on the environment. There are many policies launched by governments or organizations that deal with environmental problems. Companies in order to confront this kind of problem, adopt some environmental standards. This kind of policy is also called green management or corporate environmental responsibility (Lawrence & Weber, 2005).

We have already mentioned that the external dimension of CSR is ascribed to the external environment of the corporation, like the surroundings or the local communities. On the one hand, companies can influence their local communities and provide them some benefits, like new jobs, social contributions and donations and on the other hand, the local communities offer to the companies the license to operate, skilled personnel,

customers and anything that can help them to be competitive. The local community has to be attractive for the companies, which means that the environment should be clean and there must be access to the public services.

Expectations from both sides are explicit and implicit. Explicit expectations from the community side could be: payment of taxes, obeying the law, providing employment opportunities, etc, while for the company these expectations might be: adequate infrastructure, transportation facilities, educated workforce, police etc. The implicit expectations focus on intangible values like ethics, trust and other ideals that each side holds (Burke, 1999).

Another external dimension that corporations should take into account is the human rights, as corporations are affected by international activities and global supply changes. It is very important for the corporations to adopt and follow international guidelines like the ‘ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy’ and the ‘OECD Guidelines for Multinational Enterprises’ (European Commission, 2001).

Human rights are relevant to social, environmental and economic aspects of corporate activity. The fact that a firm respects human rights can be a benefit for its image. Customers and NGO’s are interested in knowing more about the product and the services they buy (Amis et al., 2005). Moreover, this kind of activities may influence not only the customer, but also the investors.

The United Nations Secretary General has launched a ‘Global Compact’ initiative which can help companies achieve social and environmental improvements. The international business community began an effort in order to promote sustainable development practices. In 1990, the World Business Council for Sustainable Development (WBCSD) was founded at the Rio Earth Summit, where business had to take action in the name of sustainability. The objectives of WBCSD are to promote high standards of environmental management and cooperation between firms, governments and other organizations. Some of the international codes of environmental conduct that aim to promote global sustainability are: the International Chamber of Commerce, Global Environmental Management Initiative, Global Compact, Ceres Principles and International Organization for Standardization (ISO) (Metaxas & Tsavdaridou, 2010).

The result of green management is that it can become a competitive advantage in various cost-saving forms, like product differentiation, technological innovation and strategic planning (Florida & Davison, 2001).

2.7 CSR and Employees

It is very important to understand how CSR relates to employees' identification with their firm. According to some studies is shown that a firm's CSR initiative increases employee-company identification and that CSR performance can help companies to maintain a positive relationship with their employees. According to the internal dimension, CSR activities involve employees' welfare and business ethics (Welford, 2004) and according to the external dimension, CSR refers to the various forms of company involvement with charitable causes and the non-profits (Lihtenstein et al., 2004). CSR initiatives enhance the performance of sales staff (Larson et al., 2008), employees' commitment to the organization (Brammer et al., 2007; Peterson, 2004; Rupp et al., 2006) and their identification with the company (Berger et al., 2006; Collier and Esteban, 2007; Rodrigo and Arenal, 2008).

There is also some evidence that CSR is beneficial because CSR improves employees' perceptions of the company. When a company has CSR initiatives, employees are more proud and committed to the organization. This is because our personal identities are partly tied up in the companies that we work for. If my company is saving the world, I am too, so my association with the company reflects positively on me and makes me feel good about the work I do for the company²¹. If employees' values resonate with their company's values, and if they trust that their company genuinely cares about the same things they care about, then they are more energized and productive. A company's corporate social responsibility (CSR) efforts signal what it cares about. Their co-benefit is that they seem to increase employee engagement²².

According to the studies there are also some limitations. First, the literature has tended to focus on employees' perception of CSR initiatives rather than their actual participation in such activities (Brammer et al., 2007; Peterson, 2004; Rupp et al., 2006). Second, the way in which CSR initiatives influence employees' commitment to the organization remains unclear. Finally, employees can evaluate attractiveness of the company's identity and form identification in two ways: a) by self-evaluation, where employees can identify themselves with a company if they perceive that its attributes are attractive and b) by reflected evaluation, if employees believe that outsiders have a

²¹ Retrieved from: <http://www.ccl.org/leadership/pdf/research/EmployeePerceptionsCSR.pdf>

²² Retrieved from: <http://sustainabilityadvantage.com/2010/10/12/csr-efforts-correlate-with-employee-engagement/>

positive perception of their company, they are able to feel pride in their affiliation with their company which in turn intensifies their identification with the company (Collier and Esteban, 2007). Many companies have realized that in order to stay competitive, they must manage the identification that their stakeholders and especially their employees have with the company (Cardador and Pratt, 2006).

The Center for Creative Leadership (CCL[®]) made a research about the impact that CSR programs have on employee retention, which sampled the opinions of 2,215 workers around the globe. There are some very important findings related to how employees respond to CSR practices²³.

Investments in CSR programs boost employee satisfaction, retention, and loyalty. The survey found that employees are more likely to be “proud” of their company if it is engaged in good corporate behavior. If a company is destroying the environment, or is embroiled in financial scandal, the employees would be probably less enthusiastic than they would be if they believed that their company aims to “save the world”. The study found no differences in commitment between different generations of employees. But there were variations in employee commitment to CSR strategies based on corporate ranking; it is stronger for employees higher on the corporate ladder. It is important for senior officials to promote their company’s CSR efforts and to stress their importance. While investing in CSR can be helpful for employee retention and commitment, it is not a cure-all for hanging onto employees. If an employee is not satisfied, a strong corporate social responsibility program will not be likely to tip the balance, but it can impact how employees view the organization and the kind of ambassadors they will be when they come in contact with the customers, shareholders and community members. Leaders of organizations should be mindful of where CSR investments pay off, and not expect miracles. Although some immediate benefits of CSR may be seen, the dividends usually accrue over time. CSR is more about building a long-term reputation for an organization, and not a quick fix to retain employees or improve public perception. Companies mindful of their CSR reputations can use their actions to not only bolster the commitment of current employees, but also to attract talent in the future²⁴.

²³ Retrieved from: <http://www.ccl.org/leadership/news/2010/CSR.aspx>

²⁴ Retrieved from: <http://blog.airdye.com/goodforbusiness/2010/08/02/corporate-social-responsibility-and-employee-satisfaction/>

2.8 CSR and job seekers

There are also many studies which suggest that organizations known for their CSR may gain a competitive advantage because they can attract talented employees. The job seekers are attracted by CSR because they believe that these organizations exhibit values that fit well with their own values, they treat well their employees and they are prestigious. Organizations may benefit from communicating their CSR activities through recruiters and recruitment materials, and through their websites, a tool increasingly used by applicants as a source of getting information about recruitment (Cober, Brown, Keeping, & Levy, 2004). Companies that communicate their CSR to job seekers gain a competitive advantage because they attract more applicants and as a result they can select more talented workers (Jones; Willness; Madey, 2010). According to Greening & Turban (2000) job applicants' perceptions of a firm's CSR determines their attractiveness towards the organizations. In a survey conducted by Cherenson group, a New Jersey based public relations and recruitment agency; in 2002 found that the most important factors affecting the reputation of an organization as a place to work in are the way the employees are treated and the quality of its products and services²⁵.

2.9 CSR in Europe

There are many European countries that promoted the role of CSR and its activities. In Great Britain, a working group representative of oil, gas and mining corporations as well as NGOs for human rights has been set up. In cooperation with experts from the USA, this working group defines the main voluntary principles of human rights in firms within the area of mining and energy (European Commission, 2006). In Italy, the 'Social Statement' in 2003 represents the bulk of CSR promoted by the Italian Government. The Social Statement is a document that maps stakeholder-based CSR performance indicators, through which enterprises' methods of social, environmental and economic performance evaluation can be voluntarily supported and enhanced (Perini, 2005). The European project RARE 'Rhetoric and Realities: Analyzing CSR in Europe' tried to answer questions related to CSR activities (<http://www.rare-eu.net>). The European Alliance for CSR which was launched in 2006

²⁵ Retrieved from: http://www.hrmguide.net/usa/commitment/employer_branding

is an open partnership for enterprises to promote CSR. The Alliance is a political umbrella for mobilizing the resources of large and small European companies and their stakeholders in and around ten priority areas.

These areas are:

- fostering innovation and entrepreneurship in sustainable technologies, products and services which address societal needs,
- helping SMEs to flourish and grow,
- assisting enterprises to integrate social and environmental considerations in their business operations, especially those in the supply chain,
- improving and developing skills for employability,
- responding in a more effective way to diversity and the challenge of equal opportunities taking into account the demographic changes alongside the rapid aging of the European population,
- improving working conditions in cooperation with the supply chain and innovation in the environmental field,
- integrating eco efficiency and energy savings in the product and service creation process,
- enhancing pro-active dialogue and engagement with all relevant stakeholders,
- expedient address of transparency and communication challenges to make the non-financial performance of companies and organizations more understandable or all stakeholders and better integrated with their financial performance,
- operating outside the borders of the European Union in a socially and environmentally responsible way, mirroring companies' actions inside the European Union²⁶.

The General Assembly, the CSR Europe's Toolbox and the pan-European cooperation projects were some of the most important activities of the CSR Europe network. The CSR Europe's Toolbox provides information and advice to companies in order to face economic and environmental challenges and implement successfully CSR practices. The pan-European cooperation projects focus on raising CSR awareness in Turkey and developing innovative CSR strategy²⁷. Finally, another activity by the

²⁶ Retrieved from: <http://www.csreurope.org/pages/en/alliance.html>

²⁷ Retrieved from: <http://www.csreurope.org/pages/en/train4csr.html>

European Commission was the European Multistakeholder Forum on Corporate Social Responsibility, where they mention their activities and their support to CSR.

2.10 CSR in Greece

More particularly the promotion of CSR in Greece started in 2000 with the Hellenic Network for CSR. The objectives of the Network are: continuous updating and dissemination of information on the concept of CSR, networking and collaboration with enterprises, unions and other organizations at all levels for their exchange and dissemination of information, raising the awareness of the business community and general public on enterprise social activities and contributions at the local, national and international level, mobilizing and developing collaborations for the promotion of joint social projects and combating of social problems, transferring, adapting and disseminating best practice in the area of social cohesion and CSR and finally, promoting all enterprise activities conducted for the accomplishment of Network objectives²⁸.

