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**“Corporate Social Responsibility as a  
recruitment strategy; Attracting Human  
Workforce through the creation of an  
Ethical profile and Ethical practices”**

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I hereby declare that the work submitted is mine and that where I have made use of another's work, I have attributed the source(s) according to the Regulations set in the Student's Handbook.

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## Abstract

Modern companies choose to invest in internal and external CSR actions, in order for them to be able to meet the requirements of society and the consumer market. The investment in CSR actions seems to yield a number of benefits for modern companies, since, in this way, these companies can improve their corporate image significantly, enjoy a positive reputation, and earn the trust of consumers; in some cases, they also seem to be able to attract human resources that are characterized by a high level of competitiveness. However, the impact of CSR on the attractiveness of companies as employers, has not been investigated in the case of Greece, since no relevant research has been conducted yet. In this report, through the conduct of primary research on 145 employees and unemployed jobseekers, it is attempted to investigate whether there is a positive correlation between CSR actions and the attractiveness of companies. The responses that were gathered through the help of a structured questionnaire revealed that the participants believe that it is important for them to work for companies that invest in CSR actions, although this is not the first and foremost factor that will determine their choice. The salary level continues to be the most important factor that can boost the attractiveness of companies. Furthermore, by comparing internal and external CSR actions, it was found out that the latter have a greater influence on the attractiveness of companies, and as a result, on the decision of the participants to work for a specific company. Among the demographic characteristics, gender seemed to have the ability to modify the perceptions of the participants about the impact of CSR actions on the attractiveness of companies.

Keywords: Internal CSR, External CSR, Company Attractiveness, Company Reputation

## Introduction

The main concern of the majority of companies is to make profit, since this results in increasing the income of their shareholders on the one hand, and on the other hand, in covering their operating cost, so that companies can safeguard their viability. The management of companies, in an attempt to achieve a rise in profits, proceeds with planning and implementing actions and activities that may not be governed by the principles of ethical conduct, causing, as a result, damage and harm to various stakeholders, such as employees, and society in general (Fajar, 2018). The identification of these harmful attitudes and behaviours that are chosen to be followed by a number of companies, driven by the latter's desire for higher profits, has caused a series of reactions, and resulted in the need for a more responsible behaviour to be adopted by companies (Vaxevanidou, 2012).

The need for a responsible attitude and behaviour by companies, which is in line with the code of ethical conduct, has led to the development of Corporate Social Responsibility (CSR) (Bourantas, 2015). CSR is strongly linked to the obligation of companies, in addition to their statutory and tax obligations that apply to each country, to protect society and the natural environment, as a way to give back some of their profits and growth that they have achieved (Jamali & Mirshak, 2006). The investment in CSR actions appears to offer extremely significant benefits to companies, one of which also seems to be the attraction of a highly competitive human capital that can have a major contribution to the development of a competitive advantage (Ersoy & Aksehirli, 2016).

The correlation between the investment that is made by companies in CSR actions and the attraction of competitive human resources is confirmed by a number of surveys (Ersoy & Aksehirli, 2016; Hinson et al. 2018), which, however, cannot also be applied to the Greek business environment, as well. No relevant surveys have been conducted in Greece, and as a result, it is not known whether employees in the country find a company attractive and wish to work in it, depending on whether it invests in CSR actions, or not. This report attempts to cover part of the existing gap, since it attempts to investigate whether the CSR practices that are implemented by companies can serve as a factor that leads to a rise in their attractiveness, and their ability to appeal to the right candidates. In order to achieve the purpose of the report, primary research was conducted through the use of a questionnaire.

This report actually consists of two distinct sections, the first of which refers to the theoretical or general part, in which, literature review takes place on the concept of CSR, as well as to the results of surveys about the benefits that companies obtain through their

investment in CSR actions. Moreover, in the same part of the report, the findings of earlier surveys are listed, with regard to the ability of CSR actions to initiate an increase in the attractiveness of companies. In the second section of the report, which is the practical or special part, the methodological design of the survey is presented, as well as the survey results. The report finishes with the chapter of the conclusions, in which, the results of the survey are presented critically and in comparison to the findings of other surveys.

# 1. Corporate Social Responsibility

## 1.1 Conceptual approach of CSR

The issue of CSR has been a subject of debate since the early 20<sup>th</sup> century due to concerns raised regarding the impact from the operation of large corporations around the world, which has been detrimental to both society and healthy competition among companies. Since the early 20<sup>th</sup> century, there have been reactions from citizens, employees of small enterprises and organizations about the practices applied by a number of large corporations, in order for the latter to be able to increase their profits; these practices, however, did not show any respect to society, man, and the environment (Vaxevanidou, 2011; Bauman & Skitka, 2012). In other words, the managers of a large number of companies did not care about the stakeholders that were directly and indirectly involved in the operation of those companies, since their prime concern was to increase their profits, which caused reactions (Vaxevanidou, 2011). As it is characteristically reported by Bourantas (2015) and Maden et al. (2012), the establishment of a CSR-oriented framework was an imperative need, in order to meet the requirements of citizens, employees, and the business world, in terms of the ethical operation of companies.

The combination of all the above reactions with the developments that have taken place on both a social and economic level across the globe, led to the establishment of the currently prevailing CSR framework, which seems to be adopted by a constantly increasing number of companies. In more detail, the phenomenon of globalization, along with the acknowledgement of the importance of sustainable development, the ever-growing citizen awareness regarding the harmonization of economic development with environmental balance, citizens being constantly updated on environmental issues, society's demand for companies to demonstrate an ethical behavior, and improvement of the educational background and living standards of citizens are some of the factors that have contributed either individually or combined, and have also pressed for the establishment of a comprehensive CSR framework (Vaxevanidou, 2011; Fontaine, 2013, Weng et al., 2015).

Nowadays, modern enterprises have recognized the fact that the adoption of an ethical image by investing in CSR has become an imperative need for them, as well as a tool for growth (Arif, 2017; Ismail, 2009; Maden et al., 2012; Bourantas, 2015). More specifically, in order for today's companies to be accepted by society as a whole, and at the same time become more appealing to existing and future consumers to whom they appeal, they choose to implement CSR actions that contribute to the establishment of an ethical corporate image (Arif, 2017; Bauman & Skitka, 2012). Further to that, it should



also be stressed at this point that, for many companies, CSR seems to be an investment within the context of their advertising and communication campaigns (Arif, 2017). Characteristically, it emerges, that on several occasions, companies choose to make use of CSR, in order to promote themselves to their audience, and also identify themselves in the consumers' mind as ethical companies that really care about humans, society, and the environment (Astara et al., 2015). In addition, it should be highlighted, that by investing in CSR actions and aligning themselves with CSR-based principles, companies can also utilize a powerful tool that can enhance their appeal, so that they can attract high-calibre human resources (Adetunji & Ogbonna, 2013; Ismail, 2009).

The benefits that can be enjoyed by those companies that invest in CSR are multiple and highly significant, and therefore, an ongoing effort is noticed to shift to a CSR-based approach (Bourantas, 2015). First of all, through the implementation of CSR actions, companies achieve to establish a positive view and attitude towards them, among all the stakeholders that are either directly or indirectly involved in their operation. This in turn which encourages the establishment of partnerships and relationships based on quality and trust (Ismail, 2009; Maden et al., 2012). Furthermore, it promotes the development of a highly favorable corporate image and reputation, enabling the business that engage in CSR to identify themselves as businesses that respect human and social values (Del Brio & Bolanos, 2018; Maden et al., 2012), increase the value of their shares, boost their profits due to their ability to appeal to consumers with an increased level of awareness (Bourantas, 2015; Mukasa et al., 2015), find investors easily (Skeizak, 2016), enhance the level of their competitiveness (Apospori, 2018; Battaglia et al., 2014), and finally, ensure the right conditions internally, which favor a high level of employee satisfaction and loyalty (Bauman & Skitka, 2012; Khan et al., 2018; Suher et al., 2017).

## 1.2 CSR actions

In order to establish a comprehensive CSR framework, many different categories of actions have been developed, which can be undertaken by companies, in order for them to be able to reflect the desired image, and actually a "profile" that is accepted by society (Bourantas, 2015).

The first category of CSR actions that can be adopted by companies refers to their employees' well-being, and are associated with creating those working conditions that promote health and safety, establishing a system of fair rewards and career prospects based on merit, accepting and supporting diversity, providing support to employees and their families when they face problems, and finally, by developing lifelong learning courses and programs that aim to improve the level of employee knowledge and skills (Apospori, 2018; Fontaine, 2013).

Other actions that are included in the CSR framework are customer-oriented actions. These actions entail the establishment of firm-customer relationships that are characterized by transparency and honesty, the manufacturing and trading of products that meet the consumer needs, and also deliver those characteristics that are promised in advertising, and most importantly the manufacturing and trade of products that respect consumer health laws. (Skeizak, 2016).

Moreover, those actions that are implemented by companies to benefit society as a whole are also of key importance (Fontaine, 2013) In general, this type of actions aims to protect vulnerable social groups, contribute to addressing social issues and promoting culture and education, strengthen the volunteering and team spirit of members of society, and finally, contribute to economic development and raising the living standards of citizens who live in less developed countries and areas (Fontaine, 2013; Bourantas, 2015).

Last but not least, special reference should also be made to actions that focus on the protection of the environment. To begin with, companies should harmonize themselves with the legal framework and applicable regulations that refer to the protection of the environment, in order to make sure that their operation is driven by ethical principles. On top of that, they should take initiatives with regard to their environmental (ecological) footprint, so that their final impact on the environment is as low as possible (Ismail, 2009; Bourantas, 2015). Such initiatives may refer to the application of environmental and energy management standards, in order to minimize energy consumption, and also an investment in energy saving systems and the relevant infrastructure (Sitnikov & Bocean, 2012). Lastly, organized actions of tree planting (reforestation) and other relevant actions are also included in this major category of CSR actions (Ismail, 2009; Bourantas, 2015).

As a conclusion, it should be noted that most of the companies that choose to invest in CSR, opt for actions that are associated with the aforementioned fields. More precisely, companies that are driven by CSR, implement actions on an ongoing basis, and these actions are oriented towards the protection of company employees and establishment of the right working conditions, ensuring transparency in the transactions that they perform, so that they can build stable relationships that are characterized by a high level of trust, and also carrying out their operations according to environmental protection regulations, as well as by taking initiatives to support vulnerable groups and the environment (Vaxevanidou, 2011).

## 2. Corporate Social Responsibility and company attractiveness

### 2.1 Company attractiveness

The human resources of a company are among those resources that can contribute to the development of a competitive advantage. Human resources can be extremely helpful to companies, in order for the latter to be able to differentiate themselves from rival companies by creating value for their customers (Papalexandri & Bourantas, 2016; Sivertzen et al., 2013). Therefore, the management of companies places strong emphasis on practices that refer to staff attraction, selection, and recruitment. More accurately, the ability to attract the right candidates is extremely important, since, through this process, the management of a company can appeal to all those persons who are interested in the company's job vacancies, which also largely determines its level of staffing (Tzortzakis, 2014).

During the stage of attracting new staff, companies attempt to gather a pool of candidates who are highly competitive and have a large number of qualifications and skills, in order to select those candidates who fit best with their culture, as well as those who can best meet the requirements of the various job vacancies. However, the process of attracting the ideal candidates is not always straightforward, since the management executives of companies should be able to identify the most suitable ways and methods to approach those who are interested in a job, and actually encourage them apply for it. In order for companies to be able to finally attract candidates with strong qualifications and highly developed skills, they try to boost their attractiveness (Adetunji & Ogbonna, 2013; Alniacik & Alniacik, 2012).

Currently, those in managerial positions within companies attempt to enhance the attractiveness of their companies through various ways and methods, in order to ensure that these companies have access to a sufficient pool of high-caliber candidates. Several surveys have been conducted, in order to identify those aspects that make companies attractive to prospective employees, since this is a subject that companies have an active interest in. The findings of a survey by Bir et al. (2009) that was conducted on 220 prospective employees are highly interesting. In more detail, through the responses that were collected, it was made clear that prospective employees view

companies with a high turnover as more attractive, whereas companies with a low turnover are considered as less attractive.

Reis et al. (2017), in turn, also attempted to identify those factors that contribute to the attractiveness of companies, by conducting a survey on 937 prospective employees. The results of the survey showed that a company's reputation regarding the working conditions that prevail in it, largely determines the attractiveness of the company and the desire of candidates. Characteristically, the prospects for personal and professional development, as well as the practice of social ethical values, are aspects that make companies attractive to prospective employees.

Special reference should also be made to the survey of Dabirian et al. (2018), through which, it was attempted to identify the factors that determine the degree of attractiveness of companies to prospective employees. This refers to a survey, in which, 15,000 existing and prospective employees participated, and made it clear that there are numerous factors that are associated with the reputation and operation of companies, and these factors determine their decision to work for those companies. More specifically, the use of innovative solutions, establishment of working conditions that are based on cooperation and teamwork, the level of salaries and wages, and the management style that is applied in companies are among the most important factors that determine the attractiveness of the corresponding companies.

By conducting a survey on 366 students at Norwegian universities, Sivertzen et al. (2013) attempted to identify all those aspects and parameters that make companies attractive. Through the responses that were provided by the students, it was understood that there are various elements and practices that are adopted by companies, which determine the latter's attractiveness. As it was demonstrated by the survey, these elements and practices refer to the selection and use of innovative methods, selection and utilization of social media, as well as good corporate reputation and image that are established through the day-to-day operation of companies.