A survey regarding CSR was delegated to the Laboratory for Communication Media and Culture of Panteion University of Athens and to Research International and was supported by the Phillip Morris Institute. The results are as follows: the companies that deal with CSR activities are well developed and the staff of these departments is interested in learning more about CSR. The obstacles of the implementation of CSR practices are mainly the economic burden, the lack of information and the size of the enterprise. The benefits of CSR practices focus firstly on the reputation of the firm and secondly on the improvement of the workforce environment (National & Kapodistrian University of Athens, 2006).

The Hellenic Network for CSR also designed the 'Hermes' program within the European campaign for promoting CSR among SMEs. The main aim of this program was to support the SMEs in order to implement CSR practices. The European Alliance organized 18 laboratories that disseminate the meaning of CSR in different sectors. The participation of Greece in the Laboratory of the Supply Chain, together with Volkswagen, L'Oreal and TITAN is an effort in this direction.

²⁸ Retrieved from: <http://www.csrhellas.gr>

In Greece there are several obstacles in the implementation of CSR. The first is the extensive corruption in Greece. The Social and Economic Committee of Greece, in order to give guidance for the promotion of CSR to the Greek enterprises, issued an ‘Opinion on CSR’. According to that, the Greek laws are CSR-oriented only on environmental issues and labor rights issues. According to a European Social Survey (2003), Greek citizens are very suspicious with each other so it is very hard for companies to implement CSR programs. The implementation of CSR activities in Greece needs much more effort not only from companies, but also from the public, the government and the state.

3. METHODOLOGY

The particular study was designed in order to examine a new concept that has gained increased attention in recent years both in the academic and corporate world, that of Corporate Social Responsibility, in the context of the economic, environmental and social dimension of sustainable development in Greece.

It is a fact that very few studies have investigated the impact of Corporate Social Responsibility practices, including CSR's internal and external dimension, on employees' and job seekers' perceptions, while there is scarcity of studies at the particular subject with regard to the Greek context. It is very important to gather information from the CEOs in order to understand the internal and external dimension of CSR and also to understand how employees working in lower levels perceive the meaning of CSR. Finally, we focused on job seekers' perception of CSR because they likely respond mostly to their perceptions, rather than to 'true' levels of CSR or to third-party ratings of CSR that many job seekers may not possess (Jones; Willness & Madey, 2010).

In this regard, we decided that a combination of both primary, perceptual data with secondary data retrieved from already existing articles, studies and available information over the internet would be the best approach in order to fulfill the objectives of the particular study.

The nature of this study, with the primary aim to reveal the factors that drive CSR practices adopted by Greek firms and the influence of these practices on employees' perceptions regarding their satisfaction in their working environment and on job seekers with regard to their final company selection, implied that a qualitative analysis with the use of a particular Case Study (Yin, 1996; 2007) that of the TITAN Group, would be a suitable research strategy that would allow more proximity to the research subject. According to Yin (1996; 2010), the qualitative research is descriptive in nature because it analyzes data in depth. It provides insight into subtle nuances that the quantitative approach might miss and thus facilitates a coherent synthesis of the data (Pratt, 2008).

As such, the data collection for the study was accomplished by gathering information both from primary and secondary sources. The primary, perceptual data gathered, include the conduct of in-depth interviews and the distribution of questionnaires with questions adapted from past related academic papers, while the

secondary data were retrieved from the company's reports and other relevant documents. Also, a visit to the sites of the company was necessary in order to collect more information about the company's processes and operations.

Sample

The sample consisted of existing employees, CEOs of the company and job seekers. It was deemed very important to gather information from CEOs in order to get insights about the internal and external dimension of CSR and understand how employees working in lower levels perceive the meaning of CSR. Moreover, it is valuable to collect information from job seekers with regard to the way in which they perceive the concept of CSR because it may have positive implications for the company. Specifically, a company highly committed to CSR policies has the opportunity to attract the most talented employees, a fact that leads to the satisfaction of both sides regarding the working environment, the success of the company and its performance. As such, perceptual data was gathered and analyzed for the purposes of the current study, although it may suffer from certain limitations.

We conducted in depth interviews with two CEOs of the company, one from the CSR department and the second from the HR department in TITAN, who were highly involved with and aware of the CSR policies followed by the company. The two CEOs filled the questionnaires through email, since it was extremely difficult to meet them in person, due to the fact that their offices are located in Athens. In addition, five employees from different departments and five high-educated job seekers with an average age of 26 filled the questionnaires. The employees of the company were approached by telephone and the questionnaires were distributed to them face to face, providing respondents with a two week period deadline to complete them. With regard to the job seekers, the questionnaires were distributed and filled face to face, so that they would be provided with any further explanations required on their part about the subject under examination. The above three different groups of respondents were preferred in order to gather information not only from the internal environment of the company but from the external as well. It is important to mention that the interviewees and respondents to the questionnaires represented right down the management chain-hierarchy of the firm with the purpose to provide pluralism, objectivity and diversification in our study based on their perceptions.

Context

Our approach concentrates on the Greek industry and especially on the Greek cement sector by analyzing the Case Study of TITAN Group. At the beginning of the last century four Greek cement companies were established, TITAN Cement Company, HALKIS Cement Company, HALYPS Cement Company and HERACLES GENERAL Cement Company. The foundation of Greek cement companies was the result of the increasing demand for cement in Greece. The Greek Cement Industry contributes to the preservation of the environment and more specifically the Greek Cement Industry embodies the environmental sensitivity in its general operating framework, seeks to constantly improve its environmental performance and applies environmental management systems, takes care of the reduction of air pollution by using up to date anti-pollution technologies, controls and gradually reduces the consumption of energy and water, participates in the international effort to combat climatic changes, educates and sensitizes its personnel in issues concerning the preservation of the environment and promotes communication and cooperation among all the interested parties (authorities in charge, local communities, institutions). With all the above activities, the Greek Cement Industry actually applies the concept of sustainable development, instituting a balance among the economic issues, the social needs and the preservation of the environment²⁹.

TITAN is a company that truly emphasizes on all the above issues. TITAN Group has recognized that business needs society as much as society needs business. CSR is a basic element of TITAN Groups' governing objective and one of its corporate values. It is very important for TITAN Group the respect for its people, environment and the society³⁰.

Research Design and Process

The research period lasted three months, from the 1st of June 2011 until the 1st of September 2011. Prior to the distribution of questionnaires, a pilot test with ten academics and practitioners was conducted, in order to receive feedback with regard to the questions' content, relevance and clarity and in order to omit any questions

²⁹ Retrieved from: <http://www.hcia.gr/6a.html>

³⁰ Retrieved from: <http://www.titan.gr/en/corporate-social-responsibility/care-for-our-people/>

considered inappropriate for the purposes of the study based on the above criteria. The duration of the interviews, conducted within the company, lasted for about two weeks as we were told that it was an extremely busy period for all employees, independent of the position they hold (both CEOs and non-CEOs). Moreover, the duration of the interviews with the job seekers lasted almost one hour with each. It is important to mention that anonymity and confidentiality of the process and the responses provided was guaranteed to the respondents in advance.

Questionnaire

All the questions included in the questionnaires were adjusted from previous relevant studies in the field, for example Bichta, (2003); Metaxas & Tsavdaridou, (2010); Jones, Willness & Madey, (2010); Moorthy, Arokiasamy & Chelliah, (2010); Tamm, Eamets & Motsmees, (2010). The questionnaires were divided in three parts.

The first part included questions that would provide general information about the level of awareness of the CSR concept by referring both to the internal and the external dimension. We asked respondents how they perceive the meaning of the CSR concept, how well informed they are and if they believe that CSR concept is underestimated in Greece.

The second part included questions that would provide information with regard to CSR practices followed by the company and how such practices are placed in the minds of their employees and job seekers. For example, we have asked the job seekers if they have worked for a company that implemented CSR practices, what kind of programs and if these programs helped in the evolution of the company.

Finally, the third part focused on questions which are more specific with regard to the company's goals and returns from CSR policies and how the already followed CSR practices are perceived from their employees and job seekers. More precisely, we have asked the CEOs what kinds of programs are implemented by TITAN Company, what the benefits and the drawbacks are and what the future goals of the company are. Regarding the job seekers, we have asked them if they would search for a job position in TITAN Group which implements CSR policies and as for the employees we have asked them how they perceive this kind of implementation and what are its benefits.

The questionnaires and the interviews are based on the three dimensions of sustainable development, the economic, environmental and social dimensions. The

questions have to do with the economic, environmental and social attributes that the implementation of CSR policies may have and how the employees and the job seekers perceive that. Through these questions we try to extract some conclusions about the importance of CSR and its level in the Greek context.

Concluding with the methodology approach, this study aims to reveal the impact of CSR policies on the employees' perceptions performance and morale and tries to understand if these policies help in their motivation, evolution and satisfaction. Also, it aims to reveal its impact on the job seekers' perceptions about the companies that actively implement CSR programs as part of their strategy and daily decision making process. It tries to extract conclusions about the way job seekers search for a job and how they focus on issues like the implementation of CSR policies.

The case study included in this dissertation refers to the TITAN Group. The case study exhibits how a socially responsible business can enjoy high performance, occupy satisfied employees and attract the most talented job seekers by implementing CSR practices as part of its strategy. According to previous studies for the CSR concept, the website of TITAN Group, the interviews of the CEOs and many publications, we can say that TITAN is the first company in Greece to allot a respectable amount of time and resources in CSR practices and place CSR as a vital part of its daily operations.

The case of TITAN Group and the data analysis are presented in Chapter 4.

4. DATA ANALYSIS

Data analysis is the most complex and mysterious part of all the qualitative research, and the one that provides the most tangible evidence in the literature. Qualitative Data Analysis consists of three parts: Noticing, Collecting and Thinking of data each time. Qualitative research results in large amounts of subjective and richly detailed data³¹. Our data mostly originate from interview transcripts and observation notes and are pared down to represent the categories that describe the phenomenon of CSR and its influence internally and externally.

The selection of the Case Study of TITAN Company was made because it fulfilled some basic criteria. First of all, the particular company was chosen as it represents an emulated example in terms of CSR practices adopted in its daily operations and also because it is the leader in the cement industry in Greece both in performance and CSR initiatives. Secondly, it is the first company in Greece to have a separate CSR department located in Athens and invests a significant amount of time and resources for the implementation of CSR policies. All the above, would provide us with rich and important information about the CSR phenomenon and also help us to conduct conclusions for the CSR concept, by linking the abstracted information from the interviews, the website of the company and relevant documents to the existing literature. Finally, discussions with experts in the area of CSR prompted us to the selection of the Case Study of TITAN.

The data analysis implemented the open techniques (Strauss & Corbin, 1990) in order to link the qualitative data to the issues of the research. Moreover, the pluralism and the immediate transcription of the interviews reassured the reliability of the research.

The followed open technique (Strauss & Corbin, 1990) began with data from the CEOs of the company, which provided the first qualitative input to the study. The qualitative input continued with the retrieved data from the employees of the company and the sample of job seekers. During the analysis of the interviews, the data were separated in three categories: data from the CEOs, data from the employees and data from job seekers in order to identify the different types of information and perceptions

³¹ Retrieved from:
http://otago.ourarchive.ac.nz/bitstream/handle/10523/1557/18_Paul_Understanding_qualitative_research_in_IS__A.pdf

from the above three interested parties regarding the concept of CSR in Greece. The secondary data were analyzed to complement the primary data from the interviews in terms of precision and also to identify the fit or the inconsistency between them.

The below mentioned case of TITAN Group is based on our personal research. The data were collected through interviews, documentary analysis and review of internal and external information sources, such as Internet sources and publicly available studies. At this part it is important to mention that the findings of the specific research cannot be generalised as they are representative of the specific Case Study only.

The case is presented in this part of the study in order to enrich the theoretical review of CSR concept with real examples in the Greek market. It provides an overview of the company in order to link it with our findings.

4.1 THE CASE OF TITAN GROUP

A description of the sectoral context of the Greek company TITAN is very important in order to relate it with the study's findings. TITAN Group belongs to the cement industry in Greece. Although the specific sector is represented by four companies which are TITAN Cement Company SA., Heracles General Cement Company SA., Halkis Cement Company SA. and Halyps Cement Company SA., TITAN is the market leader with a market share of 95%. TITAN is part of the Greek industry for over 100 years. The firm was established in 1902 with the erection of the first cement factory in Eleusina, Greece. Throughout its professional evolution, TITAN Group *“by combining the entrepreneurial spirit and operational excellence with respect to the human factor, society and environment, the later years it has accomplished to continuously grow by still remaining reliable and at the same time maintain its traditional values”*³².

The parent company has been listed on the Athens Stock Exchange since 1912 and the company's vertically integrated activity spans 13 countries. TITAN concentrates on the:

- a. Production of cement, concrete, aggregates and mortars
- b. Transportation and distribution of cement

³² Retrieved from: www.titan.gr

c. Processing and industrial utilization of fly ash³³.

It is important to mention that the development growth of the company is enhanced by a Corporate Governance System, an effective and flexible organizational structure by a continuous commitment to educational-training programs for employees at all levels and to a set of corporate values and Corporate Social Responsibility consciousness with sustainable development as its major strategic pillar³⁴.

TITAN's commitment to CSR and Sustainable Development is accomplished by the company's own policies and practices as well as through participation in international initiatives. TITAN was the first company in Greece to sign the United Nations Global Compact, for ensuring the human rights, the employment rights, and the protection of the environment as well as combating corruption. It's a member of CSR Europe, of the World Business Council for Sustainable Development, of the Cement Sustainability Initiative and the European Alliance of CSR³⁵.

The company's main goal is to *“develop an independent multi-regional, vertically integrated cement producer by combining the entrepreneurial spirit, operational excellence and competitiveness with respect for people, society and the environment”*.

TITAN's four-pronged strategy includes:

1. Geographical Diversification

Expansion of the business through acquisitions and installation of new units in attractive new markets in order to create economies of scale and spread the risk of dependence on too-few markets.

2. Continuous Competitiveness Improvement

Implementation of new efficiencies, throughout the business, in order to reduce the costs and improve the company's competitiveness.

3. Vertical Integration

Expansion of the business in other product areas related to cement, gain greater control over their markets and access new profit opportunities.

4. Focus on Human Capital and CSR

³³ Retrieved from: www.titan.gr

³⁴ Retrieved from: www.titan.gr

³⁵ Retrieved from: www.titan.gr

Maintain and enhance the good relationships with all internal and external stakeholders for mutual respect and understanding³⁶.

The main corporate values of the company are:

<p>a) Integrity</p> <ul style="list-style-type: none"> • Ethical Business practices • Transparency • Open Communication 	<p>b) Know-How</p> <ul style="list-style-type: none"> • Enhancement of the knowledge base • Proficiency in every action • Excellence in core competencies 	<p>c) Value to customers</p> <ul style="list-style-type: none"> • Anticipation of Customer needs • Innovative solutions • High quality of products and services
<p>d) Delivering Results</p> <ul style="list-style-type: none"> • Shareholder value • Clear objectives • High standards 	<p>e) Continuous Self-improvement</p> <ul style="list-style-type: none"> • Learning organization • Willingness to change • Rise to challenges 	<p>f) Corporate Social Responsibility</p> <ul style="list-style-type: none"> • Safety first • Sustainable development • Stakeholder engagement³⁷

Table 1: Corporate Values of TITAN Group

Corporate Social Responsibility in TITAN

Regarding CSR policies, TITAN is one of the first companies in Greece that has an independent CSR department, based in Athens. This fact was the initial reason for the analysis of the specific company's Case Study. CSR is a basic element of TITAN Group's governing objective and one of its corporate values. In this concept CSR can be defined as «*doing less harm and more good*» and more specifically to:

- ✓ Care for the employees
- ✓ Respect and support local communities
- ✓ Being an active member of society
- ✓ Commitment to sustainable development and place safety first³⁸.

³⁶ Retrieved from: www.titan.gr

³⁷ Retrieved from: www.titan.gr

³⁸ Retrieved from: www.titan.gr

The concept of Corporate Social Responsibility is not a new idea for TITAN. It is historically linked with the development and evolution of the private businesses, from the beginning of commerce in the 16th century and, later, to the industrial revolution. For TITAN, Corporate Social Responsibility practices are a tradition that disseminates from the parent company, TITAN CEMENT SA., to all new Group companies and activities³⁹.

Corporate Social Responsibility Strategy

TITAN's CSR vision is *«to conduct its business in an ethical and socially responsible manner doing less harm and endeavoring to do more good»*. The CSR and sustainable development policy implemented by TITAN, in the last decade, is based on specific priorities such as:

- Adopting and promoting best practices throughout the Group's sphere of influence
- Cooperation with stakeholders and promotion of a broader business and social movement for CSR and sustainable development
- Enhancing transparency by focusing on honest, direct and open dialogue, reliable information for issues of high significance and seeking generally accepted solutions
- Finally, investing resources, both financial and human, in initiatives that aim to reduce the environmental pollution⁴⁰.

Participation of Corporate Social Responsibility Initiatives

One of the main values of TITAN Group refers to listen and respond to the concerns of the employees, local communities, customers, investors, Governments, suppliers, contractors, NGOs and Unions. For this reason they focus their efforts on:

- Employment and employability
- Working conditions and well-being of employees
- Health and safety for the employees, communities and contractors with the

³⁹ Retrieved from: www.titan.gr

⁴⁰ Retrieved from: www.titan.gr

vision «*to achieve a healthy working environment free of incidents, injuries and accidents*»

- Environmental concerns such as climate change, emissions, use of land, noise, dust and other emissions
- Quality of life
- Product quality and safety for customers and end-users and
- Stakeholder engagement objective and scope⁴¹.

Moreover, TITAN invests a lot on local communities as they intend to strengthen their social bonds, through social activities, with neighboring communities. Every year the company adds new efforts in their action plans with the purpose to serve the neighboring communities better and always by listening to the inspirations of the employees⁴².

TITAN's commitment in Corporate Social Responsibility policies is reflected in all its business activities. TITAN actively participates in a number of national, European, International and sector initiatives, sometimes as a leader and sometimes as a founder. The initiatives that TITAN actively participates are:

- a. Hellenic Network for Corporate Social Responsibility.

TITAN is a founding member of the Hellenic Network for CSR, which started to operate in 2000. Today, more than 150 Greek businesses are listed, with TITAN actively participating. The Hellenic Network organizes different activities to promote CSR and TITAN voluntarily participates in their implementation.

- b. CSR Europe.

TITAN became a member of CSR Europe in 2004. It is important to mention that TITAN as a core member of CSR Europe took the initiative to lead together with Hewlett Packard, Volkswagen and L'Oreal the CSR and Supply chain in Laboratory which has been among the most important issues in European and Global CSR agenda.

- c. The European Alliance for CSR.
- d. Global Reporting Initiative.

TITAN Group has voluntarily adopted since 2003 the principles of GRI and participated in the stakeholder consultation process.

- e. World Business Council For Sustainable Development (WBCSD/CSI).

⁴¹ Retrieved from: www.titan.gr

⁴² Retrieved from: www.titan.gr

TITAN has been involved in CSI's work from the beginning by sponsoring WBSCD's independent study that finally led to the formation of the Cement Sustainability Initiative and it became a core member in 2003.

f. Global Compact.

TITAN is a member of the Global Compact since 2002. In 2007 TITAN started a program in order to promote the 10 Global Compact Principles not only inside the TITAN Group but also at local level titled "WE LEARN AND SUPPORT GLOBAL COMPACT".

g. Caring for Climate.

It was launched in 2007 and since then TITAN is an active participating member⁴³.

Taking into consideration the above information about the company's initiatives and commitment to Corporate Social Responsibility and regarding the specific study, after the questionnaires were filled out, the respondents' answers were closely considered and analyzed. Also, the secondary data that were retrieved from the company's reports and other documents were grouped and filtered to focus on aspects dealing with the CSR initiatives followed by TITAN.

In the following, key aspects that emerged from the interviews are presented in order to combine and compare them with the information retrieved from the literature and be able to draw and discuss our conclusions about the under research subject. A list of the whole interviews is included in the Appendix.