## 2.2 Effects of CSR on recruitments

Through the above section, it can be easily understood that, when prospective employees choose to work for a company, they place great emphasis on the company's corporate image and reputation (Adetunji & Ogbonna, 2013; Alniacik & Alniacik, 2012; Sivertzen et al., 2013). Those in managerial positions in companies are aware of this, and through the practices and strategies that they follow in the day-to-day operation of their companies, attempt to ensure the latter's good reputation and image. One of these practices, which has been proved to significantly contribute to the establishment of a

positive image and reputation, is the investment in CSR (Adetunji & Ogbonna, 2013; Vaxevanidou, 2011; Del Brio & Bolanos, 2018; Ismail, 2009; Maden et al., 2012; Bourantas, 2015; Vinerean et al., 2013).

In this line, one of the surveys that attempted to investigate whether, and to what extent, the decision made by companies to invest in CSR is a factor that attracts prospective employees, was conducted by Ersoy and Aksehirli (2016) on 178 prospective employees in Turkey. The results showed that prospective employees adopt a positive attitude towards companies that invest in CSR, and therefore, they are interested in working for them. More precisely, the CSR actions that seem to determine more the attractiveness of companies are those ones that refer to employees and sustainable development.

A similar survey was conducted by Hinson et al. (2018) on 603 prospective employees in Ghana. Through the responses that were provided by the students, it was understood that there are various elements and practices that are adopted by companies, which determine the latter's attractiveness. In more particular, it was found out that the participants in the survey are more eager to work for companies that invest in CSR actions, compared to other companies that do not invest in them. It should be noted that male candidates seem to be more interested in CSR actions than female ones, and their decisions are affected by those actions even more.

The positive impact of the CSR actions that are undertaken by companies on their attractiveness, and on attracting prospective employees, as a result, is also confirmed by the survey of Bir et al. (2009), in which, a positive correlation, and actually a statistically significant one, was identified between the CSR actions of companies and the willingness of prospective employees to work for these companies.

Story et al. (2016)), through a dual survey that they conducted on 120 students and 532 prospective employees, attempted to examine whether companies that invest in CSR actions are more attractive. The results of the surveys showed that the CSR actions of companies significantly affect the choices of prospective employees and determine the latter's intention to seek work with those companies. More specifically, it was found out that companies that undertake CSR actions concerning their internal environment, such as actions that apply to human resources, enjoy higher attractiveness, and develop a better reputation in society. Actually, the responses that were provided, show that the attractiveness is even higher when prospective employees are aware that a specific company offers incentives to employees and undertakes actions that favor their personal development and safety. Besides, it was made clear that companies that

undertake CSR actions relating to their external environment enjoy a reputation of an ethical business, attracting, in this way, candidates in an indirect way.

The survey of Magbool et al. (2016), which was conducted on 66 MBA graduates with less than 2 years of previous experience, is also in the same line. The findings that emerged through the responses of the participants showed that companies that choose to invest in CSR actions are more attractive than companies that are not interested in them. It should be noted that all the CSR actions that refer to the environment, society, workplace environment, as well as the market affect the intention of prospective employees to accept a proposal for cooperation. However, the main dimension of CSR that shapes the desire of the participants to work in a company, are CSR actions that refer to employees, and in particular, the working conditions that prevail in companies.

Likewise, Duarte et al. (2014) attempted to investigate whether companies that have developed CSR practices towards their employees, the environment, and society, and also the economy, achieve to attract employees who possess outstanding qualifications and skills. 195 individuals of various ages took part in the survey, and through their responses, it was shown that the attractiveness of companies is proportionate to the degree, to which, they invest in CSR actions. In more detail, it was found out that participants want to work for companies that have developed CSR actions, as well as fill out an application form to work for those companies. Furthermore, the participants in the survey argue that their intentions are more positively affected by actions that are associated with the economy and employees.

Through their survey, Vinerean et al. (2013) went even further, since they attempted to examine whether the investment in CSR actions that is implemented by modern business enterprises affects employee satisfaction, as well as attraction and retention of employees with considerable qualifications and skills. After performing the statistical tests that meet the goodness-of-fit criterion, it was found out that companies that are concerned about their ethical dimension, and adopt CSR actions systematically, as a result, manage to boost employee satisfaction levels, and attract and retain their employees.

Chaudhary (2018) differentiated her survey to some extent and attempted to examine whether certain CSR actions that are implemented by companies, influence the intention of prospective employees to apply for a job in these companies. In more detail, a survey was conducted on 172 undergraduate students at various engineering schools/faculties in India, in order to identify whether "green" management practices and the reputation of companies have a positive impact on students' decision to work for

them. From the responses that were collected, it was made clear that both the reputation of companies, as companies that choose green practices, and also the green practices themselves, have a positive impact on the decision made by prospective employees. It should be highlighted that, in this particular survey, the gender did not appear to differentiate the intention of students who took part in the survey, as opposed to the survey of Hinson et al. (2018), where the male participants seem to be affected more by CSR practices, with regard to their choices.

A differentiation is also shown in the results that emerged from the survey of Ohlrich (2015), since they do not seem to confirm the findings of the aforementioned surveys. More specifically, a qualitative survey was conducted on 36 prospective employees, by taking an interview, in order to identify those factors that affect their intention to be employed by a company. From the results of the survey, it was found that those who participated in it are not that much interested in the CSR actions that are implemented by companies, but rather in the latter's values and practices that refer to the development of the abilities and skills of their employees. Through this survey, it is actually made evident that the CSR practices of companies do not seem to be able to affect the choices of prospective employees.

From almost all the above surveys that have been presented in this section, it is concluded that CSR practices can improve the attractiveness of companies and make it easier for them to attract employees who possess outstanding qualifications. Characteristically, it emerges that both existing and prospective employees form a positive opinion, and a positive attitude, as a result, towards companies that present an ethical culture and undertake CSR actions, which makes them want to work for those companies. The above conclusion is very important, and can serve as a valuable finding, which can be utilized by companies, in order for them to be able to attract employees who will lead to the development of a competitive advantage.

Nevertheless, it should be stressed that all of the above findings refer to surveys that have been conducted in foreign countries, and not in Greece. This discovery leads to the conclusion that there is a research gap that needs to be covered. In other words, the findings that have been presented in this section refer to the views and attitudes that are held by existing and prospective employees who live in other countries with a different culture. As a result, these findings cannot be generalized to the Greek population. In order to be able to gain an insight regarding whether the CSR practices that are implemented by companies can serve as a source to boost their attractiveness, in terms of attracting candidates, similar surveys need to be conducted. In this

assignment, by conducting primary research on a sample of 145 prospective employees, it will be attempted to cover part of the existing gap.

### 3. Methodology

#### 3.1 Objective and research questions

The objective of this report is to investigate CSR as a source that can increase the attractiveness of companies, with the ultimate purpose of attracting competitive human resources. The research questions of this survey are the following:

1. Does CSR affect the employer attractiveness?
2. Do external or internal CSR actions affect more the employee's/candidate employee's perceptions about employer attractiveness?
3. How do employee's/candidate employee's demographics affect their perceptions about employer attractiveness?

#### 3.2 Research tool

The survey was conducted by using a questionnaire that is composed of 3 sections. In the first section, there are 4 questions that investigate the gender, age, educational background, and occupation of the participants in the survey. The second section includes 7 questions that examine the views of the participants about the attractiveness that CSR actions provide to companies, and the third section consists of 6 questions that investigate the influence of external CSR actions, and 6 questions that investigate the effect of internal CSR actions, on the attractiveness of companies. It should be highlighted that the questions that are included in the second section have been used in the survey of Klimkiewicz and Oltra (2017), and the questions that are included in the third section have been used in the survey of Story et al. (2016), which is an extremely important point that refers to the validity of the data collection tool.

#### 3.3 Research sample

The research sample consists of 145 participants, the majority of whom were females (65.5%) aged up to 39 years old (89%). Furthermore, the largest percentage of the participants was university graduates and postgraduate degree holders (82.8%). The research sample is quite small, which means that it is not representative of the entire population of employees in Greece, as well as that of jobseekers. However, according to Javeau (2000), a small sample does not mean that it cannot provide useful findings; it only means that these findings cannot relate to the entire population. It should be stressed that the sample was selected through the purposive sampling technique, and not through any other form of sampling that is based on random sampling. This



characteristic is a shortcoming of the survey, due to the fact that purposive sampling does not allow the generalization of the results (Bryman, 2017).

### 3.4 Research code of conduct and ethics

The conduct of the survey and data processing took place according to the research code of conduct and ethics. Hence, all the participants were informed about the purpose of the survey and how their responses would be used. Besides, the anonymity of the participants was ensured, since no data were requested from them, which could reveal their identity. In addition, voluntary participation in the survey was ensured, since all the participants had the right to opt out and withdraw from the survey.

## 4. Results

### 4.1 Reliability

The first part of the Questionnaire analysis includes the Reliability Analysis section. In order to research the topic under investigation, a questionnaire was constructed, which consisted of 4 Demographic variables, 5 questions referring to CSR and Employer Attractiveness, 2 variables concerning the socially responsible profile of a firm, 6 questions regarding External CSR and Employer Attractiveness, and finally, 6 questions associated with Internal CSR and Employer Attractiveness. An analysis was performed on the overall sample of 145 participants consisting of 65.5% Females and 34.5% of Males.

The Questionnaire survey consists of both 5-point Likert scale and non-Likert scale questions. In the Demographic part, questions were listed regarding the Gender, Age Group, Educational background, as well as Occupation. For the rest of the survey, non-Likert scale variables were used, and 2 questions were introduced regarding the social responsibility of the firms, and how the participants incline to an available job option of such company. Finally, in the remaining Likert scale questions, the various aspects of the relationship between CSR and Employer Attractiveness were analyzed further through a number of questions that refer to this topic.

For the purpose of Reliability Analysis, the Cronbach's Alpha coefficient is used, in order to not only take advantage of the overall reliability coefficient, but also extract information for each question group, respectively. Firstly, in Table.1, Cronbach's Alpha is calculated for CSR and Employer Attractiveness, where the value of 0.787 has a meaning of Acceptable consistency, while in Table.2, it is observed that each question

has a key role in the reliability testing of its category, because if an Item is deleted, reliability is reduced.

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,787	,789	5

**Table.1 Reliability Analysis regarding CSR and Employer Attractiveness.**

<b>Item-Total Statistics</b>	
	Cronbach's Alpha if Item Deleted
It is important for me to find a job in a company that consider socially responsible	,725
While reviewing job offers, I pay attention to whether the company is socially responsible.	,719
When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	,753
Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	,774
Socially responsible companies, in comparison with other firms, are more reliable employers	,763

**Table.2 Reliability Analysis according to CSR and Employer Attractiveness if Item Deleted.**

In Table.3, the Reliability that results from External CSR and Employer Attractiveness is examined and has a high value of 0.900, which implies that the consistency in this group of questions is Excellent, while, according to Table.4, it is observed that each variable is important for the overall reliability with nearly non-importance belonging to the variable: "It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas".

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,900	,904	6

**Table.3 Reliability Analysis regarding External CSR and Employer Attractiveness.**

<b>Item-Total Statistics</b>	
	Cronbach's Alpha if Item Deleted
It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	,876
It is important for me to find a job in a company that makes investments to create a better life for the future generations.	,880
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	,873
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	,878
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	,899
It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.	,891

**Table.4 Reliability Analysis regarding External CSR and Employer Attractiveness if Item Deleted.**

Also, in the case of Internal CSR and Employer Attractiveness, and according to Table.5, a high value of 0.720 is also observed, showing again Acceptable reliability, while, according to Table.6, it can be seen that nearly every variable is important for the analysis. An exception here applies to the variable: "It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.", and if it is deleted, reliability is increased by 0.026. The impact of this change does not create an extremely different result, and therefore, it is not meaningful to proceed with any deletion option of the variable.

<b>Reliability Statistics</b>		
Cronbach's Alpha Based on		
Cronbach's Alpha	Standardized Items	N of Items
,720	,764	6

**Table.5 Reliability Analysis regarding Internal CSR and Employer Attractiveness.**

<b>Item-Total Statistics</b>	
	Cronbach's Alpha if Item Deleted
It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	,746
It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	,642
It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	,672
It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	,670
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	,675
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	,690

**Table.6 Reliability Analysis regarding Internal CSR and Employer Attractiveness if Item Deleted.**

Finally, in Table.7, the overall Reliability Coefficient is presented, and the overall score is 0.904, indicating excellent consistency, while, in Table.8, all the variables can safely be considered important for the analysis, while there are some limited reliability concerns, which do not exceed the variance value of 0.001.

<b>Reliability Statistics</b>		
Cronbach's Alpha Based on		
Cronbach's Alpha	Standardized Items	N of Items
,904	,904	17

**Table.7 Overall Reliability Analysis regarding 5-Likert Scaled variables.****Item-Total Statistics**

	Cronbach's Alpha if Item Deleted
It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	,898
It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	,893
It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	,903
It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	,903
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	,904
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	,905
It is important for me to find a job in a company that consider socially responsible	,896
While reviewing job offers, I pay attention to whether the company is socially responsible.	,902
When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	,900
Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	,902
Socially responsible companies, in comparison with other firms, are more reliable employers	,902
It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	,895
It is important for me to find a job in a company that makes investments to create a better life for the future generations.	,893
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	,893
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	,893
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	,897
It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.	,896

**Table.8 Overall Reliability Analysis regarding 5-point Likert Scale variables if Item Deleted.**

As a conclusion, it is believed that the relevant research data can be analyzed further since their overall reliability is excellent.