Regarding the interviews, among the twelve respondents that accepted to be interviewed, two are experienced as CEOs in the TITAN Company, five interviewees are employees of TITAN, while five interviewees are job seekers. The respondents are both males and females. The CEOs that were interviewed are from different departments. The one, who is female, is the CSR manager of the company and the other one, who is male, is the HRM of the company. Regarding the employees, the interviewees were four males and one female with different working experience in TITAN Company. As for the job seekers, they were three female and two male with different educational background. Also, all employees are located in the town of Thessaloniki, the job seekers are located both in Thessaloniki and Ptolemaida and the CEOs in the city of Athens.

⁴³ Retrieved from: www.titan.gr

As far as the interviewees' position is concerned, they hold different positions in the company. One employee is currently working in the finance department, three in the engineering and technology department and one in the external relations department. The employees' ages ranged between 27 and 52 years old and the job seekers' ages ranged between 24 and 28 years old.

Interviews from the CEOs:

The respondents are male and female between 48 to 52 years old working in managerial positions in TITAN Company for many years and living in Athens.

Both of the respondents believe that there are not many Greek firms that implement CSR practices or attribute attention to issues of environmental importance. They believe that TITAN Company is one of the exceptions, because from the beginning of 2000 it formulates the objectives and corporate values related to CSR, it follows many CSR programs and it participates as a member in many groups related to CSR. Both of them mentioned that the TITAN's CSR vision is to *'conduct its business in an ethical and socially responsible manner doing less harm and endeavoring to do more good'*. Also, they believe that the benefits of the implementation of CSR practices are much more than the drawbacks. For example, they believe that a very important benefit is the increase of the firm's reputation and the strengthening of customer and supplier relationships. Moreover, they believe that a strong orientation of CSR practices not only for environmental issues but also for employees' issues, can lead to strong bonds among the employees. Thus, the role of leading a company or a department becomes easier since they have already achieved the devotion of employees. Furthermore, they strongly believe that CSR programs have an effect on employee identity since the employees are more motivated and satisfied with their working environment and as a result, they build a strong relationship with their company and produce more. Finally, they both mentioned that TITAN Company will keep investing in CSR practices and will always try to be improved.

Interviews from the employees:

As we have already mentioned, the respondents are both male and female from 27 to 52 years old, working in the town of Thessaloniki.

The respondents believe that the CSR concept in Greece is underestimated and that there are not many companies that implement this kind of policies. Also, they believe that the CSR practices are related with the culture of the company and as a result they can lead to the satisfaction of the employees. Moreover, they believe that the implementation of CSR practices can lead to the improvement of the welfare of the society and that they can contribute to the environment by investing in latest technology machines. Furthermore, they believe that the implementation of CSR programs is very important for the success and the recognition of any company. Finally, it is very impressive that all of them confirm the implementation of this kind of practices from TITAN Company and that they do not have any suggestions for changes regarding this field.

Interviews from the job seekers:

The respondents are high-educated male and female from 24 to 28 years old living in Thessaloniki and in Ptolemaida city.

Most of the respondents are well informed about the CSR concept since their theoretical background qualifies them enough as far as CSR is concerned. They believe that there are few Greek companies that implement CSR programs and that CSR is underestimated in Greece. Also, they believe that CSR can help in the evolution and success of the company and that a company through this way can gain a competitive advantage. Moreover, it is very important to mention that most of the respondents had never worked for a company that implements CSR practices. Moreover, all the respondents agreed that they would probably prefer the products and services of a company that implements CSR policies as long as it provides them with the highest quality they are used to. Finally, they believe that the implementation of CSR programs from a company like TITAN would be a motivating factor in looking for a job in the particular company, because it can lead to employee satisfaction and loyalty.

5. DISCUSSION OF FINDINGS

In this Chapter, the results of the questionnaires gathered from all the three categories of the interviewees are discussed and interpreted. Our objective was not only to explore the degree of knowledge that employees from TITAN Company have for the CSR concept, but also to understand if job seekers in Greece are well informed about it and if they are motivated to search a job in companies that implement CSR policies. Also, we gathered information from the CEOs and employees of TITAN Company in order to understand the internal and external dimension of CSR and the level of commitment to these kinds of activities.

More precisely, we tried to collect data and analyze them in order to identify employees' and job seekers' knowledge and perceptions with regard to CSR, their attitude towards CSR, the driving keys of involvement of TITAN Company in CSR practices and the main advantages and benefits of these practices identified by the CEOs.

In general, the findings of this study are consistent with our initial expectations, based on our analysis of the literature.

It is very important to mention that the majority of the respondents were able to express what CSR means and acknowledge its importance nowadays. This is an indicator of how significant CSR has become. Nevertheless, we cannot neglect the fact that all job seekers believe that the CSR concept in Greece is underestimated and that most Greek firms do not implement this kind of practices. This result comes in accordance with previous studies regarding CSR practices in the Greek context which mentions that *'while the level of corporate social responsible behavior has been widely explored in the context of Northern European industry, the theoretical work surrounding the level of CSR practices of the Greek industry is underdeveloped'* (Bichta, 2003,p.12).

Another valuable point that was extracted from the job seekers' interviews is that most of them include in their values the concept of CSR and that is the reason why they would prefer to buy a product from a company that implements this kind of practices. This comes in accordance with a study which states that *'some job seekers are attracted by CSR because they want to work in organizations they perceive as having similar values to their own'* (Jones; Willness & Madey, 2010, p.5).

An additional finding was that CSR plays a major role in attracting and employing skilled and talented employees. Job seekers search for companies that implement CSR policies, while CEOs believe that CSR is a way to attract and keep the most talented and skillful employees. Our findings are in accordance with Tay's study (2005) which mentions that satisfied employees are motivated and encouraged to discover innovative ways to assist the companies to reduce product costs as well as to strengthen the company's operations by identifying new opportunities. Hence, our findings confirm the fact presented in a previous study, which states that '*CSR not only attracts more applicants, but better applicants*' (Jones; Willness & Madey, 2010, p. 6).

Moreover, all the respondents believe that CSR activities are beneficial for a company, they can create favorable image and good reputation for the company and they can lead to competitive advantage. This finding comes in agreement with Baker's study (2006) which indicates that skillful employees are retained and this allows the company to gain competitive advantage. Also, as McWilliams and Siegel mentioned in 2001, CSR creates a reputation that a firm is reliable and honest, a fact believed from all of our respondents. Moreover, this result is consistent with an earlier study indicating that companies that effectively communicate their CSR policies to job seekers might gain a competitive advantage by attracting a larger applicant pool from which they will be more able to select talented workers (Jones, Willness & Madey, 2010).

Regarding the information from the CEOs of the company we have concluded to the fact that CSR practices can contribute to a large degree to the success, evolution, good image, performance and reputation of the company as it appears to be a motivating factor in achieving the most desired position in the Greek market. For this reason the CSR policies are part of the daily operations of TITAN Company. The data presented above are in an absolute accordance with a study carried out by Orlitzky, Schmidt and Rynes in 2003, which suggests that companies appear to '*do well by doing good*'.

Another very important point highlighted by the CEOs is the fact that they believe that their employees are an extremely important asset and vital part of the company, which means that they try to give their best efforts in order to keep them satisfied. This finding comes in accordance with a study made by Dutton and Dukerich in 1991, which mentions that '*the employees featured as an asset to the Greek firms leads to their job satisfaction and their performance is critical to the organizational success*'.

By analyzing the interviews gathered from the employees of TITAN Company, we reached the conclusion that the implementation of CSR practices and the

participation of employees in this kind of practices can lead to job satisfaction and engagement to the company. This comes in agreement with a previous study by Tamm, Eamets and Motsmees (2010), which concluded that workers employed by firms that are perceived as more engaged in CSR, straightforwardly tend to be better off in terms of compensation, performance and commitment compared to workers who do not assess their employees in a socially responsible manner. Furthermore, in this study it is highlighted that as employees feel better off in firms that commit themselves more to socially responsible activities, indicates that developing socially responsible practices can be seen as a means to enhance job satisfaction among the employees in the workplace. Finally, as indicated by Brammer et al (2007), greater job satisfaction is expected to augment organizational commitment.

Moreover, regarding the employees, we can deduce that the environmental culture of the company comes in agreement with the employees' ethics, values and opinions, which is an issue of high importance that leads to the creation of strong bonds between the company and employees and consequently to their willingness to work harder for a company that contributes not only to them, but generally to the society. As Bichta (2003, p.17) states, *'the environmental performance of a company should be tied up not only to the individual ethical stand points of employees, but also to the ethics of the organization and the ethics of the community in which the organization operates'*.

Overall, the above findings are indicative of the importance of the CSR concept not only regarding the employees but also regarding the job seekers. Our results suggest that companies that effectively implement CSR policies, like TITAN Company, might gain competitive advantage, attract the most talented job seekers and retain satisfied employees. Three key success factors for every company regardless the industry in which they might operate in. Future research should focus further on the specific subject as the number of studies in the CSR field in the Greek context is very limited.

6. THEORETICAL AND MANAGERIAL IMPLICATIONS

Taking into consideration that the CSR concept nowadays gains increased attention in the Greek industry, it is valuable to mention that the findings of the particular dissertation are undoubtedly important and unique since there is no previous research referred to the Case Study of TITAN Group. Also, it is the first study that focuses on the employees' and job seekers' perspective regarding CSR policies of Greek companies.

At the theoretical level, the current study further informs on already existing knowledge with regard to the concept of CSR and related practices. In particular, it highlights the importance for the companies to commit to CSR practices in their daily operations, as crucial for successful expansion, development, performance, employee morale and societal image. Most important, findings demonstrate the positive influence of CSR practices on job seekers' perceptions as to evaluating their potential workplace. This is in accordance with previous studies like Jones; Willness & Madey, (2010). As such, it reinforces the assumption that CSR can indeed have a positive effect on a firm's reputation and in turn aid it to attract a more skillful and charismatic pool of potential candidates.

In addition, it demonstrates a direct link between the implementation of CSR practices and employees' positive perceptions that might also lead to increased employee performance. This sheds light to a potential future direction for research.