## 4.2 Data Analysis

In this chapter, an analysis takes place on the topic of Descriptive and Inferential statistics. Therefore, frequency, inferential and normality test tables will be presented, along with all the required charts and explanations from an overall sample of n=145 participants. In the first part, the Demographic characteristics will be analyzed. In Table.9, it can be seen that 65.5% of the sample consists of Females, while the rest 34.5% consists of Males.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	95	65,5	65,5	65,5
	Male	50	34,5	34,5	100,0

Total	145	100,0	100,0
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**Table.9 Gender variable descriptive.**

According to the Age group variable, in Table.10, it is observed that the highest percentage belongs to the 18-29 group (64.8%), the second highest to the 30-39 age group with a percentage of 24.1%, while and the other categories correspond to less than 10% of the overall sample.

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-29	94	64,8	64,8	64,8
	30-39	35	24,1	24,1	89,0
	40-49	12	8,3	8,3	97,2
	50-59	2	1,4	1,4	98,6
	60 and over	2	1,4	1,4	100,0
	Total	145	100,0	100,0	

**Table.10 Age Group variable descriptive.**

The majority of the participants are divided into two educational groups, each corresponding to a percentage rate of 41.4%, and they refer to Postgraduate Degree Holders and University Graduates, respectively. Each one of the other educational backgrounds has a percentage rate that is lower than 6%. The above-mentioned results are presented in the following Table.11.

		What is your educational background?			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary/High School Graduate	7	4,8	4,8	4,8
	Technical School Graduate	8	5,5	5,5	10,3
	University Graduate	60	41,4	41,4	51,7
	Postgraduate Degree Holder	60	41,4	41,4	93,1
	PhD Degree Holder	7	4,8	4,8	97,9
	Other	3	2,1	2,1	100,0
	Total	145	100,0	100,0	

**Table.11 Educational Background variable descriptive.**

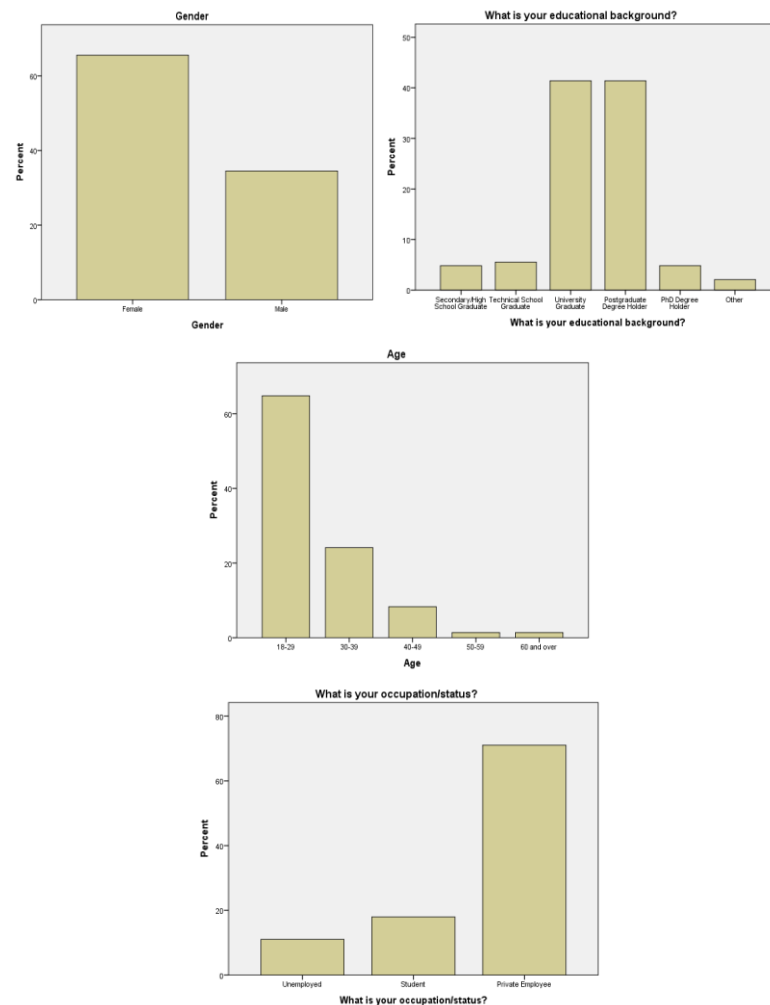
Finally, concerning occupation, it is observed that the extremely high percentage of 71% belongs to Private Employees, while Students and Unemployed individuals account for 17.9% and 11% of the sample, respectively. Table.12 presents the above-mentioned results.

		What is your occupation/status?			
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Unemployed	16	11,0	11,0	11,0
	Student	26	17,9	17,9	29,0
	Private Employee	103	71,0	71,0	100,0
	Total	145	100,0	100,0	

**Table.12 Occupation variable descriptive.**

Each one of the aforementioned results may be represented graphically by using bar charts, as illustrated in the following Figure.1, with the percentage representation on the y-axis.



**Figure.1 Bar charts of Demographic Variables.**

Following, an investigation takes place of the CSR and Employer Attractiveness variables, which are presented by the descriptive and inferential statistics in the following Table.13, according to which, the highest mean value belongs to the variable that refers to “the importance of finding a job in socially responsible companies” and which exceeds the 4.10 score, also having a low standard deviation, compared to the other variables. Second in the row is the variable that refers to the fact that “socially responsible

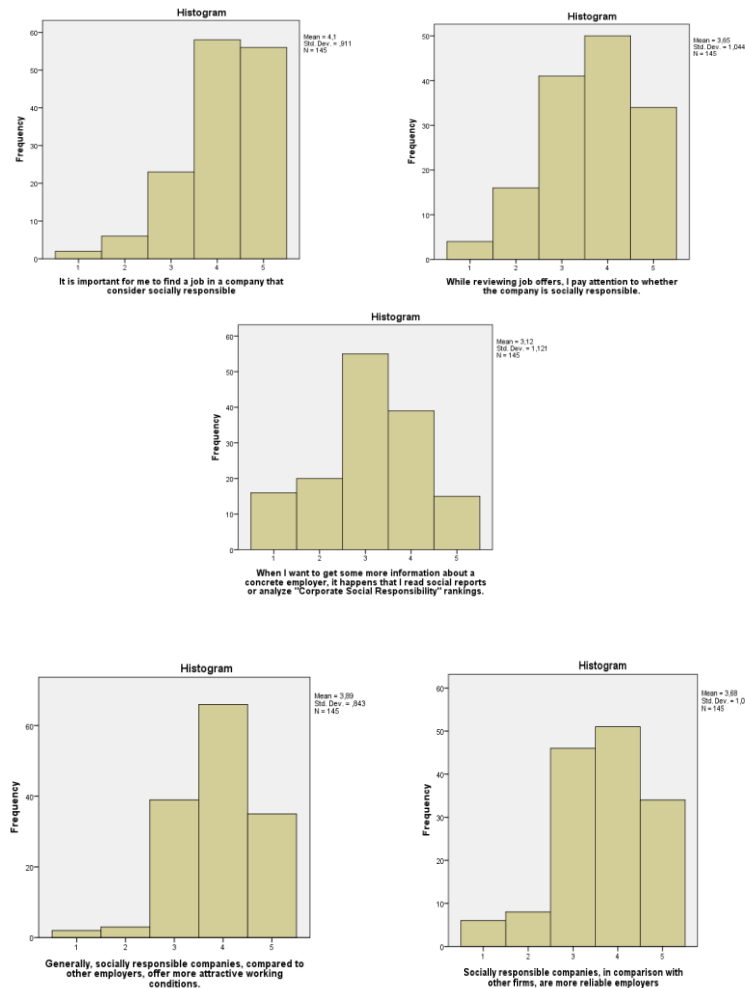
companies provide more attractive working conditions”, and has a mean score of nearly 3.9, and the lowest standard deviation, and thus, the lowest variance among the variables. The lowest mean corresponds to “looking for information about concrete employer”, in which, the participant tends to read social media reports or analyze the Corporate Social Responsibility rankings, and which has a value that is nearly equal to 3 (3.12), and also the highest variance. As a result, the answers that were provided differ more than any other variable under investigation. Finally, the remaining variables about the reliability of employers and paying attention to the socially responsible profile of the company have nearly equal means and variances that exceed the mean score of 3.5. After all, the highest impact of CSR according to Employer Attractiveness belongs to the socially responsible profile of a company with limited to strong agreement, while when it comes to the reading of social reports or the analysis of the CSR rankings variable, it seems that the participants neither agree nor disagree according to the mean score. As a conclusion, 4 out of 5 variables show at least an agreement, and thus, an effect on Employer Responsibility, while the remaining one does not seem to have any major impact.

		<b>Descriptives</b>							
		95% Confidence Interval for Mean							
		Lower		Upper					
		Mean	Bound	Bound	Median	Variance	Std. Deviation	Skewness	Kurtosis
It is important for me to find a job in a company that consider socially responsible	Statistic	4,10	3,95	4,25	4,00	,830	,911	-,990	,864
	Std. Error	,076						,201	,400
While reviewing job offers, I pay attention to whether the company is socially responsible.	Statistic	3,65	3,48	3,82	4,00	1,091	1,044	-,439	-,408
	Std. Error	,087						,201	,400
When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	Statistic	3,12	2,93	3,30	3,00	1,257	1,121	-,264	-,475
	Std. Error	,093						,201	,400
Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	Statistic	3,89	3,75	4,03	4,00	,710	,843	-,565	,604
	Std. Error	,070						,201	,400

Socially responsible companies, in comparison with other firms, are more reliable employers	Statistic	3,68	3,51	3,85	4,00	1,051	1,025	-,583	,131
	Std. Error	,085						,201	,400

**Table.13 CSR and Employer Attractiveness descriptive and inferential statistics.**

The above Table.13 will be graphically represented by the histograms of the examined variables individually in the following Figure.2.



**Figure.2 Histograms of CSR and Employer Attractiveness variables.**

Regarding the options provided for the preferences of the participants towards a “B” firm that is socially responsible, it is observed, in Table.14, that more than 1 out of 2, i.e. 50.30% of the participants stated that they would accept the job offer from socially responsible company B, rather than job offers from other firms, 46.9% stated that they would take part in the recruitment process of firm “B”, rather than that of the other firms, while only 2.8% stated that would follow job offers from firm “B”, rather than those from other employers.



**When firm B is socially responsible, are you inclined to:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Follow the job offers from B rather than those from other employers.	4	2,8	2,8	2,8
	Take part in the recruitment process of B rather than that of other firms.	67	46,2	46,9	49,7
	Accept the job offer from B rather than from other firms.	72	49,7	50,3	100,0
	Total	143	98,6	100,0	
Missing	0	2	1,4		
Total		145	100,0		

**Table.14 Frequencies of the options showing the preference of a participant towards a socially responsible company.**

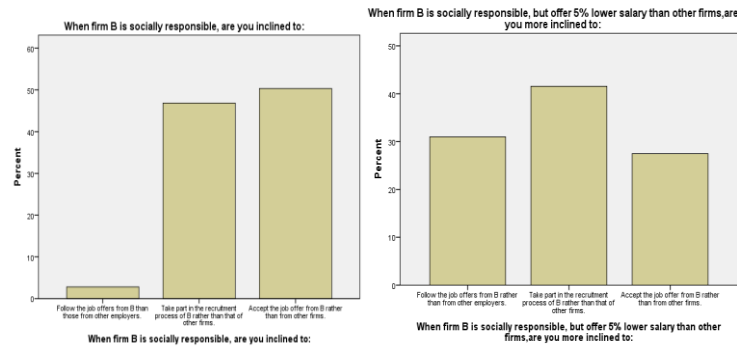
The same analysis will be used to explain the answers of participants, when firm “B” offers a salary that is 5% lower than other firms in Table.15. In this case, it can be seen that the results have changed dramatically from the previously provided answers, and it is observed that only 27.5% (compared to 50.3% in the previous question) will accept that job offer, rather than job offers from other firms. Also, a steep rise from 2.8% to 31% has been reported with regard to following job offers from firm “B” rather than from other employers, while, at nearly the same level, at 41.5%, it is observed that the participants prefer to take part in the recruitment process of firm “B”, rather than that of other firms.

**When firm B is socially responsible, but offer 5% lower salary than other firms, are you more inclined to:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Follow the job offers from B rather than those from other employers.	44	30,3	31,0	31,0
	Take part in the recruitment process of B rather than that of other firms.	59	40,7	41,5	72,5
	Accept the job offer from B rather than from other firms.	39	26,9	27,5	100,0
	Total	142	97,9	100,0	
Missing	0	3	2,1		
Total		145	100,0		

**Table.15 Frequencies of the options showing the preference of a participant towards a socially responsible company when the firm offers a 5% lower salary.**

The above tables are represented in the following Figure.3, in the bar charts for each variable, respectively.



**Figure.3 Bar charts showing the preference of the participants towards a company with a socially responsible profile.**

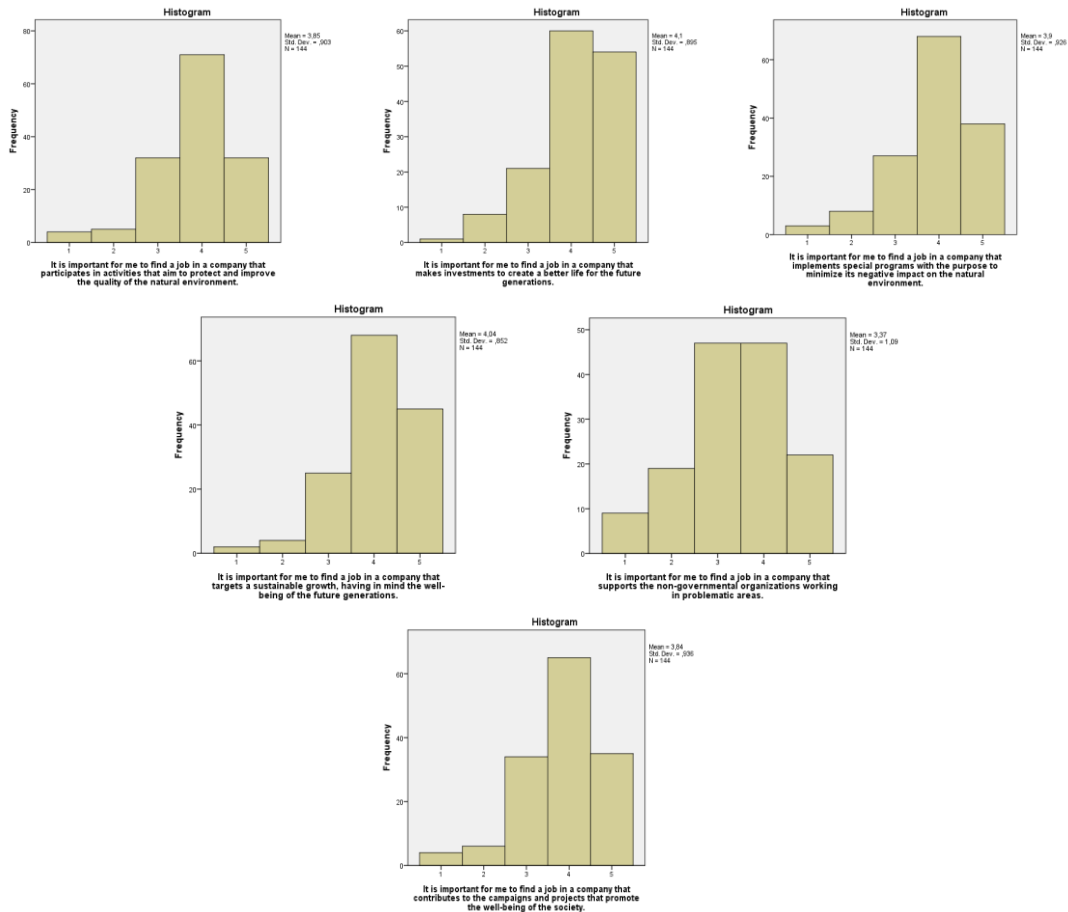
Below, an investigation of the various types of CSR and Employer Attractiveness takes place, where the participants were asked to answer 12 questions regarding External and Internal CSR. At first, in Table.16, it is observed that, in terms of External CSR, the highest mean score corresponds to the variable about a company that makes investments to create a better life for the future generations (mean score 4.10), while the second highest mean score refers to a company that aims for sustainable growth, having in mind the prosperity of the future generations (mean score 4.04). Those results indicate that there is a trend towards a strong agreement regarding the options provided, and due to the fact that these variables also have the lowest variances, the conclusion can be drawn that the answers that were provided do not differ much among them. All the other variables tend to present an agreement, apart from the variable regarding the importance of a company to support non-governmental organizations working in problematic areas, where the corresponding value is close to limited agreement; however, the fact that it has one of the highest variances among the variables, indicates that, in this case, this may cause issues by generalizing that there is an agreement and thus, it is assumed that there is neither an agreement nor a disagreement, while having evidence that there is a percentage of people who agree with this option. Also, in the last case, it is observed that the median is equal to 3, and therefore, at least 50% of the sample considers it as neither an agreement nor a disagreement.

Descriptives										
Statistic	95% Confidence Interval for Mean			Median	Variance	Std. Deviation	Skewness	Kurtosis		
	Mean	Lower Bound	Upper Bound							
Statistic	3,85	3,70	4,00	4,00	,816	,903	-,905	1,256		

It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	Std. Error	,075						,202	,401
It is important for me to find a job in a company that makes investments to create a better life for the future generations.	Statistic	4,10	3,95	4,24	4,00	,802	,895	-,905	,489
	Std. Error	,075						,202	,401
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	Statistic	3,90	3,75	4,06	4,00	,858	,926	-,876	,812
	Std. Error	,077						,202	,401
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	Statistic	4,04	3,90	4,18	4,00	,726	,852	-,906	1,204
	Std. Error	,071						,202	,401
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	Statistic	3,38	3,20	3,55	3,00	1,187	1,090	-,365	-,395
	Std. Error	,091						,202	,401
It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.	Statistic	3,84	3,69	3,99	4,00	,876	,936	-,816	,823
	Std. Error	,078						,202	,401

**Table.16 External CSR and Employer Attractiveness descriptive and inferential statistics.**

The histograms of the above-mentioned variable are presented in the following Figure.4.



**Figure.4 Histograms of External CSR and Employer Attractiveness variables.**

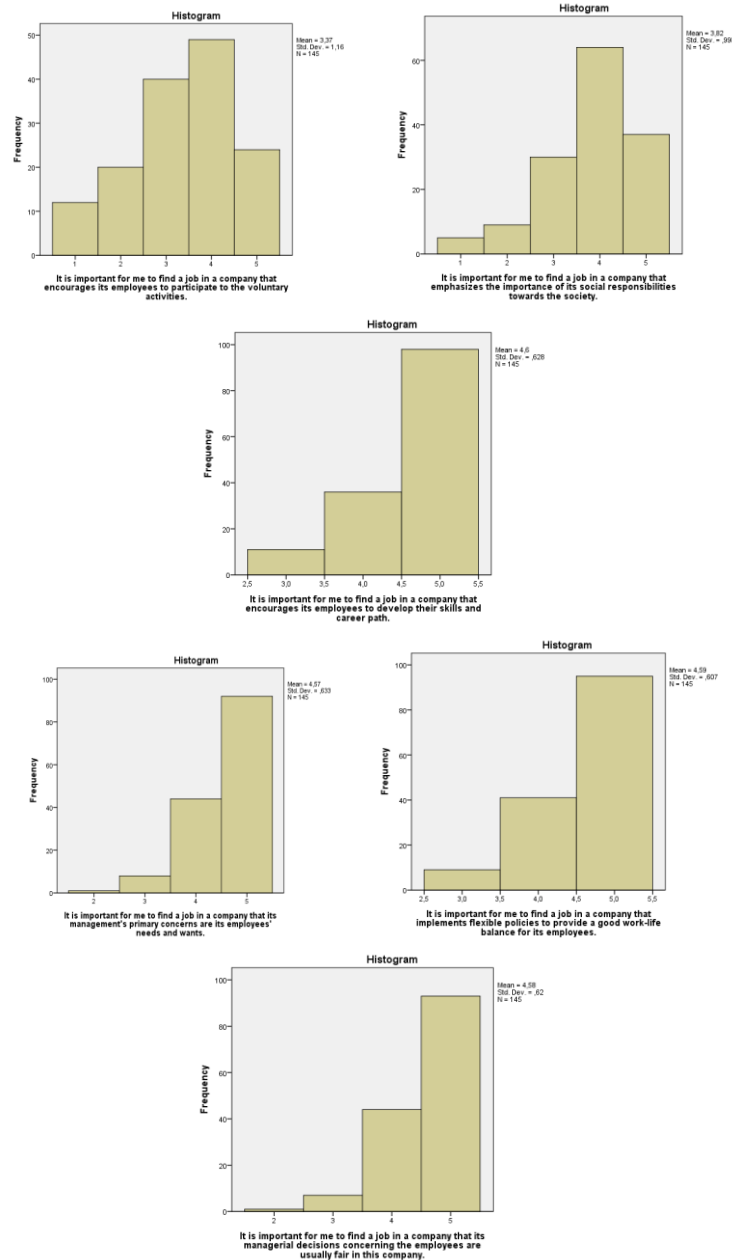
Finally, the last case to examine refers to the Internal type of CSR and Employer Attractiveness. In Table.17, it is observed that the scores are quite higher than in the case of External CSR that was presented previously in Table.16. First of all, it is observed that the median in every variable exceeds 4, and specifically, in 4 out of 5 variables, the median is set equal to 5. It can be seen that nearly every score is much higher than 4.50 in most cases, with the highest one referring to the importance of finding a job in a company that encourages its employees to develop their skills and career progress (with a mean score of 4.60, and a standard deviation of 0.628, which is among the lowest deviations in the group). In this part, it should be reported that the other 3 variables that exceed the 4.50 mean score have nearly the same score with the variable mentioned before, also having nearly equal deviations. As a matter of fact, for the variables having mean scores higher than 4.50, a generalization was established that there is strong agreement. The variable that has the lowest score but also the highest variance among the variables is the one that refers to the importance of the company's encouragement to employees to participate in voluntary activities. Although the mean score is nearly 3 (3.37), the high variance of the median at 4 indicates that this variable has neither a

disagreement nor an agreement. The median of 4 though could state that there is an exception of limited agreement, since 50% of the participants have ranked these answers higher or equal to 4.

		<b>Descriptives</b>							
		95% Confidence Interval for Mean							
		Mean	Lower Bound	Upper Bound	Median	Variance	Std. Deviation	Skewness	Kurtosis
It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	Statistic	3,37	3,18	3,56	4,00	1,345	1,160	-,426	-,560
	Std. Error	,096						,201	,400
It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	Statistic	3,82	3,66	3,98	4,00	,995	,998	-,865	,595
	Std. Error	,083						,201	,400
It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	Statistic	4,60	4,50	4,70	5,00	,394	,628	-1,323	,625
	Std. Error	,052						,201	,400
It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	Statistic	4,57	4,46	4,67	5,00	,400	,633	-1,335	1,419
	Std. Error	,053						,201	,400
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	Statistic	4,59	4,49	4,69	5,00	,368	,607	-1,216	,446
	Std. Error	,050						,201	,400
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	Statistic	4,58	4,48	4,68	5,00	,384	,620	-1,370	1,627
	Std. Error	,051						,201	,400

**Table.17 Internal CSR and Employer Attractiveness descriptive and inferential statistics.**

In the following Figure.5, the histograms of the above-mentioned variables can be seen.



**Figure.5 Histograms of the Internal CSR and Employer Attractiveness variables.**

After the results of both the External and Internal types of CSR have been presented, it can be observed that Internal CSR has higher mean scores, higher medians, and also lower variances than those presented in the case of External CSR variables. In the previous part, the descriptive and inferential statistics figures of all the variables that are presented in this questionnaire survey were illustrated. Due to the

existence of 5-point Scale Likert variables, the correlations that exist among each group of questions will be further discussed. Also, due to the non-continuous nature of the questions, the Spearman Correlation Coefficient will be used, in order to test the correlation among them. It is chosen to investigate the correlation among the variables, in order to identify the relationship that refers to the evolution of the distributions. As a matter of fact, it may be expected that a positive and also statistically significant correlation has the meaning that if one variable has a high value, then the other variable is expected to have a high value, as well. On the other hand, a negative correlation means exactly the opposite, and thus, if one variable has high values, the other variable has low values. The tests will fall within a statistically significant level of  $\alpha=0.05$ , and the results are presented in the following tables, i.e., Table.18, Table.19, and Table.20.

In the following Table.18, the non-parametric correlation is examined by using the Spearman Correlation Coefficient for the group of variables regarding CSR and Employer Attractiveness. As it expected, the highest statistically significant correlation (Cor.=0.697 and Sig.=0.000+e<0.05) is observed in the pair of “how important is for a company to be considered as socially responsible” and “paying attention, while reviewing job offer, to whether the company has a socially responsible profile”. Also, having a nearly equal value of correlation (Cor.=0.694 and Sig.=0.000+e<0.05) is the pair of variables that refer to socially responsible companies and more reliable employers, and the general term that socially responsible companies, compared to other employers, offer more attractive working conditions. Another strong statistically significant correlation (Cor.=0.614 and Sig.=0.000+e<0.05) is observed between “paying attention, while reviewing a job offer, whether a company is socially responsible”, and the case where the participant reads social reports or analyzes Corporate Social Responsibility rankings for a concrete employer. All the other correlation values do not exceed the 0.500 value, while all of them have positive indications that are higher than 0.200 in each possible pair of variables.

#### Correlations

		When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	Socially responsible companies, in comparison with other firms, are more reliable employers
It is important for me to find a job in a company that consider socially responsible	While reviewing job offers, I pay attention to whether the company is socially responsible			

Spearman's rho	It is important for me to find a job in a company that consider socially responsible	Correlation Coefficient Sig. (2-tailed)	1,000 .	,697** ,000	,448** ,000	,247** ,003	,291** ,000
	While reviewing job offers, I pay attention to whether the company is socially responsible.	Correlation Coefficient Sig. (2-tailed)	,697** ,000	1,000 .	,614** ,000	,296** ,000	,301** ,000
	When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	Correlation Coefficient Sig. (2-tailed)	,448** ,000	,614** ,000	1,000 .	,213* ,010	,304** ,000
	Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	Correlation Coefficient Sig. (2-tailed)	,247** ,003	,296** ,000	,213* ,010	1,000 .	,694** ,000
	Socially responsible companies, in comparison with other firms, are more reliable employers	Correlation Coefficient Sig. (2-tailed)	,291** ,000	,301** ,000	,304** ,000	,694** ,000	1,000 .

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Table.18 Correlation Table of CSR and Employer Attractiveness**

In the next Table.19 of External CSR and Employer Attractiveness, it can be seen that the correlation values are much higher than those presented in the previous Table.18. The highest statistically significant correlation (Cor.=0.727 and Sig.=0.000+e<0.05) belongs to the pair consisting of the variables regarding the importance to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment, and the importance to find a job in a company that implements special programs with the purpose of minimizing its negative impact on the environment.