At the managerial level, the study further informs both managers and policy-makers and aids them to orient their efforts towards the right direction as to the investment and implementation of best CSR practices, so that CSR efforts by Greek firms are truly enhanced. Moreover, it informs managers as to how to allocate the resources available more efficiently and how to communicate CSR programs to all departments of the company in order to equally engage every single employee in their implementation. In this way, more firms might be encouraged to implement such programs in the future and create a separate CSR department. Such efforts will undoubtedly be more successful if accompanied by the appropriate legal framework/context provided by policy makers. A context, within which, firms will be provided with motives to devote time and commitment to such practices with a wider positive benefit to the society as well.

7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

The outcomes of the study cannot be generalized. It is obvious that the same research in another industry or country would have completely different results. Due to the fact that CSR is a new concept in Greece, renders the Greek context as a limitation in comparison to other countries. This study has focused on the employees' and job seekers' perspective with regard to the CSR strategies in TITAN Group. Another limitation is the fact that the size of our sample was limited and the time period of the research was only three months. Nevertheless, the findings of the research are immediately related to the responses of the respondents. For that reason, there may be a limited scope and thus our findings cannot be generalized. A more longitudinal in nature analysis would undoubtedly reveal far more accurate results. As a result, this study can be used as a guide for future research directions. The study could be expanded and benefited by interviews with more employees from the particular company and a significant amount of job seekers with the potential to compare the results with interviews from other companies not committed in CSR practices. In addition, although our findings have drawn on a particular sector, cement industry, research can focus on whether they could be applicable in organizations of other industries as well.

8. CONCLUSION

Overall, our results demonstrated that the phenomenon of CSR in the Greek context should be developed in the foreseeable future. The concept of CSR is surely a very important theme nowadays. Its promotion and implementation focuses on changing the attitude of firms and persuading them to become more socially responsible. Also, the implementation of CSR is a difficult task which cannot follow systematic rules and standards because each country has its unique culture and social system. However, the CSR concept should be adjusted to each country in order to have the desired outcome.

More precisely, our dissertation presents the way in which a Greek firm, TITAN Company, effectively implements CSR programs in its daily operations, as a basic factor in achieving the leading position in the cement industry. Employee and company identification in the CSR frame can lead to job satisfaction, employee commitment, engagement and better performance, which is a recurrent situation in the particular company. As a result, a company that is committed to CSR policies has the competitive advantage to attract the most talented, knowledgeable and educated job seekers in a strict economy characterized by a constant race for differentiation and uniqueness.

In recent years, managers are increasingly becoming aware of the importance of integrating Corporate Social Responsibility in their strategy and organization. CSR can be a powerful marketing tool, aimed at making profit while contributing to society. Furthermore, the implementation of such programs increases corporate competitiveness in an era where change and innovation are at the forefront and dominate the market. More and more consumers prefer to buy products from 'ethical' companies, which apply throughout the operation philosophy of social marketing. In this way, the consumers feel that their purchasing activities contribute to the protection of the environment and society in general and support the CSR programs that every company adopts.

To conclude with, it is clear that CSR is not a trend of the time, or fashion. It constantly becomes part of doing business and firms should adopt CSR programs in their strategy and daily operations.

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APPENDICES

APPENDIX 1: TABLE 2 DEFINITIONS OF CSR

Definition Source	Definition	Dimensions
Jones, 1980	CSR is defined as the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law or union contract, indicating that a stake may go beyond mere ownership	Voluntariness Stakeholder
Frederick <i>et al.</i> , 1992	Corporate social responsibility can be defined as a principle stating that corporations should be accountable for the effects of any of their actions on their community and environment	Stakeholder Social Environmental
Reder, 1994	An all encompassing notion, [corporate] social responsibility refers to both the way a company conducts its internal operations, including the way it treats its work force, and its impact on the world around it	Stakeholder Social Environmental
Hopkins, 1998	Corporate social responsibility is concerned with treating the stakeholders of the firm ethically or in a socially responsible manner. Stakeholders exist both within a firm and outside. Consequently, behaving socially responsibly will increase the human development of stakeholders both within and outside the corporation	Voluntariness Stakeholder Social
World Business Council for Sustainable Development, 1999	The commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life	Stakeholder Social Economic

Khoury <i>et al.</i> , 1999	Corporate social responsibility is the overall relationship of the corporation with all of its stakeholders. These include customers, employees, communities, owners/investors, government, suppliers and competitors. Elements of social responsibility include investment in community outreach, employee relations, creation and maintenance of employment, environmental stewardship and financial performance	Stakeholder Social Environmental Economic
Kilcullen and Kooistra, 1999	CSR is the degree of moral obligation that may be ascribed to corporations beyond simple obedience to the laws of the state	Voluntariness
Woodward-Clyde, 1999	CSR has been defined as a ‘contract’ between society and business wherein a community grants a company a license to operate and in return the matter meets certain obligations and behaves in an acceptable manner	Stakeholder
World Business Council for Sustainable Development, 2000	Corporate social responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large	Voluntariness Stakeholder Social Economic
Business for Social Responsibility, 2000	Business decision making linked to ethical values, compliance with legal requirements and respect for people, communities and the environment	Voluntariness Stakeholder Social Environmental Economic

Business for Social Responsibility, 2000	Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business. Social responsibility is a guiding principle for every decision made and in every area of a business	Voluntariness Stakeholder Economic
Piacentini <i>et al.</i> , 2000	CSR is the voluntary assumption by companies of responsibilities beyond purely economic and legal responsibilities	Voluntariness
Commission of the European Communities, 2001	A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis	Voluntariness Stakeholder Social Environmental Economic
Commission of the European Communities, 2001	Corporate social responsibility is essentially a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment	Voluntariness Social Environmental
Marsden, 2001	Corporate social responsibility (CSR) is about the core behaviour of companies and the responsibility for their total impact on the societies in which they operate. CSR is not an optional add-on nor is it an act of philanthropy. A socially responsible corporation is one that runs a profitable business that takes account of all the positive and negative environmental, social and economic effects it has on society	Social Environmental Economic
McWilliams and Siegel, 2001	Actions that appear to further some social good, beyond the interests of the firm and that which is required by law	Voluntariness Social

Pinney, 2001	<p>Corporate social responsibility (CSR) or 5 Social</p> <p>corporate citizenship can most simply be defined as a set of management practices that ensure the company minimizes the negative impacts of its operations on society while maximizing its positive impacts</p>	Social
UK Government, 2001	<p>Corporate social responsibility recognizes that the private sector's wider commercial interests require it to manage its impact on society and the environment in the widest sense. This requires it to establish an appropriate dialogue or partnership with relevant stakeholders, be they employees, customers, investors, suppliers or communities. CSR goes beyond legal obligations, involving voluntary, private sector-led engagement, which reflects the priorities and characteristics of each business, as well as sectoral and local factors</p>	<p>Voluntariness</p> <p>Stakeholder</p> <p>Social</p> <p>Environmental</p> <p>Economic</p>
Foran, 2001	<p>CSR can be defined as the set of practices and behaviors that firms adopt towards their labor force, towards the environment in which their operations are embedded, towards authority and towards civil society</p>	<p>Stakeholder</p> <p>Social</p> <p>Environmental</p>
Van Marrewijk, 2001	<p>Companies with a CSR strategy integrate social and environmental concerns in their business operations and in their interactions with their stakeholders and demonstrate openly their triple P performances</p>	<p>Stakeholder</p> <p>Social</p> <p>Environmental</p> <p>Economic</p>

Jackson and Hawker, 2001	Corporate social responsibility is how you treat your employees and all your stakeholders and the environment	Stakeholder Social Environmental
Commission of the European Communities, 2002	Corporate social responsibility is about companies having responsibilities and taking actions beyond their legal obligations and economic/business aims. These wider responsibilities cover a range of areas but are frequently summed up as social and environmental – where social means society broadly defined, rather than simply social policy issues. This can be summed up as the triple bottom line approach: i.e. economic, social and environmental	Voluntariness Social Environmental Economic
Lea, 2002	CSR can be roughly defined as the integration of social and environmental concerns in business operations, including dealings with stakeholders	Stakeholders Social Environmental Economic
Lea, 2002	CSR is about businesses and other organizations going beyond the legal obligations to manage the impact they have on the environment and society. In particular, this could include how organizations interact with their employees, suppliers, customers and the communities in which they operate, as well as the extent they attempt to protect the environment	Voluntariness Stakeholder Social Environmental
IBLF, 2003	Open and transparent business practices based on ethical values and respect for employees, communities and the environment, which will contribute to sustainable business success	Voluntariness Stakeholder Social Environmental Economic

Business for Social Responsibility, 2003a	Socially responsible business practices strengthen corporate accountability, respecting ethical values and in the interest of all stakeholders. Responsible business practices respect and preserve the natural environment. Helping to improve the quality and opportunities of life, they empower people and invest in communities where a business operates	Voluntariness Stakeholder Social Environmental Economic
Business for Social Responsibility, 2003b	Corporate social responsibility is achieving commercial success in ways that honour ethical values and respect people, communities and the natural environment	Voluntariness Stakeholder Social
Commission of the European Communities, 2003	CSR is the concept that an enterprise is accountable for its impact on all relevant stakeholders. It is the continuing commitment by business to behave fairly and responsibly and contribute to economic development while improving the quality of life of the work force and their families as well as of the local community and society at large	Voluntariness Stakeholder Social Economic
CSRwire, 2003	CSR is defined as the integration of business operations and values, whereby the interests of all stakeholders including investors, customers, employees and the environment are reflected in the company's policies and actions	Voluntariness Stakeholder Environmental Economic
Ethics in Action Awards, 2003	CSR is a term describing a company's obligation to be accountable to all of its stakeholders in all its operations and activities. Socially responsible companies consider the full scope of their impact on	Stakeholder Social Environmental Economic

	communities and the environment when making decisions, balancing the needs of stakeholders with their need to make a profit	
Hopkins, 2003	CSR is concerned with treating the stakeholders of the firm ethically or in a responsible manner. 'Ethically or responsible' means treating stakeholders in a manner deemed acceptable in civilized societies. Social includes economic responsibility. Stakeholders exist both within a firm and outside. The wider aim of social responsibility is to create higher and higher standards of living, while preserving the profitability of the corporation, for peoples both within and outside the corporation	Voluntariness Stakeholder Social Economic
Ethical Performance, 2003	At its best, CSR is defined as the responsibility of a company for the totality of its impact, with a need to embed society's values into its core operations as well as into its treatment of its social and physical environment. Responsibility is accepted as encompassing a spectrum – from the running of a profitable business to the health and safety of staff and the impact on the societies in which a company operates	Stakeholder Social Environmental Economic
Global Corporate Social Responsibility Policies Project, 2003	Global corporate social responsibility can be defined as business practices based on ethical values and respect for workers, communities and the environment	Voluntariness Stakeholder Social Environmental Economic