Besides, the second highest correlation (Cor.=0.667 and Sig.=0.000+e<0.05) belongs to the pair of variables that refer to “the importance of a company that aims for sustainable growth, having in mind the prosperity of future generations”, and the “importance of a company making investments to create a better life for future generations”. All the other pairs also seem to have strong positive and statistically significant correlations that are higher than 0.400.

**Correlations**

	It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.			
Spearman's rho	Correlation Coefficient Sig. (2-tailed)	1,000	,595**	,727**	,596**	,525**	,519**	
		.	,000	,000	,000	,000	,000	
	It is important for me to find a job	Correlation Coefficient	,595**	1,000	,562**	,667**	,490**	,565**

in a company that makes investments to create a better life for the future generations.	Sig. (2-tailed)	,000	.	,000	,000	,000	,000
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	Correlation Coefficient Sig. (2-tailed)	,727**	,562**	1,000	,656**	,575**	,544**
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	Correlation Coefficient Sig. (2-tailed)	,596**	,667**	,656**	1,000	,426**	,545**
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	Correlation Coefficient Sig. (2-tailed)	,525**	,490**	,575**	,426**	1,000	,518**
It is important for me to find a job	Correlation Coefficient	,519**	,565**	,544**	,545**	,518**	1,000

	in a company that contributes to the campaigns and projects that promote the well-being of the society.	Sig. (2-tailed)	,000	,000	,000	,000	,000	.
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table.19 Correlation Table of External CSR and Employer Attractiveness.**

Finally, in Table.20, the non-parametric correlations that exist among the variables of Internal CSR and Employer Attractiveness are illustrated. In this case, there is a different approximation of the correlation compared to the previous correlation tables stated. It is observed that the values have been dramatically reduced at levels close to 0.100, and even below 0. In each case, where the correlation is around the value of 0.100, there is no statistically significant correlation between the pair of variables. More precisely, the variable that holds all these non-statistically significant values is the one that refers to the importance of a company encouraging its employees to participate to voluntary activities. The only pair that this variable has a strong statistically significant correlation with (Cor.=0.572 and Sig.=0.000+e<0.05), and which is among the strongest existing ones, is the variable that refers to the importance that a company places on its social responsibilities towards society. The strongest statistically significant correlation (Cor.=0.645 and Sig.=0.000+e<0.05) among all possible pairs is between «the importance of a company whose managerial decisions concerning employees are usually fair in such a company», and the importance of a company that implements flexible policies to provide a good work-life balance to its employees. Finally, also in this Table.20, all the statistically significant correlations are higher than 0.200, while many of them exceed the value of 0.500.

**Correlations**

			It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.
Spearman's rho	It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	Correlation Coefficient	1,000	,572**	,142	,128	,149	-0,010	
		Sig. (2-tailed)	.	,000	,089	,124	,073	,907	
	It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	Correlation Coefficient	,572**	1,000	,288**	,320**	,259**	,216**	
		Sig. (2-tailed)	,000	.	,000	,000	,002	,009	
Spearman's rho	It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	Correlation Coefficient	,142	,288**	1,000	,503**	,469**	,498**	
		Sig. (2-tailed)	,089	,000	.	,000	,000	,000	
Spearman's rho	It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	Correlation Coefficient	,128	,320**	,503**	1,000	,499**	,469**	
		Sig. (2-tailed)	,089	,000	,000	,000	,000	,000	

a company that its management's primary concerns are its employees' needs and wants.	Sig. (2-tailed)	,124	,000	,000	.	,000	,000
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	Correlation Coefficient	,149	,259**	,469**	,499**	1,000	,645**
	Sig. (2-tailed)	,073	,002	,000	,000	.	,000
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	Correlation Coefficient	-,010	,216**	,498**	,469**	,645**	1,000
	Sig. (2-tailed)	,907	,009	,000	,000	,000	.

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table.20 Correlation Table of Internal CSR and Employer Attractiveness.**

Below, an investigation will be conducted on the question of how demographic characteristics affect Employer Attractiveness. Due to the numerical nature of the variables, the required statistical tests should be first implemented, in order to identify their distribution, and implement goodness-of-fit parametric or non-parametric statistical tests, as a result. First of all, it should be identified whether the relevant data are normally distributed, or not. Therefore, statistical tests should be implemented, in order to test normality, which are also called "normality tests". The Kolmogorov-Smirnov and Shapiro-Wilk normality tests are effective in identifying whether the relevant data are normally distributed, or not. Both tests are non-parametric distribution tests and compare the observed data to the quantiles of normal distribution. The Kolmogorov-Smirnov and Shapiro-Wilk tests will be used to test the normality of the internal distributions of the variables below a significance level of  $\alpha=0.05$ . As it was expected, through the non-continuous nature of these variables, in Table.21, all the statistical tests of normality for

each variable have  $\text{Sig.}=0.000+e < 0.05$ , and thus, the hypothesis of the normality of the distribution of the variables examined should be rejected.

#### Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
It is important for me to find a job in a company that consider socially responsible	,239	144	,000	,818	144	,000
While reviewing job offers, I pay attention to whether the company is socially responsible.	,209	144	,000	,890	144	,000
When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	,211	144	,000	,906	144	,000
Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	,251	144	,000	,848	144	,000
Socially responsible companies, in comparison with other firms, are more reliable employers	,205	144	,000	,876	144	,000
It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	,282	144	,000	,838	144	,000
It is important for me to find a job in a company that makes investments to create a better life for the future generations.	,248	144	,000	,822	144	,000
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	,278	144	,000	,843	144	,000
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	,265	144	,000	,826	144	,000
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	,196	144	,000	,904	144	,000
It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.	,262	144	,000	,852	144	,000
It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	,213	144	,000	,900	144	,000
It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	,270	144	,000	,851	144	,000
It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	,413	144	,000	,646	144	,000
It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	,387	144	,000	,677	144	,000
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	,406	144	,000	,655	144	,000
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	,391	144	,000	,670	144	,000

a. Lilliefors Significance Correction

**Table.21 Statistical tests of Kolmogorov-Smirnov and Shapiro-Wilk, for normality assumptions of the variables.**

As a conclusion, in order to test the effect of Employer Attractiveness regarding demographic characteristics, non-parametric statistical tests will be used. In cases where a demographic variable has 2 internal levels, the non-parametric t-test referred to as Mann-Whitney U-test will be used, and in cases of more than 2 levels, the non-parametric

ANOVA test known as Kruskal-Wallis test will be implemented. These tests can recognize the differences of the distributions between the internal levels, when the assumption of normality of the distributions in question is violated. In case of normally distributed data, 2-sample t-tests and ANOVA test would be implemented, in order to identify possible variations by using the calculated means of internal samples. When dealing with data that are not normally distributed, rather than using the mean of the data as a measure, the rank of the relevant values will be taken into consideration. For each demographic variable, its effect on a group of variables under a significance level  $\alpha=0.05$  will be calculated, and in cases of existence of a statistically significant effect, the required graphs will be presented.

#### 4.2.1 Gender Demographic Variable

First of all, based on the relationship between Gender and CSR and Employer Attractiveness, and due to the fact that Gender has 2 levels (Female and Male), the Mann-Whitney U-test will be used, in order to test the assumption of equality of internal distributions under significance  $\alpha=0.05$ . In Table.22, it can be seen that only in the case of “the importance of finding a job in a company that is considered socially responsible” (Sig.=0.009<0.05), the hypothesis of equality is rejected, and the conclusion can be drawn that Females and Males have different opinions on this issue. Moreover, in the case of “paying attention to whether a company is socially responsible when reviewing job offers”, it is Sig.=0.05= $\alpha$ , and therefore, it may not be possible to find an answer in the difference between genders from this test. In this case, the graphical representation of the variable will be used according to the Gender variable. It is observed that the difference between the internal distributions also appears in the cases of “the importance that a company participates in activities that aim to protect and improve the quality of the natural environment”, and “makes investments to create a better life for the future generations”, with Sig.=0.028<0.05 for each case, respectively. Furthermore, a difference also exists in the cases where “a company supports the non-governmental organizations that work in problematic areas” (limited difference), when “a company contributes to campaigns and projects that promote the prosperity of society”, “a company encourages its employees to participate in voluntary activities”, “emphasizes the importance of its social responsibilities towards society”, “a company that implements flexible policies to provide a good work-life balance for its employees”, and finally, when “a company and its managerial decisions concerning employees are usually fair within

the company" (limited difference), with significance values of Sig.=0.50, 0.031, 0.027, 0.019, 0.02, and 0.049, respectively. For the limited cases, there will be a clearer option through the graphical representation of internal distributions regarding the variables.

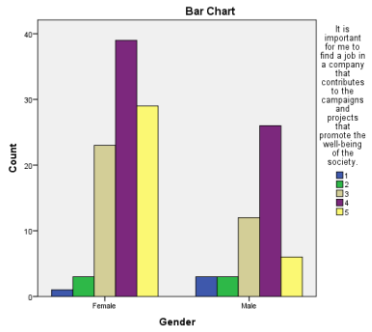
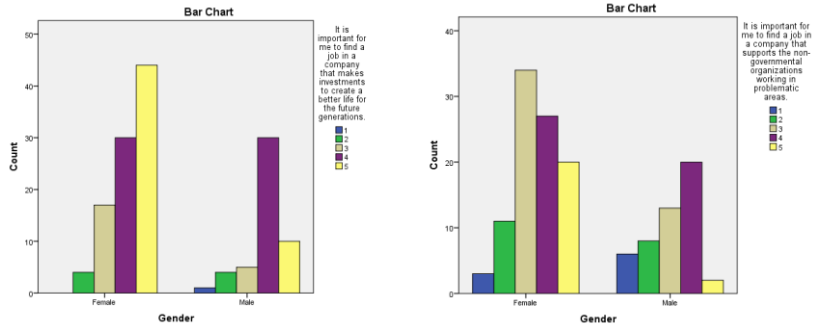
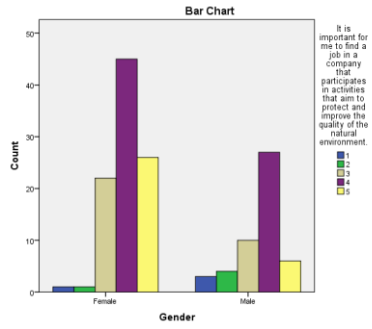
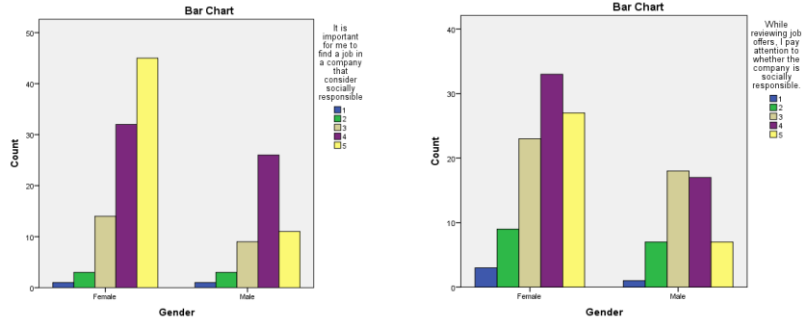
<b>Test Statistics<sup>a</sup></b>				
	Mann- Whitney U	Wilcoxon W	Z	Asymp. Sig. (2- tailed)
It is important for me to find a job in a company that consider socially responsible	1788,500	3063,500	-2,609	,009
While reviewing job offers, I pay attention to whether the company is socially responsible.	1923,000	3198,000	-1,958	,050
When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	2255,000	3530,000	-,520	,603
Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	2237,500	3512,500	-,612	,540
Socially responsible companies, in comparison with other firms, are more reliable employers	2103,000	3378,000	-1,185	,236
It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	1885,000	3160,000	-2,203	,028
It is important for me to find a job in a company that makes investments to create a better life for the future generations.	1880,500	3155,500	-2,200	,028
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	2040,000	3315,000	-1,496	,135
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	2069,000	3344,000	-1,373	,170
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	1880,000	3105,000	-1,963	,050
It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.	1887,000	3162,000	-2,162	,031
It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	1860,500	3135,500	-2,216	,027
It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	1842,500	3117,500	-2,350	,019
It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	2340,500	3615,500	-,175	,861
It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	1990,000	3265,000	-1,892	,058
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	1757,000	3032,000	-3,082	,002
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	1976,000	3251,000	-1,972	,049

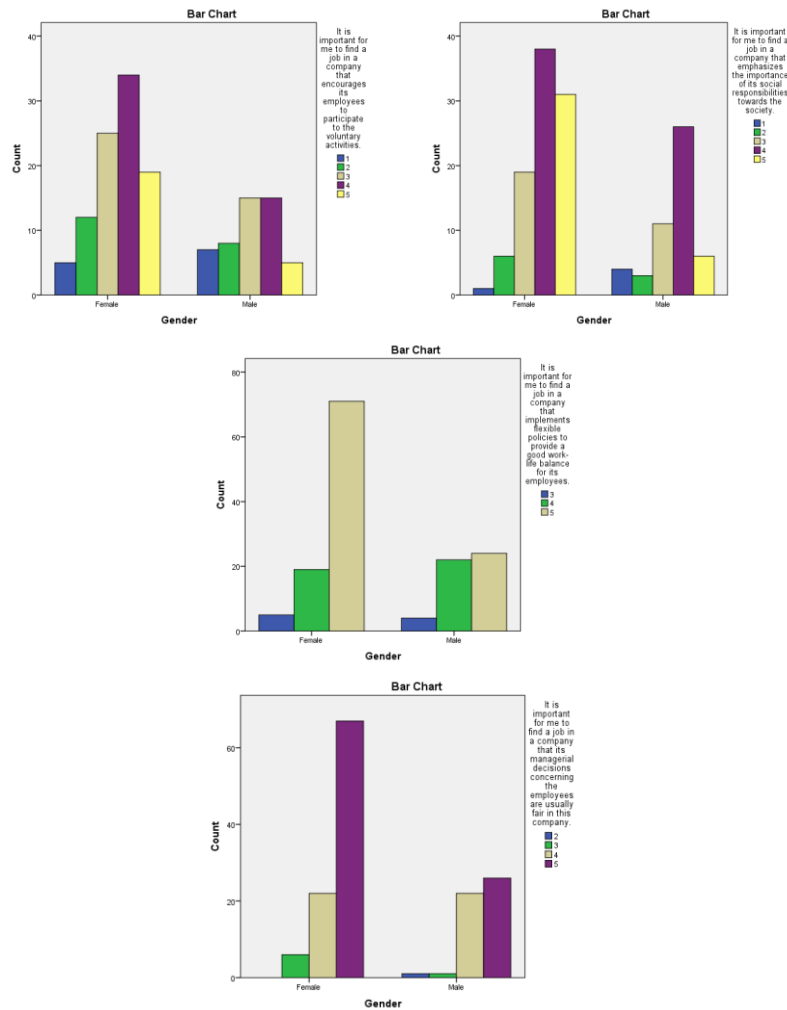
a. Grouping Variable: Gender

**Table.22 Mann-Whitney U-test on the equality of internal distributions according to the Gender Demographic Variable.**



In the following Figure.6, are presented the cases of statistically significant different distributions according to Gender and the CSR and Employer Attractiveness variables. In the first one, it can be seen that Females tend to strongly agree with the socially responsible profile of a company, while Males seem to just agree with it. As it was stated for the variable where  $\text{Sig.}=0.05=\alpha$ , a clear conclusion could not be drawn. However, by using the graphical representation, it is obvious that Females tend to agree with the statement of paying attention to whether a company is socially responsible, while Males seem to neither agree nor disagree with it. As concerns the participation of the company in activities that aim to protect and improve the quality of the natural environment, Females seem to answer that they strongly agree, rather than neither agree nor disagree, while the opposite applies to Males. Besides, in the case of investments for a better life for future generations, Females seem to strongly agree, while Males seem to just agree, and even strongly disagree. In the case of the company supporting non-governmental organizations working on problematic areas, Females tend to answer that they neither agree nor disagree, while Males seem to agree. When it comes to the contribution of a company to campaigns and projects that promote the prosperity of society, both Females and Males seem to agree with this statement, but the difference lies in the fact that Females tend to strongly agree, rather than neither agree nor disagree with this statement, while with Males seem to just agree or "neither agree nor disagree". Moreover, regarding the voluntary activities that a company encourages employees to participate in, Females seem to agree while Males once again state that they neither agree nor disagree, at high rates. Furthermore, in the variable where a company emphasizes the importance of its social responsibilities towards the society there is a much higher percentage of Females who tend to strongly agree with it compared to the Males who do, while most Males state that they neither agree nor disagree. Also, in case of a company that implements flexible policies to provide a good work-life balance for its employees, the percentage of Females who strongly agree is much higher than that of Males, who seem to have equally extracted percentages between agreement and strong agreement. Finally, as concerns a company and its managerial decisions concerning employees that are usually fair in this company, some Males seem to disagree with this statement and find it non-important (a small proportion of the Males' sample), and the percentages of strong agreement and agreement are quite the same, while Females seem to strongly agree.





**Figure.6 Histograms of Statistically Significant different distributions of Employer Attractiveness variables according to Gender.**

#### 4.2.2 Age Demographic Variable

When it comes to testing the effect of Employer Attractiveness according to the participant’s Age group, the non-parametric test of Kruskal-Wallis will be used, in order to test the assumption of equality of preferences among the age groups. In Table.23 below, it can be seen that the Age factor does not have any effect in general on Employer Attractiveness under a significance level of  $\alpha=0.05$ , since, for each variable, it is  $\text{Sig.}>0.05$ . A case that may be considered, and which may have a limited effect, refers to the more attractive working conditions that a company with a socially responsible profile offers, having a slightly higher value than 0.05 ( $\text{Sig.}=0.081>0.05$ ). It should be reported that, for the age groups of 50-59, and 60 and over, the number of participants was very small, and thus, in these cases, the results may not be generalized. However, the results of the other age groups may indicate that they have the same distribution with the 40-49, 50-59, and “60 and over” groups, since, if summed, it is nearly identical with

the distributions of the other groups. In the following Table.23, the results of the Kruskal-Wallis test on the equality of the internal distributions are illustrated.

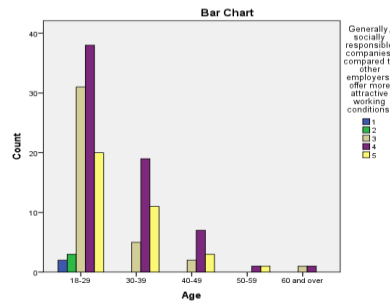
<b>Test Statistics<sup>a,b</sup></b>			
	Chi-Square	df	Asymp. Sig.
It is important for me to find a job in a company that consider socially responsible	3,169	4	,530
While reviewing job offers, I pay attention to whether the company is socially responsible.	1,659	4	,798
When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	4,789	4	,310
Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	8,303	4	,081
Socially responsible companies, in comparison with other firms, are more reliable employers	3,750	4	,441
It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	3,227	4	,521
It is important for me to find a job in a company that makes investments to create a better life for the future generations.	1,905	4	,753
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	,216	4	,995
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	,970	4	,914
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	3,405	4	,493
It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.	2,015	4	,733
It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	,749	4	,945
It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	2,655	4	,617
It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	,379	4	,984
It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	3,820	4	,431
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	1,232	4	,873
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	1,906	4	,753

a. Kruskal Wallis Test

b. Grouping Variable: Age

**Table.23 Kruskal-Wallis test on the equality of the internal distributions according to the Age Group Demographic Variable.**

In the following Figure.7, the distributions of the Age groups will be graphically illustrated for the case of the more attractive conditions, as stated above, and it is noticed that younger people seem to "neither agree nor disagree" with this statement more than they strongly agree, while in older ages, the opposite happens.



**Figure.6 Histogram of limited Statistically Significant difference distributions of Employer Attractiveness variables according to Age Group.**

#### 4.2.3 Educational Background Demographic Variable.

Following, regarding the Educational Background of the participants, it is observed, in Table.24, that there is a corresponding statistically significant difference among the internal distributions, in the cases that “a company implements flexible policies to provide a good work-life balance for its employees” and when “a company and its managerial decisions concerning employees are usually fair in this company”, with significance values  $\text{Sig.}=0.002<0.05$  and  $\text{Sig.}=0.029<0.05$ , respectively. Also, it is observed a limited violation of the equality of distributions in the cases when “reviewing job offers I pay attention to whether a company is socially responsible”, “when a company participates in activities that aim to protect and improve the quality of the natural environment”, and finally, “when a company encourages its employees to develop their skills and career prospects”, with significance values  $\text{Sig.}=0.083$ ,  $0.085$ , and  $0.079$ , respectively.

Test Statistics <sup>a,b</sup>			
	Chi-Square	df	Asymp. Sig.
It is important for me to find a job in a company that consider socially responsible	6,924	5	,226
While reviewing job offers, I pay attention to whether the company is socially responsible.	9,741	5	,083
When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	3,028	5	,696
Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	6,871	5	,230
Socially responsible companies, in comparison with other firms, are more reliable employers	6,515	5	,259
It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	9,662	5	,085
It is important for me to find a job in a company that makes investments to create a better life for the future generations.	3,388	5	,640
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	4,658	5	,459
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	2,952	5	,707
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	5,060	5	,409
It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.	7,186	5	,207

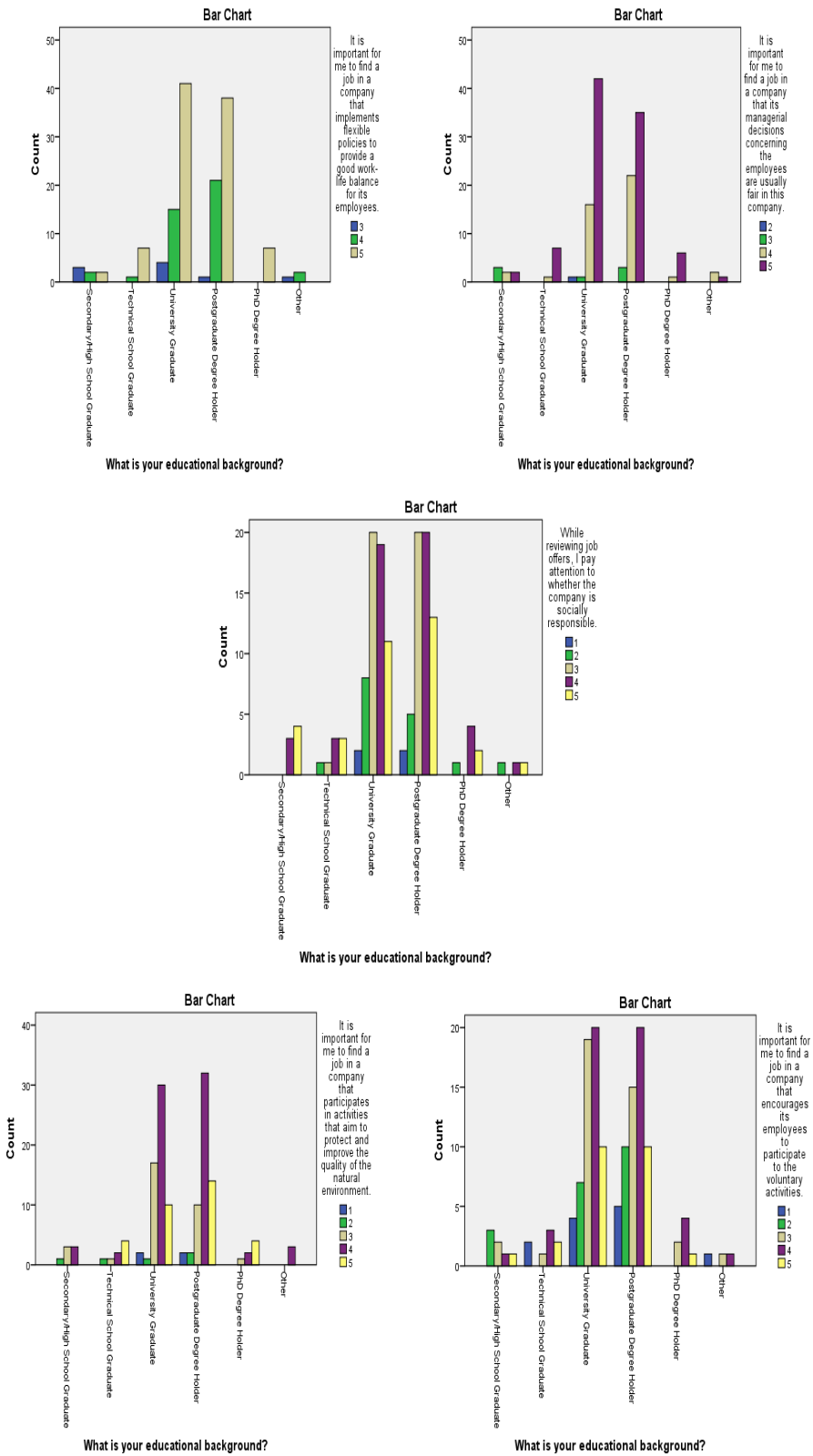
It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	3,188	5	,671
It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	2,747	5	,739
It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	9,859	5	,079
It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	8,277	5	,142
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	18,642	5	,002
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	12,459	5	,029

a. Kruskal Wallis Test

b. Grouping Variable: What is your educational background?

**Table.24 Kruskal-Wallis test on the equality of the internal distributions according to the Education Background Demographic Variable.**

In Figure.7 below, the variations of educational background are illustrated according to the variables mentioned before, in order to have a graphical representation by using internal distribution histograms. It should be noted, in this case, that due to small samples in the internal categories of this category, no generalizations may be made; however, an insight can be obtained into how educational background interacts.



**Figure.7 Histogram of Statistically Significant (and limited) difference distributions of Employer Attractiveness variables according to Educational Background.**

#### 4.2.4 Occupation Demographic Variable

Finally, it is examined how the occupation of the participants affects Employer Attractiveness according to the variables provided. In Table.25, the result of the Kruskal-Wallis test on the equality of the distributions is illustrated. As it can be seen, the only case where there is a statistically significant difference among the internal distributions, is when a socially responsible company offers more attractive working conditions, compared to other employers, with a significance  $\text{Sig.}=0.002<0.05$ .