IndianNGOs.com, 2003	Corporate social responsibility is a business process wherein the institution and the individuals within are sensitive and careful about the direct and indirect effect of their work on internal and external communities, nature and the outside world	Stakeholder Social Environmental Economic
Andersen, 2003	We define corporate social responsibility broadly to be about extending the immediate interest from oneself to include one's fellow citizens and the society one is living in and is a part of today, acting with respect for the future generation and nature	Stakeholder Social Environmental
Van Marrewijk, 2003	In general, corporate sustainability and CSR refer to company activities – voluntary by definition – demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders	Voluntariness Stakeholder Social Environmental Economic
Strategis, 2003	CSR is generally seen as the business contribution to sustainable development, which has been defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs, and is generally understood as focusing on how to achieve the integration of economic, environmental and social imperatives	Social Environmental Economic ⁴⁴

⁴⁴ Retrieved from: <http://onlinelibrary.wiley.com/doi/10.1002/csr.132/pdf>

APPENDIX 2: QUESTIONNAIRES

1. INTERVIEW (TOP EXECUTIVES)

Gender:

Age:

Position:

1) What importance do Greek firms attribute to issues of environmental significance?

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2) What are the main motivating factors (key determinants) that help formulate the environmental decision-making process of Greek companies?

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3) When did TITAN adopted CSR practices in its overall strategy?

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4) Which are the CSR programs followed by TITAN?

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5) What are the benefits and drawbacks of CSR?

Put the following benefits to the right order according to your perceived importance and mention some drawbacks.

Benefits:-Increased firm's reputation __

-Attractiveness of the most talented employees __

-Strengthen of customer and supplier relationship __

-Better Firm's performance __

-Gaining competitive advantage __

Drawbacks:

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6) Are there any awards given to the company for its environmental policies?

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7) How is CSR related to leadership and the characteristics of top executives?

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8) What is the relationship between organizational culture and CSR?

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9) Which are the dimensions of the company's CSR programs (e.g. employees, environment, etc.)?

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10) Can CSR have an effect on employee identity?

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11) How do CSR policies or practices relate to employee work attitudes or morale?

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12) In what degree do CSR programs focus on the employees and what do you receive from the employees' participation (satisfaction, motivation, lower turnover, etc.)?

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13) How does CSR practices of TITAN relate to its performance?

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14) What are the CSR goals of the company for the future?

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15) Is there a specific budget for the CSR activities?

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16) Does any recognition from the society exist related to the company's CSR policies?

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2.INTERVIEW (EMPLOYEES)

Gender:

Age:

Position:

1) How many years do you work in TITAN?

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2) Is there a fit between the company's culture and the employees' values regarding CSR practices?

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3) In what degree does your participation in CSR programs lead to job satisfaction?

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4) Are there any other perceived benefits?

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5) Do you believe that CSR programs contribute to society and the environment? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation __

-Investment in latest technology machines (with respect to the environment) __

-Build strong community relationships __

-Improvement of the well fare of the society __

-Enhancement of employee morale __

6) Do you believe that these programs lead to the recognition of the company?

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7) Regarding your perception, in what degree are these programs implemented?

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8) Would you suggest any changes in the company to be made in the future (regarding CSR practices)?

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9) And if so what are this kind of changes?

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10) How important do you think is the implementation of CSR programs (both for the company and the employee)?

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3.INTERVIEW (JOB SEEKERS)

Gender:

Age:

Occupation:

1) How do you perceive the meaning of the CSR concept?

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2) How well are you informed about the CSR concept?

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3) Do you believe that CSR programs are underestimated in Greece?

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4) Would you consider CSR policies an important factor for company selection?

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5) Have you ever worked for a company that implemented CSR programs?

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6) If yes, what kind of CSR programs?

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7) Do you believe that CSR is only a trend of the time or it can help to the evolution of the company?

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8) According to your opinion, what kind of 'help' do you believe that the implementation of CSR programs offers to a company in order to become more competitive?

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9) As a customer would you prefer to consume products or services from a social responsible company or not?

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10) TITAN Company is one of the Greek firms that invests a lot in CSR practices, would that fact motivate you to search a job position in TITAN? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation __

-Employee satisfaction __

-Employee loyalty __

-Good working environment __

-Contemporary operation of the company (implementation of CSR programs that are also adopted in European countries) __

APPENDIX 3: TOP EXECUTIVE INTERVIEWS

First Interview:

Gender: Female

Age: 48

Position: CSR Manager

1) What importance do Greek firms attribute to issues of environmental significance?

Unfortunately, there are not many Greek firms that implement CSR practices, but TITAN is one of the exceptions. Most of Greek firms do not emphasize on this field because they do not believe that it will provide them revenues.

2) What are the main motivating factors (key determinants) that help formulate the environmental decision-making process of Greek companies?

I believe that the main motivating factors that help formulate the environmental decision-making process of Greek companies are as follows:

- Socially sensitivity about environmental issues
- EU standards
- Image of the company/ reputation
- Competitiveness
- More motivated employees

3) When did TITAN adopted CSR practices in its overall strategy?

For TITAN, CSR practices are a tradition. From the beginning of 2000 it formulates the objectives and corporate values related to CSR. TITAN is one of the first companies in Greece that have an independent CSR department.

4) Which are the CSR programs followed by TITAN?

In TITAN Company we follow many CSR practices which focus not only on the employees, but also to the society and the environment.

5) What are the benefits and drawbacks of CSR?

Put the following benefits to the right order according to your perceived importance and mention some drawbacks.

- Benefits: -Increased firm's reputation _1_
-Attractiveness of the most talented employees _4_
-Strengthen of customer and supplier relationship _2_
-Better Firm's performance _3_
-Gaining competitive advantage _5_

Drawbacks:

As CSR manager of TITAN Company I would not say that there are drawbacks, but I can express you what may other companies think for not implementing CSR programs. They may think that the cost is high and they cannot afford it. Also, I could mention as drawback the fact that in Greece CSR policies are not implemented from many companies, so there is not a strong competition and as a consequence the companies stay in the same level and they do not evolve themselves.

6) Are there any awards given to the company for its environmental policies?

I believe that the most valuable awards to mention are the reputation of the company, its image and the job satisfaction.

7) How is CSR related to leadership and the characteristics of top executives?

A strong orientation of CSR not only for the environmental issues but also for employees' issues, attribute to strong bonds among the employees. Thus, the role of a leader in a company becomes easier, since he/she has already achieved the devotion of employees.

8) What is the relationship between organizational culture and CSR?

CSR is a part of the organizational culture of the company. The implementation of CSR practices can lead to social and environmental issues, to employees' satisfaction and to better performance. That is the reason why CSR has to be implemented in all the levels of the company.

9) Which are the dimensions of the company's CSR programs (e.g. employees, environment, etc.)?

I could say that the dimensions of the company's CSR programs are both externally and internally. Internally we focus on our employees and externally we focus on the environment and the society.

10) Can CSR have an effect on employee identity?

Of course. First of all the employees are more motivated and satisfied, so they build a strong relationship with the company and they give their best self.

11) How do CSR policies or practices relate to employee work attitudes or morale?

The implementation of CSR policies keep the employees satisfied and as a result they have a strong relationship with their company. Also, they are always educated and promoted to better levels and positions if they deserve it.

12) In what degree do CSR programs focus on the employees and what do you receive from the employees' participation (satisfaction, motivation, lower turnover, etc.)?

In TITAN we really focus on our employees. We want to attract the most talented employees and also we want to motivate them in order to produce more and be satisfied. For that reason we keep them well educated.

13) How does CSR practices of TITAN relate to its performance?

Adopting the CSR principles involves costs. These costs might involve the purchase of new- environmentally friendly equipment, the change of management structures, or the implementation of stricter quality controls. Since being socially responsible involves costs, it should generate benefits as well in order to be a sustainable business practice. Being socially responsible should have benefits in order to be sustainable.

14) What are the CSR goals of the company for the future?

TITAN's CSR vision is *«to conduct its business in an ethical and socially responsible manner doing less harm and endeavoring to do more good»*. The company's main goal is to *“develop an independent multi-regional, vertically*

integrated cement producer by combining the entrepreneurial spirit, operational excellence and competitiveness with respect for people, society and the environment”.

15) Is there a specific budget for the CSR activities?

We do not have a specific budget for the implementation of CSR policies, but we invest in them every year. More precisely data you can find in our CSR and Sustainability report.

16) Does any recognition from the society exist related to the company's CSR policies?

TITAN Company receives many awards from the society for its CSR policy regarding the environment, the health and safety and many other fields. You can find most of them in our website.

Second Interview:

Gender: Male

Age: 52

Position: HR Manager

1) What importance do Greek firms attribute to issues of environmental significance?

In general, Greek firms do not pay particular attention on issues of environmental importance although an increased number of companies nowadays tend to include some environmental programs in their strategy maybe as a marketing tool. However, these programs are still underestimated by Greek firms as most of them believe that it is a waste of time and resources as it does not lead to immediate increase of profit.

2) What are the main motivating factors (key determinants) that help formulate the environmental decision-making process of Greek companies?

First of all, the European Standards demand environmental sensitivity, in an era that more and more people take it into consideration in their purchasing decision. Also, the reputation of the company, the devoted employees and the competitive position in the market that can come through these initiatives are a motivating factor in adopting CSR practices.

3) When did TITAN adopt CSR practices in its overall strategy?

TITAN started to adopt CSR practices since its establishment but it strongly committed to it since 2000. It is a tradition for the company that will be improved year by year.

4) Which are the CSR programs followed by TITAN?

All the CSR programs followed by TITAN are stated in the web site of the company.

5) What are the benefits and drawbacks of CSR?

Put the following benefits to the right order according to your perceived importance and mention some drawbacks.

Benefits: -Increased firm's reputation 2

- Attractiveness of the most talented employees _1_
- Strengthen of customer and supplier relationship _5_
- Better Firm's performance _4_
- Gaining competitive advantage _3_

Drawbacks:

The fact that CSR is underestimated in Greece. This fact can lead to misbelieving of the CSR practices.

6) Are there any awards given to the company for its environmental policies?

There are many awards given to the company that are presented in the web site but the most important is the firms' reputation.

7) How is CSR related to leadership and the characteristics of top executives?

A top executive must care not only for the profit. Most importantly must care about the well being of its employees, the protection of the environment and the respect to the society on which it depends on. If a company accomplishes all the above, the profit and the competitive position will follow.

8) What is the relationship between organizational culture and CSR?

CSR is part of the culture of the company. It represents one of its ethical values that fit the values of the society and the employees.

9) Which are the dimensions of the company's CSR programs (e.g. employees, environment, etc.)?

The company's CSR programs as I mentioned before focus on the environment, the society and the employees of the company.

10) Can CSR have an effect on employee identity?

CSR increases the identification of the employees with the company and leads to satisfaction and motivation to work harder. It assures them that they play an important role in the success of the business and that their opinion is vital.

11) How do CSR policies or practices relate to employee work attitudes or morale?
Care for people and society, as part of the strategy of TITAN, leads to better relationship between the company and the employees. As a result better performance is accomplished.

12) In what degree do CSR programs focus on the employees and what do you receive from the employees' participation (satisfaction, motivation, lower turnover, etc.)?

One part of the CSR programs followed by the company focuses exclusively on the employees. All the employees are aware of the CSR policies followed by the company and they feel that they contribute individually to the welfare of the society. This fact leads to motivation to work harder, lower turnover and attraction of the most talented candidates.

13) How does CSR practices of TITAN relate to its performance?

CSR practices relates to its performance but in a long-term base. Of course CSR programs include some costs but they return benefits too.

14) What are the CSR goals of the company for the future?

Generally, the main goal is to keep investing in such initiatives and always go a step further.

15) Is there a specific budget for the CSR activities?

An amount of money is invested in CSR practices every year.

16) Does any recognition from the society exist related to the company's CSR policies?

Of course there is recognition of the society and it is presented in the several awards given to the company.

APPENDIX 4: EMPLOYEE INTERVIEWS

First Interview

Gender: Female

Age: 52

Position: Accountant- Finance Department

1) How many years do you work in TITAN?

I work in TITAN Company 32 years.

2) Is there a fit between the company's culture and the employees' values regarding CSR practices?

The company has already achieved to transmit its culture to its employees, to be understandable from them and as a result to have agreement in their values.

3) In what degree does your participation in CSR programs lead to job satisfaction?

I believe that the participation in this kind of programs can lead to high level of job satisfaction. It is very important to feel that you can contribute to your company.

4) Are there any other perceived benefits?

I believe that if the employees participate in these programs can be more sensitive regarding society problems.

5) Do you believe that CSR programs contribute to society and the environment? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation 3

-Investment in latest technology machines (with respect to the environment) 2

-Build strong community relationships 5

-Improvement of the well fare of the society 1

-Enhancement of employee morale 4

6) Do you believe that these programs lead to the recognition of the company?

Yes, I believe that there is recognition from the society.

7) Regarding your perception, in what degree are these programs implemented?

In the company that I work this kind of programs are implemented. I do not know what the situation in other companies is, but I believe that there are some serious firms that may implement CSR programs.

8) Would you suggest any changes in the company to be made in the future (regarding CSR practices)?

I don't think that in that period of time some changes are necessary, but I think that in the future there will arise a need for improvement or changes.

9) And if so what are this kind of changes?

I think that a very good idea would be to inform more the employees about the CSR programs and discuss with them, because this is a very good way to arise new ideas.

10) How important do you think is the implementation of CSR programs (both for the company and the employee)?

I think that it can contribute positively to the company and the society. Moreover, every employee can feel satisfied and safe for the company that he/she is working for.

Second Interview

Gender: Male

Age: 27

Position: Engineering and Technology Department

1) How many years do you work in TITAN?

I work in TITAN Company 4 years.

2) Is there a fit between the company's culture and the employees' values regarding CSR practices?

The company is always trying to achieve this fit and I believe that it has already achieved the most of it.

3) In what degree does your participation in CSR programs lead to job satisfaction?

I believe that the participation in this kind of programs can lead to job satisfaction but not in a high level.

4) Are there any other perceived benefits?

If the employees participate in these programs may be more informed about the environment and the society.

5) Do you believe that CSR programs contribute to society and the environment? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation 5

-Investment in latest technology machines (with respect to the environment) 1

-Build strong community relationships 2

-Improvement of the well fare of the society 4

-Enhancement of employee morale 3

6) Do you believe that these programs lead to the recognition of the company?

Yes, I believe that it is a good way for the company to be more recognizable.

7) Regarding your perception, in what degree are these programs implemented?
In the company that I work this kind of programs are fully implemented.

8) Would you suggest any changes in the company to be made in the future (regarding CSR practices)?

I don't think that changes are necessary.

9) And if so what are this kind of changes?

I don't think that we need changes.

10) How important do you think is the implementation of CSR programs (both for the company and the employee)?

The implementation of CSR programs is very important for the company and its brand name. Also, it is very important for the employees because they feel satisfied to work in a firm that implements this kind of practices.

Third Interview

Gender: Male

Age: 32

Position: Engineering and Technology Department

1) How many years do you work in TITAN?

I work in TITAN Company for 3 years.

2) Is there a fit between the company's culture and the employees' values regarding CSR practices?

I believe that the company and its employees have the same culture and values.

3) In what degree does your participation in CSR programs lead to job satisfaction?

I believe that the participation in this kind of programs can lead to high level of job satisfaction.

4) Are there any other perceived benefits?

I believe that the most benefits of the implementation of CSR are shown in the society.

5) Do you believe that CSR programs contribute to society and the environment? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation 4

-Investment in latest technology machines (with respect to the environment) 3

-Build strong community relationships 2

-Improvement of the well fare of the society 1

-Enhancement of employee morale 5

6) Do you believe that these programs lead to the recognition of the company?

Yes, I believe that it is a good way for the company to be more recognizable in the society in a long-term.

7) Regarding your perception, in what degree are these programs implemented?

I believe that most of the serious firms that are committed for the implementation of these programs make it real.

8) Would you suggest any changes in the company to be made in the future (regarding CSR practices)?

I would suggest emphasizing more in this kind of programs.

9) And if so what are this kind of changes?

I don't think that we need changes.

10) How important do you think is the implementation of CSR programs (both for the company and the employee)?

The implementation of CSR programs is very important for the company in order to be recognizable in the society. Also, it is very important for the employees.

Fourth Interview

Gender: Male

Age: 48

Position: External Relations Department

1) How many years do you work in TITAN?

I work in TITAN Company 25 years.

2) Is there a fit between the company's culture and the employees' values regarding CSR practices?

There is a direct fit between the culture of the company and the employees and as a result there is an improvement of the company in many fields.

3) In what degree does your participation in CSR programs lead to job satisfaction?

I believe that the participation in this kind of programs can lead to high level of job satisfaction.

4) Are there any other perceived benefits?

The participation of the company in environmental issues.

5) Do you believe that CSR programs contribute to society and the environment? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation 2

-Investment in latest technology machines (with respect to the environment) 1

-Build strong community relationships 5

-Improvement of the well fare of the society 4

-Enhancement of employee morale 3

6) Do you believe that these programs lead to the recognition of the company?

Yes, I believe that there is recognition from the society, there are many newspapers and articles that mention TITAN's CSR policies.

7) Regarding your perception, in what degree are these programs implemented?
In the company that I work this kind of programs are implemented.

8) Would you suggest any changes in the company to be made in the future (regarding CSR practices)?

No, I don't have to suggest something.

9) And if so what are this kind of changes?

I think that there is always place for improvement.

10) How important do you think is the implementation of CSR programs (both for the company and the employee)?

I think that the implementation of this kind of programs is very important not only for the company, but also for the employees.

Fifth Interview

Gender: Male

Age: 50

Position: Engineering & Technology Department

1) How many years do you work in TITAN?

I work in TITAN Company 25 years.

2) Is there a fit between the company's culture and the employees' values regarding CSR practices?

There is a direct fit between the culture of the company and the employees and as a result there is a continuous improvement in this relationship.

3) In what degree does your participation in CSR programs lead to job satisfaction?

I believe that the participation in this kind of programs can lead to high level of job satisfaction.

4) Are there any other perceived benefits?

The participation of the company in environmental issues and the responsibility of the company regarding the management of the company's facilities.

5) Do you believe that CSR programs contribute to society and the environment? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation 2

-Investment in latest technology machines (with respect to the environment) 1

-Build strong community relationships 4

-Improvement of the well fare of the society 5

-Enhancement of employee morale 3

6) Do you believe that these programs lead to the recognition of the company?

Yes, I believe that there is recognition from the society. Our company has been awarded with the 1st award of high performance 2 times.

7) Regarding your perception, in what degree are these programs implemented?
In the company that I work this kind of programs are implemented, because the activities come first and then the words.

8) Would you suggest any changes in the company to be made in the future (regarding CSR practices)?

No, I don't have to suggest something.

9) And if so what are this kind of changes?

I think that there is always place for improvement.

10) How important do you think is the implementation of CSR programs (both for the company and the employee)?

I think that the implementation of this kind of programs is very important not only for the company, but also for the employees, the society, the environment and the society.

APPENDIX 5: JOB SEEKERS INTERVIEWS

First Interview

Gender: Female

Age: 24

Occupation: Unemployed

1) How do you perceive the meaning of the CSR concept?

CSR complies of all the initiatives that a company must adopt in order to face several situations or problems that occur not only in the internal but the external environment too. All companies should feel responsible for the society in which they operate and must show it with by adopting such initiatives.

2) How well are you informed about the CSR concept?