<b>Test Statistics<sup>a,b</sup></b>			
	Chi-Square	df	Asymp. Sig.
It is important for me to find a job in a company that consider socially responsible	,557	2	,757
While reviewing job offers, I pay attention to whether the company is socially responsible.	1,639	2	,441
When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	2,714	2	,257
Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	12,231	2	,002
Socially responsible companies, in comparison with other firms, are more reliable employers	4,393	2	,111
It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	1,159	2	,560
It is important for me to find a job in a company that makes investments to create a better life for the future generations.	,539	2	,764
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	,783	2	,676
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	1,723	2	,423
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	,321	2	,852
It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.	,241	2	,887
It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	,157	2	,924
It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	,639	2	,727
It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	1,868	2	,393
It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	3,606	2	,165
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	2,469	2	,291
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	1,078	2	,583

a. Kruskal Wallis Test

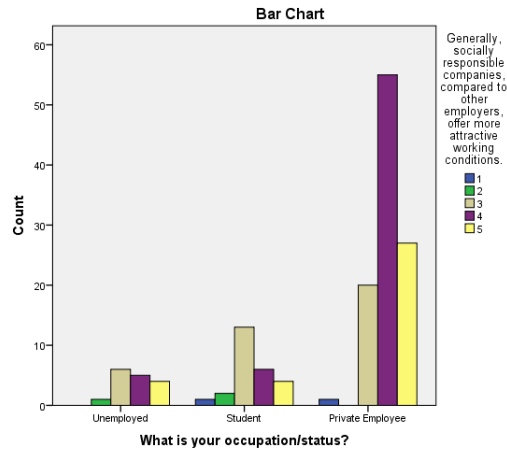
b. Grouping Variable: What is your occupation/status?

**Table.25 Kruskal-Wallis test on the equality of the internal distributions according to the Occupation Demographic Variable.**

In the following Figure.8, the above-mentioned difference is graphically illustrated, with varying results among the groups. At first, it is observed that private



employees seem to agree and strongly agree with this statement, while students seem to neither agree nor disagree, in the majority of the subsamples. Finally, when it comes to unemployed participants, the percentages between those who either agree or strongly agree, or neither agree nor disagree, are distributed fairly equally.



**Figure.8 Histogram of Statistically Significant difference distributions of Employer Attractiveness variables according to Occupation.**

After calculating the reliability statistics figures and the correlations that exist among the variables, a Factor analysis model will be implemented, in order to extract from each group of variables, a Factor that explains internal variances concerning Employer Attractiveness, and External and Internal CSR. It is chosen to perform such an analysis, due to the fact that strong and statistically significant correlations exist among the variables that refer to a group of factors. The analysis aims to create a new variable-component that takes into consideration the variance that is explained by all the factors and reflects a representative view of how the relevant data are distributed. A single factor will be extracted for each category, due to the fact that it is attempted to create a variable that has the optimal amount of information that refers to a category. This component will always have the highest percentage of variance explanation and will be the one with the highest impact on the recognition of the overall data distribution. For the validation of the models, both the KMO Measure and Bartlett's test of Sphericity will be used under a significance level of  $\alpha=0.05$  for each group of variables. Finally, for factor extraction, the Principal Components method will be utilized by making use of the Covariance Matrix of each group of variables. The following Table.26, Table.27, and Table.28 refer to the KMO Measure and Bartlett's test of Sphericity for the groups of variables regarding Employer Attractiveness, External CSR, and Internal CSR, respectively. Each value of the KMO Measure is higher than 0.600, and combining the information from Bartlett's test of

Sphericity, where  $\text{Sig.} = 0.000 + e < 0.05$  for each group, it may be reported that the relevant data are fit for Factor Analysis.

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,686
Bartlett's Test of Sphericity	Approx. Chi-Square	284,076
	df	10
	Sig.	,000

**Table.25 KMO Measure and Bartlett's Test of Sphericity for Employer Attractiveness group of variables.**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,878
Bartlett's Test of Sphericity	Approx. Chi-Square	517,989
	df	15
	Sig.	,000

**Table.27 KMO Measure and Bartlett's Test of Sphericity for External CSR group of variables.**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,697
Bartlett's Test of Sphericity	Approx. Chi-Square	277,911
	df	15
	Sig.	,000

**Table.28 KMO Measure and Bartlett's Test of Sphericity for the Internal CSR group of variables.**

In Table.29, the variables that explain Employer Attractiveness, and the scores that tend to create a single component that is stated as Employer Attractiveness component can be seen.

**Component Score Coefficient Matrix<sup>a</sup>**

	Employer Attractiveness
	1
It is important for me to find a job in a company that consider socially responsible	,239
While reviewing job offers, I pay attention to whether the company is socially responsible.	,333
When I want to get some more information about a concrete employer, it happens that I read social reports or analyze "Corporate Social Responsibility" rankings.	,367
Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.	,144
Socially responsible companies, in comparison with other firms, are more reliable employers	,245

Extraction Method: Principal Component Analysis.

Component Scores.

a. Coefficients are standardized.

**Table.29 Factor score coefficients for variables according to Employer Attractiveness.**

By repeating the above analysis, similar results can also be found for the External CSR factor, in Table.30, and for the Internal CSR factor, in Table.31.

**Component Score Coefficient Matrix<sup>a</sup>**

	External CSR
	1
It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.	,196
It is important for me to find a job in a company that makes investments to create a better life for the future generations.	,186
It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.	,210
It is important for me to find a job in a company that targets a sustainable growth, having in mind the well-being of the future generations.	,170
It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.	,265
It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.	,192

Extraction Method: Principal Component Analysis.

Component Scores.

a. Coefficients are standardized.

**Table.30 Factor score coefficients for variables according to External CSR.****Component Score Coefficient Matrix<sup>a</sup>**

	Internal CSR
	1
It is important for me to find a job in a company that encourages its employees to participate to the voluntary activities.	,590
It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.	,427
It is important for me to find a job in a company that encourages its employees to develop their skills and career path.	,080
It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.	,087
It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.	,069
It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.	,053

Extraction Method: Principal Component Analysis.

Component Scores.

a. Coefficients are standardized.

**Table.31 Factor score coefficients for variables according to Internal CSR.**

Below, a number of tables are listed that can provide some additional information on the analysis that was presented above. These tables refer to the chapter of Factor Analysis, and provide a brief explanation of variance, as it is interpreted by a Factor Analysis that is performed on CSR and Employer Attractiveness, and on Internal and External CSR, respectively. As it can be seen, the variance explained for each factor exceeds 51% of the total variance of factors, making the 1st factor of each individual analysis the major component in each analysis.

		Total Variance Explained		
	Component	Initial Eigenvalues <sup>a</sup>		
		Total	% of Variance	Cumulative %
Raw	1	2,753	55,742	55,742
	2	1,120	22,673	78,416
	3	,541	10,949	89,365

	4	,286	5,797	95,162
	5	,239	4,838	100,000
Rescaled	1	2,753	55,742	55,742
	2	1,120	22,673	78,416
	3	,541	10,949	89,365
	4	,286	5,797	95,162
	5	,239	4,838	100,000

Extraction Method: Principal Component Analysis.

a. When analyzing a covariance matrix, the initial eigenvalues are the same across the raw and rescaled solution.

**Table.41 Total Variance Explained for the Employer Attractiveness group of variables, for component extraction.**

		Total Variance Explained		
		Initial Eigenvalues <sup>a</sup>		
	Component	Total	% of Variance	Cumulative %
Raw	1	3,528	67,027	67,027
	2	,595	11,307	78,335
	3	,440	8,359	86,693
	4	,317	6,013	92,706
	5	,222	4,220	96,926
	6	,162	3,074	100,000
Rescaled	1	3,528	67,027	67,027
	2	,595	11,307	78,335
	3	,440	8,359	86,693
	4	,317	6,013	92,706
	5	,222	4,220	96,926
	6	,162	3,074	100,000

Extraction Method: Principal Component Analysis.

a. When analyzing a covariance matrix, the initial eigenvalues are the same across the raw and rescaled solution.

**Table.42 Total Variance Explained for the External CSR group of variables, for component extraction.**

		Total Variance Explained		
		Initial Eigenvalues <sup>a</sup>		
	Component	Total	% of Variance	Cumulative %
Raw	1	2,008	51,651	51,651
	2	,911	23,440	75,092
	3	,417	10,738	85,829
	4	,231	5,951	91,780
	5	,203	5,230	97,010
	6	,116	2,990	100,000
Rescaled	1	2,008	51,651	51,651
	2	,911	23,440	75,092
	3	,417	10,738	85,829
	4	,231	5,951	91,780
	5	,203	5,230	97,010
	6	,116	2,990	100,000

Extraction Method: Principal Component Analysis.

a. When analyzing a covariance matrix, the initial eigenvalues are the same across the raw and rescaled solution.

**Table.43 Total Variance Explained for the Internal CSR group of variables, for component extraction.**

After extracting the factors according to Employer Attractiveness, Internal CSR, and External CSR a multiple linear regression analysis will be implemented, in order to identify whether there is a linear expression of Employer Attractiveness in regard to External and Internal CSR factors. By using linear regression, it is attempted to interpret a linear combination of the Employer Attractiveness and Internal and External CSR

factors, in order to identify which component has a bigger correlation to the Employer Attractiveness, and thus, which one has the biggest effect. In order to implement a multiple linear regression model, it should be first tested whether the relevant data are fit enough to create a linear regression model. For this purpose, a goodness-of-fit test is implemented, called ANOVA test, in order to test whether the nature of Employer Attractiveness is constant, or not, regarding Internal and External CSR factors. According to the ANOVA test of goodness-of-fit of Table.32, it can be seen that the model in question is statistically significant (Sig.=0.000+e<0.05), according to the coefficients of the independent variables under a significance level of  $\alpha=0.05$ .

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46,858	2	23,429	34,038	,000 <sup>b</sup>
	Residual	97,053	141	,688		
	Total	143,911	143			

a. Dependent Variable: Employer Attractiveness

b. Predictors: (Constant), Internal CSR, External CSR

**Table.32 ANOVA Table of multiple linear regression analysis having Employer Attractiveness as Dependent Variable.**

In the following Table.33, a summary of the multiple linear regression model is illustrated, where, although the R-Square coefficient has a fairly low value (0.326), it is also statistically significant (Sig.=0.000+e<0.05).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	,571 <sup>a</sup>	,326	,316	,82964946	,326	34,038	2	141	,000

a. Predictors: (Constant), Internal CSR, External CSR

b. Dependent Variable: Employer Attractiveness

**Table.33 Model Summary Table of multiple linear regression analysis having Employer Attractiveness as Dependent Variable.**

After the calculating of the above-presented statistics figures, the multiple linear regression model of Table.34 was created, having Employer Attractiveness as the dependent variable, and External CSR and Internal CSR as exploratory variables. It is observed that the relevant B coefficients for both External CSR (B=0.354) and Internal CSR (B=0.249) are statistically significant under  $\alpha=0.05$ , with significance values of Sig.=0.002<0.05 and Sig.=0.027<0.05, respectively.

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B	Collinearity Statistics

		B	Std. Error	Beta		Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-,003	,069		-,041 ,967	-,140	,134		
	External CSR	,354	,112	,353	3,157 ,002	,133	,576	,382	2,617
	Internal CSR	,250	,112	,249	2,230 ,027	,028	,471	,382	2,617

a. Dependent Variable: Employer Attractiveness

**Table.34 Model Coefficients Table of multiple linear regression analysis having Employer Attractiveness as Dependent Variable.**

As a conclusion, it is noticed that External CSR affects Employer Attractiveness more than Internal CSR does.

In the final part of the analysis, the distributed behaviour of demographic characteristics will be examined according to Employer Attractiveness. Firstly, the distribution of Employer Attractiveness is tested for normality issues, by using again both Kolmogorov-Smirnov and Shapiro-Wilk tests of normality under significance level  $\alpha=0.05$ . As it is shown in the following Table.35, in the Kolmogorov-Smirnov test, the normality of the distribution is accepted ( $\text{Sig.}=0.200>0.05$ ), while in the Shapiro-Wilk test, the normality assumptions are rejected ( $\text{Sig.}=0.008<0.05$ ).

	Tests of Normality					
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employer Attractiveness	,062	145	,200*	,974	145	,008

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

**Table.35 Normality tests on the distribution of Employer Attractiveness.**

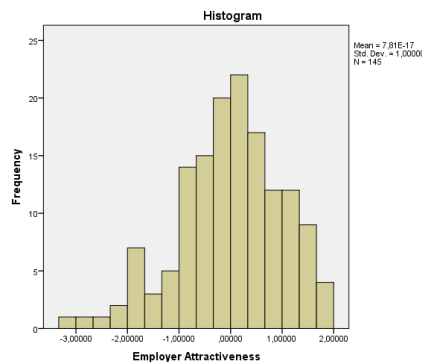
In that case, descriptive statistics will be used as in Table.36, in order to reach a conclusion. Focus will be specifically placed on the measures of Skewness and Kurtosis, in order to create a brief picture of the distribution of Employer Attractiveness. As it can be seen from the value of Skewness (-0.564), this negative value, in combination with the Std. Error (0.201), leads to the conclusion that this distribution has a negative asymmetry, while it is bell-shaped through the values of Kurtosis. As a matter of fact, the rejection of normality of the distribution may be used, along with non-parametric tests, in order to identify whether there is any effect of the demographic characteristics.

Descriptive	
	Employer Attractiveness
Mean	Statistic ,0000000

		Std. Error	,08304548
95% Confidence Interval for Mean	Lower Bound	Statistic	-,1641456
	Upper Bound	Statistic	,1641456
Median		Statistic	,0617385
Variance		Statistic	1,000
Std. Deviation		Statistic	1,00000000
Minimum		Statistic	-3,16438
Maximum		Statistic	1,78534
Range		Statistic	4,94971
Interquartile Range		Statistic	1,31270
Skewness		Statistic	-,564
		Std. Error	,201
Kurtosis		Statistic	,298
		Std. Error	,400

**Table.36 Descriptive Statistics for the Employer Attractiveness factor.**

Figure.9 illustrates the distribution of Employer Attractiveness by using information from the content of the above-mentioned Table.36.