Not at all. I got informed about CSR practices due to the interview by gathering information from the internet.

3) Do you believe that CSR programs are underestimated in Greece?

I believe that the CSR concept is underestimated in Greece and not implemented from the majority of companies...My assumption comes from the fact that the CSR concept, it's implementation and it's positive results are ,until now, not a very well known subject in the Greek industry.

4) Would you consider CSR policies an important factor for company selection?

It would be something that I would like to know from the beginning but is not a basic factor according to my opinion for company selection.

5) Have you ever worked for a company that implemented CSR programs?

No.

6) If yes, what kind of CSR programs?

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7) Do you believe that CSR is only a trend of the time or it can help to the evolution of the company?

Of course it can help the evolution of every company if it's programs are implemented efficiently and effectively

8) According to your opinion, what kind of 'help' do you believe that the implementation of CSR programs offers to a company in order to become more competitive?

In my opinion, a company that is committed to CSR programs can be more competitive by taking actions for the protection of the environment and the support of the society. In this way a large number of people will be attracted and they will prefer the services of a responsible company in order to contribute in their own way to the confrontation of several societal issues.

9) As a customer would you prefer to consume products or services from a social responsible company or not?

Of course I would prefer it under the condition that its products and services would cover effectively my needs.

10) TITAN Company is one of the Greek firms that invests a lot in CSR practices, would that fact motivates you to search a job position in TITAN? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation 2

-Employee satisfaction 1

-Employee loyalty 4

-Good working environment 3

-Contemporary operation of the company (implementation of CSR programs that are also adopted in European countries) 5

Second Interview

Gender: Male

Age: 24

Occupation: Unemployed

1) How do you perceive the meaning of the CSR concept?

CSR is a practice which is utilized from medium and large sized companies. The main objective of this practice is to present a socially responsible policy against the society.

2) How well are you informed about the CSR concept?

I am quite well informed about the CSR concept since my theoretical background qualified me enough about CSR and business ethics in general.

3) Do you believe that CSR programs are underestimated in Greece?

In Greece I wouldn't say that CSR programs are underestimated. They just don't exist. There are only few companies that have adopted CSR policies. Greece is on its baby steps considering the CSR awareness.

4) Would you consider CSR policies an important factor for company selection?

The current situation of the job market in Greece doesn't allow me to seek companies that follow CSR. Of course it would be fulfilling to work for a socially responsible company in the future.

5) Have you ever worked for a company that implemented CSR programs?

Yes.

6) If yes, what kind of CSR programs?

ISO programs that appeal to the environmental perspective of CSR.

7) Do you believe that CSR is only a trend of the time or it can help to the evolution of the company?

Today it is more than obvious the expansion of eco-friendly awareness around the world. Thus, I believe that companies that adopt CSR could see their revenues increasing because of this fact.

8) According to your opinion, what kind of 'help' do you believe that the implementation of CSR programs offers to a company in order to become more competitive?

I wouldn't say that blind implementation of CSR is a recipe for success. CSR practices should be organized and designed to meet the needs of each company and the responsibility they have against their customers.

9) As a customer would you prefer to consume products or services from a social responsible company or not?

Yes, it is true that I have a tendency to buy products from social responsible companies.

10) TITAN Company is one of the Greek firms that invests a lot in CSR practices, would that fact motivates you to search a job position in TITAN? In what ways? Put the following to the right order according to your perceived importance:

-Job Creation 5

-Employee satisfaction 1

-Employee loyalty 2

-Good working environment 3

-Contemporary operation of the company (implementation of CSR programs that are also adopted in European countries) 4

Third Interview

Gender: Female

Age: 26

Occupation: Unemployed

- 1) How do you perceive the meaning of the CSR concept?
Is the responsibility a company has for the society. For instance to protect the environment and not pollute it and also inform society how to also protect it.

- 2) How well are you informed about the CSR concept?
Not well.

- 3) Do you believe that CSR programs are underestimated in Greece?
Of course. These programs should be implemented by more companies in order to show to the society and public that they are also concerned for the needs of the common good.

- 4) Would you consider CSR policies an important factor for company selection?
Yes, I would consider CSR policies as an important factor of company selection. Especially in our days, where CSR is one of the most important factors in the survival of a business.

- 5) Have you ever worked for a company that implemented CSR programs?
No, I have never worked for a company dedicated in CSR activities and I don't have a lot of working experience.

- 6) If yes, what kind of CSR programs?
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7) Do you believe that CSR is only a trend of the time or it can help to the evolution of the company?

I think that CSR policies can help the evolution of a company if it is used with the right way.

8) According to your opinion, what kind of 'help' do you believe that the implementation of CSR programs offers to a company in order to become more competitive?

It shows that the company has sensitivities for problems that common people face every day. For this reason it is more probable that people will support a company that is concerned for the common good instead supporting a company that is only concerned about profit.

9) As a customer would you prefer to consume products or services from a social responsible company or not?

Yes of course, I would prefer them if they also offer that highest quality.

10) TITAN Company is one of the Greek firms that invest a lot in CSR practices, would that fact motivates you to search a job position in TITAN? In what ways? Put the following to the right order according to your perceived importance:

-Job Creation 5

-Employee satisfaction 2

-Employee loyalty 3

-Good working environment 1

-Contemporary operation of the company (implementation of CSR programs that are also adopted in European countries) 4

Fourth Interview

Gender: Female

Age: 24

Occupation: Unemployed

1) How do you perceive the meaning of the CSR concept?

I perceive CSR as the responsibility a company has for the environment, the employees and the society. More specifically it has to do with the achievement of the company's goals by respecting the employees' values and protecting the environment and society in which the company operates.

2) How well are you informed about the CSR concept?

I was informed about the concept of CSR during my bachelor studies but after that I didn't have the opportunity to deepen in the particular concept.

3) Do you believe that CSR programs are underestimated in Greece?

I believe that most of the companies started to adopt CSR practices in the past few years but the concept is still underestimated in Greece as a large number of companies do not pay the needed attention to the subject.

4) Would you consider CSR policies an important factor for company selection?

I would definitely consider them as an important factor for company selection as it represents a company highly committed not only to its employees but also to the society. It represents a company with the same values and beliefs with the majority of people despite the main goal of every company which is the profit.

5) Have you ever worked for a company that implemented CSR programs?

No, I didn't have the opportunity.

6) If yes, what kind of CSR programs?

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7) Do you believe that CSR is only a trend of the time or it can help to the evolution of the company?

CSR is not a trend of the time in my opinion. It is a substantial tool for the evolution of the company in our days that can also lead to a competitive advantage as more and more people continuously prefer to cooperate with companies that have the same values with them. The same vision: consumption of products and services with return to the society and environment.

8) According to your opinion, what kind of 'help' do you believe that the implementation of CSR programs offers to a company in order to become more competitive?

It shows to the mazes that the company cares not only for the profit but for the society in general. This fact has an impact on the potential employees too, as a CSR dedicated company tends to attract in my opinion the most talented people, a fact that can lead to better performance and better position in the industry.

9) As a customer would you prefer to consume products or services from a social responsible company or not?

I would definitely prefer to consume products and services from a socially responsible company as long as its offers meet my expectations in high quality and satisfaction.

10) TITAN Company is one of the Greek firms that invests a lot in CSR practices, would that fact motivate you to search a job position in TITAN? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation 3

-Employee satisfaction 2

-Employee loyalty 5

-Good working environment 1

-Contemporary operation of the company (implementation of CSR programs that are also adopted in European countries) 4

Fifth Interview

Gender: Male

Age: 28

Occupation: Economist

1) How do you perceive the meaning of the CSR concept?

In my mind the concept of Social Responsibility proposes that a private corporation has responsibilities to society that extend beyond making a profit. Not only organizations should follow the generally held beliefs about behavior in society, but they also should start initiatives which fulfill the purely voluntary obligations a corporation assumes. Some examples are philanthropic contributions and training the hardcore unemployed.

2) How well are you informed about the CSR concept?

My first contact with the CSR concept was in my Post-graduate studies. Today I try to stay well informed about the current trends and approaches of CSR.

3) Do you believe that CSR programs are underestimated in Greece?

Although some big Greek organizations such as banks and industries are starting to adopt CSR practices, I think that CSR is in a very early stage in Greece. We have to do great steps in order to fulfill the main concept of CSR.

4) Would you consider CSR policies an important factor for company selection?

Of course!

5) Have you ever worked for a company that implemented CSR programs?

I did my internship in the international airport Eleutherios Venizelos in 2007. This organization has adopted many practices originated by CSR.

6) If yes, what kind of CSR programs?

Examples of CSR concepts that El. Venizelos has adopted can be found in many aspects of our life. For instance, sponsorships and donations to athletes and excellent students. The international airport has also implemented an environmental management system (EMS) and is participating in a voluntary program entitled Airport Carbon

Accreditation launched by ACI EUROPE. The organization has also launched an airport museum. This museum hosts cultural events, including painting and photography exhibitions, book presentations and a number of cultural collaborations in various realms, thus offering its millions of passengers and visitors an exciting airport stay.

7) Do you believe that CSR is only a trend of the time or it can help to the evolution of the company?

I strongly believe that an organization which believes that CSR is just a trend is completely doomed. I think that the social responsibility could result not only in competitive advantages but also in cost savings.

8) According to your opinion, what kind of 'help' do you believe that the implementation of CSR programs offers to a company in order to become more competitive?

Their environmental concerns may enable those firms to gain brand loyalty. Moreover their trustworthiness may help them generate enduring relationships with suppliers. Furthermore these companies can attract outstanding employees who prefer working for a responsible firm. In my mind they are also more likely to be welcomed into a foreign country. And of course they are more likely to attract capital infusions from investors who view reputable companies as desirable long-term investments.

9) As a customer would you prefer to consume products or services from a social responsible company or not?

It's not always the major factor for my choice but yes, I would prefer to consume products from social responsible companies.

10) TITAN Company is one of the Greek firms that invests a lot in CSR practices, would that fact motivates you to search a job position in TITAN? In what ways?

Put the following to the right order according to your perceived importance:

-Job Creation __3

-Employee satisfaction __2

-Employee loyalty __5

-Good working environment __1

-Contemporary operation of the company (implementation of CSR programs that are also adopted in European countries) __4