**Figure.9 Histogram of the Employer Attractiveness factor variable.**

Below, non-parametric tests will be used, in order to identify whether there is any effect of the demographic characteristics regarding Employer Attractiveness. In the case of Gender, the non-parametric test of Mann-Whitney will be used, while for Age, Educational Background, and Occupation, the Kruskal-Wallis test will be used. At this point, it should be noted that it is not possible to generalize the result concerning the Educational Background and Age, because there are cases where the subsamples are very small. In the following tables, from Table.37 through to Table.40, it can be seen that the significance level in each one is Sig.>0.05. As a matter of fact, it can be concluded that there is no difference among the distributions of demographic characteristics regarding Employer Attractiveness.

Test Statistics <sup>a</sup>	
	Employer Attractiveness
Mann-Whitney U	1945,500
Wilcoxon W	3220,500
Z	-1,787
Asymp. Sig. (2-tailed)	,074

a. Grouping Variable: Gender

**Table.37 Mann-Whitney test on the Employer Attractiveness factor according to Gender.**  
**Test Statistics<sup>a,b</sup>**

Employer Attractiveness	
Chi-Square	4,139
Df	4
Asymp. Sig.	,388

a. Kruskal Wallis Test

b. Grouping Variable: Age

**Table.38 Kruskal-Wallis test on the Employer Attractiveness factor according to Age.**

Employer Attractiveness	
Chi-Square	7,112
df	5
Asymp. Sig.	,212

a. Kruskal Wallis Test

b. Grouping Variable: What is your educational background?

**Table.39 Kruskal-Wallis test on the Employer Attractiveness factor according to Educational background.**

Employer Attractiveness	
Chi-Square	4,679
df	2
Asymp. Sig.	,096

a. Kruskal Wallis Test

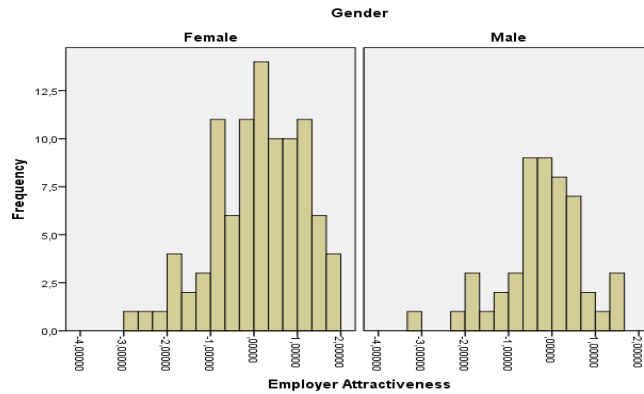
b. Grouping Variable: What is your occupation/status?

**Table.40 Kruskal-Wallis test on the Employer Attractiveness factor according to Occupation.**

On the other hand, it is observed that there is no valid evidence to safely reject the non-existence of the equality of distributions. In this case, a graphical illustration of the distribution of the Employer Attractiveness factor is presented, between the cases of Gender and Occupation.

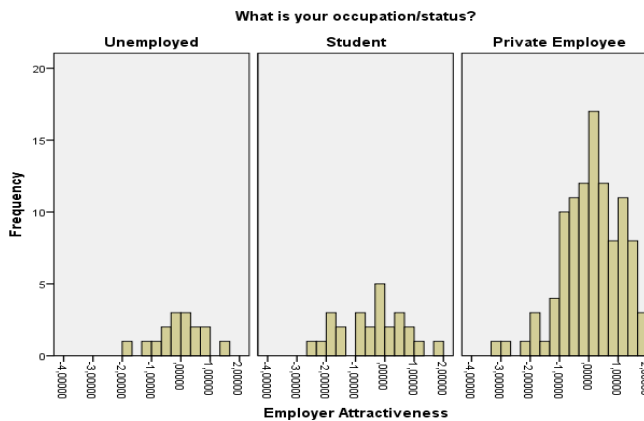
Firstly, in Figure.10, it can be seen that, according to gender, Females tend to have higher scores, compared to Males. In this case, there is strong evidence that, the Female participants, and Females in general, tend provide higher values to the Employer Attractiveness initial group of variables in their answers than Males, who mostly tend to provide answers that are close to the average values.





**Figure.10 Histogram of the internal distribution of Gender according to the Employer Attractiveness factor variable.**

Finally, by repeating the same process with Occupation, in Figure.11, it is observed that Private Employees tend to assign higher values to questions regarding Employer Attractiveness, while Students and Unemployed seem to have nearly equal values in the distribution patterns.



**Figure.11 Histogram of the internal distributions of Occupation according to the Employer Attractiveness factor variable.**

## Conclusions

In this survey, a sample of 145 participants has been analyzed regarding issues of Employer Attractiveness and the various types of CSR. The reliability of the questionnaire used in the survey was tested and was not only divided into groups of cases, but it also qualified in general as efficient, with an overall Cronbach's Alpha value higher than 0.9 (0.904), while each group of variables has reliability indexes that are higher than 0.700.

According to the Descriptive statistics measures, it is first indicated that the participants are mainly concerned about finding a job in a company which is socially responsible stating a general agreement and also seem to agree that socially responsible companies offer more attractive working conditions. On the other hand, there is not enough evidence to express an agreement or a disagreement, in the case of "the participants reading social reports or analyzing CSR rankings when they want to get more information about an employer about a concrete employer". Moreover, from the estimations, it is evident that the case where "a participant wants to get more information about a concrete employer by reading social reports or analyzing CSR rankings", does not have any effect on the behavior of the participant. Basically, in this group of variables, regarding CSR and Employer Attractiveness, all the questions have low scores, indicating that preferences range below or equal to the agreement level. In addition, when a firm is socially responsible, half of the participants accept the job offer, rather than job offers from other firms, while, if a socially responsible company offers a salary that is 5% lower, the percentages change dramatically, and 31% choose to follow the job offers from the firm, rather than those from other employers.

The above results cannot prove that the CSR actions that are undertaken by companies, increase the latter's attractiveness. In specific, it was shown that the participants would like to work in a company that invests in CSR actions, although this would not be a criterion that would affect their choice, if they had to choose between two companies, one of which invests in CSR actions, and the other pays higher salaries. These findings seem to agree more with the results of the survey of Ohlrich (2015), according to which, CSR actions do not increase the attractiveness of companies. It is very important to highlight that this finding shows that the investment of companies in CSR actions is not a decisive factor that affects the attractiveness of companies, in a period that the Greek economy faces major problems and the level of salaries and wages is extremely low. This fact strengthens the intention of the country's workforce to look for

work in companies that pay high salaries, rather than in companies that place strong emphasis on CSR.

Regarding the case of External CSR, it is shown that there is an agreement with the statement of “a company to make investments to create a better life for future generations” and also with the statement that “a company aims for sustainable growth, having in mind the prosperity of future generations”. Additionally, all the other variables that are part of the External CSR group of variables tend to have an agreement with the statements proposed, while the 3<sup>rd</sup> highest mean score refers to the statement that “a company implements special programs with the purpose of minimizing its negative impact on the natural environment”. The positive effect of external corporate social responsibility actions was also identified in other earlier surveys, such as the surveys of Store et al. (2016), Duarte et al. (2014), and Chaudhary (2018).

Finally, regarding the issues of Internal CSR, the highest mean scores are obtained in the case of the Internal CSR variables in comparison to all the other variables that are cited in this survey, while in 4 of the 6 questions, at least 50% of the participants stated a strong agreement on this issue. More precisely, it can be seen that the participants tend to strongly agree that it is important to find a job in a company that encourages its employees to develop their skills and career prospects, in a company that implements flexible policies to provide a good work-life balance for its employees, whose managerial decisions concerning employees are usually fair within the company, while there is a tend to neither agree nor disagree with the encouragement of a company's employees to participate in voluntary activities. Furthermore, in the surveys of Duarte et al. (2014), Magbool et al. (2016), and Story et al. (2016), it was found out, as well, that the attractiveness of companies increases significantly, as a result of the internal CSR actions that they implement.

After conducting a more extensive analysis regarding demographic characteristics and their internal behavior for every variable that has been encountered in this survey, it is concluded that the gender demographic variable has the most statistically significant different internal distributions for Females and Males in the majority of the cases of the variables. This differentiation with regard to gender is also evident in the survey of Hinson et al. (2018), where males seem to be affected more by CSR practices in their choices. More precisely, regarding gender, Females tend to provide answers with higher scores than Males in most of the cases, and also, there are cases where more Females tend to neither agree nor disagree, while Males select the opposite option, and vice versa. Moreover, the greatest divergence that is encountered between Females and Males is in the case of the importance of finding a job in a

company that implements flexible policies to provide a good work-life balance for its employees, where Females show the highest percentage of strong agreement, while Males seem to just agree with this statement. What is more, Females show a more direct and strong agreement with the socially responsible profile of a company, while Males seem to simply agree.

The Age factor does not seem to affect the answers provided, while Educational Background and Occupation affect only cases 2 and 1, respectively. It should be noted that the results for the Age group and Educational Background may be considered as biased due to the small sample sizes of the internal categories. As regards to the Educational background, participants who hold a University Degree or a Postgraduate Degree are more concerned (strongly agree) about a good work-life balance, while the other categories have varying results, but not enough to generalize this assumption. Finally, in the case of the Occupation variable, Private Employees seem to achieve higher scores regarding the case of a socially responsible company and its offer of more attractive working conditions while Students seems to neither agree nor disagree and Unemployed having nearly equally distributed results among the options provided.

In the next part, the assumptions that were extracted from each group of variables were evaluated according to Employer Attractiveness, External CSR, and Internal CSR by using Factor Analysis and the KMO Measure, in comparison with Bartlett's test of Sphericity. In each case, the KMO Measure had values higher than 0.600, and the significance level was lower than 0.05 (Sig. < 0.05). From each group of variables, one component was extracted regarding Employer Attractiveness, External CSR, and Internal CSR, respectively. Through the implementation of multiple linear regression modeling with Employer Attractiveness as the Dependent variable and External CSR and Internal CSR as exploratory ones, a statistically significant linear expression is found according to the ANOVA Table (Sig.=0.000+e<0.05), with an overall R-Square measure equal to 0.326. The coefficients of both External CSR and Internal CSR exploratory factors have been rated as statistically significant. As a conclusion, it was shown that the Employer Attractiveness factor is affected more by External CSR than by Internal CSR. This finding is highly interesting, since it contradicts with the results of the survey of Magbool et al. (2016), where internal CSR actions, such as actions that refer to employees and working conditions, strongly affect the decision of the workforce to work in a company. It is possible that this difference is due to the different perceptions that may exist in various countries about the CSR actions that should be undertaken by companies, as well as the value of these actions for society.

The findings that result from this research report are highly useful, since they can fill part of the research gap that exists in the country, regarding the impact of CSR on company attractiveness. However, these findings may not be generalized, due to the fact that the research sample was quite small, and it was selected after purposive sampling had been conducted. Therefore, the need arises to conduct future research on a larger part of the workforce of the country that will come from different areas, and which will have been selected through random sampling.

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## Appendix: Questionnaire

### Section 1: Demographics

#### 1. Gender



Female	
Male	

## 2. Age

18-29	
30-39	
40-49	
50-59	
60 and over	

## 3. Educational background

Primary School Graduate	
Secondary/High School Graduate	
Technical School Graduate	
University Graduate	
Postgraduate Degree Holder	
PhD Degree Holder	
Other	

## 4. Occupation

Unemployed	
Student	
Private Employee	

**Section 2: CSR and Employer Attractiveness**

		1	2	3	4	5
5.	It is important for me to find a job in a company that I consider socially responsible.					
6.	While reviewing job offers, I pay attention to whether the company is socially responsible.					
7.	When I want to get some more information about a concrete employer, it happens that I read social reports or analyze CSR rankings.					
8.	Generally, socially responsible companies, compared to other employers, offer more attractive working conditions.					
9.	Socially responsible companies, in comparison with other firms, are more reliable employers.					

10. When firm B is socially responsible, are you more inclined to:

- a) Follow the job offers from B than those from other employers.
- b) Take part in the recruitment process of B rather than that of other firms.
- c) Accept the job offer from B rather than from other firms.

11. When firm B is socially responsible, but offers 5% lower salary than other firms, are you more inclined to:

- a) Follow the job offers from B rather than from other employers.
- b) Take part in the recruitment process of B rather than that of other firms.
- c) Accept the job offer from B rather than from other firms.

### Section 3: Kinds of CSR and Employer Attractiveness

	External CSR	1	2	3	4	5
12.	It is important for me to find a job in a company that participates in activities that aim to protect and improve the quality of the natural environment.					
13.	It is important for me to find a job in a company that makes investments to create a better life for the future generations.					
14.	It is important for me to find a job in a company that implements special programs with the purpose to minimize its negative impact on the natural environment.					
15.	It is important for me to find a job in a company that targets a sustainable growth, having in consideration the well-being of the future generations.					
16.	It is important for me to find a job in a company that supports the non-governmental organizations working in problematic areas.					
17.	It is important for me to find a job in a company that contributes to the campaigns and projects that promote the well-being of the society.					

	Internal CSR	1	2	3	4	5
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18.	It is important for me to find a job in a company that encourages its employees to participate to the voluntarily activities.					
19.	It is important for me to find a job in a company that emphasizes the importance of its social responsibilities towards the society.					
20.	It is important for me to find a job in a company that encourages its employees to develop their skills and career path.					
21.	It is important for me to find a job in a company that its management's primary concerns are its employees' needs and wants.					
22.	It is important for me to find a job in a company that implements flexible policies to provide a good work-life balance for its employees.					
23.	It is important for me to find a job in a company that its managerial decisions concerning the employees are usually fair in this company.					