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THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE'S JOB SATISFACTION "CASE STUDY APPLIED ON THE HIGH INSTITUTE FOR COMPUTER & MANAGEMENT INFORMATION SYSTEMS (HICMIS) IN EGYPT"

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ABSTRACT

This research explored the link between corporate social responsibility (CSR) and employee job satisfaction, focusing on Egypt's High Institute for Computer & Management Information Systems (HICMIS). The study employed a descriptive-analytical methodology to assess how CSR initiatives enhance employee job satisfaction at HICMIS. The primary research question addressed was, "In what ways does CSR contribute to employee job satisfaction, and what are the key variables that connect CSR to job satisfaction?" To gain deeper insight into employee experiences, thirty staff members at HICMIS were interviewed and reviewed CSR reports. A structured questionnaire was also used to gather primary data from eighty employees, including staff academic members and administrative staff at HICMIS. Findings indicated that the primary hypothesis was confirmed, demonstrating that the CSR culture at HICMIS fostered a supportive environment that encouraged employee personal and professional growth. The results highlighted a strong correlation between CSR initiatives and employee job satisfaction at HICMIS, showing a significantly positive impact. Several initiatives to enhance community service and sustainability projects. Training and development programs should also be established to show employees the importance of CSR, its societal impact, and ways they can actively contribute. It can also provide professional development opportunities that align with CSR goals. Furthermore, a feedback mechanism is essential; creating platforms for employees to highlight their ideas on CSR initiatives through surveys, suggestion boxes, or regular meetings can foster a more inclusive environment. Lastly, introducing measures that promote environmental sustainability within the organization will further solidify HICMIS's commitment to responsible practices.

INTRODUCTION

Corporate Social Responsibility (CSR) is widely defined in academic literature as the belief that businesses have obligations to society that extend beyond their financial commitments to shareholders or investors. Beyond profit generation, companies are expected to uphold responsibilities toward various stakeholders, including employees,

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customers, communities, and the environment. CSR encompasses economic accountability, ethical labor practices, fair trade, environmental sustainability, community engagement, and employee well-being.

The primary objective of CSR is to encourage businesses to contribute positively to societal development by fostering sustainable growth. In Egypt, CSR has been increasingly mandated as a key mechanism for organizations to engage with society. CSR is an emerging concept within higher education, particularly as universities and institutes expand. Consequently, these institutions must recognize their societal responsibilities and emphasize CSR's role in education and employment, given its significance in driving socio-economic development in Egypt.

Amid globalization, privatization of educational institutions, and heightened competition in higher education, many institutions are adopting business-oriented strategies to remain competitive **(Weymans, 2010; Gumport, 2000; Goia & Thomas, 1996)**. In doing so, some are recognizing the strategic value of corporate image, identity, reputation, and—most notably—CSR as tools for reputation-building and competitive advantage **(Atakan & Eker, 2007; Stensaker, 2007; Porter & Kramer, 2006; Melewar & Akel, 2005)**. While CSR has long been embedded in the educational missions of higher education institutions, many are now explicitly integrating CSR strategies into their competitive frameworks. This makes it an opportunity for institutions to prioritize CSR practices more deliberately.

Additionally, organizations increasingly seek ways to strengthen employee engagement, as satisfied and committed employees are vital to organizational success **(Bakotić, 2016; Bayraktar & Şencan, 2017)**. Although existing research explores the perceived value of CSR and its relationship with workplace outcomes in corporate settings, few studies examine this dynamic in higher education **(Nadeem & Kakakhel, 2012)**. Notably, the links between CSR, organizational commitment, and job satisfaction remain understudied in higher education, particularly in developing nations like Egypt. Most research has focused on Western corporate environments and organizational commitment **(Farooq et al., 2014; Hofman & Newman, 2014; Fifka & Pobizhan, 2014)**, with limited attention to CSR’s direct impact on job satisfaction **(Tamm *et al.*, 2010)**. CSR remains a relatively new concept in developing economies, often confined to academic curricula (Jaseem, 2006, cited in Memon et al., 2014). While many Egyptian organizations engage in philanthropic activities, there is a pressing need to raise awareness of CSR practices among academic staff and employees.

Thus, this study aims to investigate the perceptions of academic staff and employees at the High Institute for Computer & Management Information Systems (1st Settlement, Egypt) regarding CSR initiatives and assess their impact on job satisfaction.

PREVIOUS STUDIES

Previous studies related to CSR

Corporate Social Responsibility (CSR) has been extensively examined in the context of business organizations, where it is broadly understood as a company’s commitment to operate ethically while contributing to societal welfare beyond mere profit generation **(Carroll, 1991; Dahlsrud, 2008)**. However, research on CSR within higher education institutions remains relatively limited, particularly in developing economies.

Higher education institutions have increasingly adopted corporate-like strategies in recent years due to competitive pressures stemming from globalization, privatization, and marketization **(Gumport, 2000; Weymans, 2010)**. As a result, concepts such as corporate reputation, institutional identity, and CSR have gained prominence as strategic tools for differentiation and sustainability **(Melewar & Akel, 2005; Porter & Kramer, 2006)**. While CSR has traditionally been embedded in the educational missions of universities, its formal integration into institutional strategy is a more recent development **(Stensaker, 2007)**.

Existing literature highlights the role of CSR in shaping employee attitudes, particularly in corporate settings. Studies indicate that employees who perceive their organizations that are social responsible exhibit higher job satisfaction and organizational commitment **(Farooq et al., 2014; Hofman & Newman, 2014)**. However, empirical research on this relationship within higher education remains scarce **(Nadeem & Kakakhel, 2012)**. Moreover, while some studies explore CSR's impact on organizational commitment (Fifka & Pobizhan, 2014), few investigate its direct influence on job satisfaction **(Tamm et al., 2010)**.

In developing countries like Egypt, CSR is still an emerging concept, often confined to academic discourse rather than practical implementation **(Jaseem, 2006, cited in Memon *et al.*, 2014)**. Although some Egyptian organizations engage in philanthropic activities, structured CSR initiatives in higher education institutions are rare. This gap underscores the need for greater awareness and empirical research on CSR's role in shaping employee perceptions and satisfaction within academic settings.

Previous studies related to job satisfaction

- Recent research has extensively examined the antecedents and outcomes of job satisfaction, particularly about leadership, corporate social responsibility (CSR), and organizational practices. Below is a synthesis of key findings:

Yu, H., Hamid, *et al.* (2025) explored the impact of deans' distributed leadership on university teachers' job performance in Jiangsu, China, with job satisfaction as a mediator. Using SEM analysis of 470 respondents, the study found that distributed leadership—measured through organizational empowerment, collaborative decision-making, teacher participation, and resource support—significantly enhanced job satisfaction and performance. Mediation analysis confirmed job satisfaction's partial mediating role, underscoring its importance in leadership-performance dynamics.

People and Ambilichu (2024) investigated performance appraisal's effect on employee commitment in UK higher education institutions. Their findings revealed a positive relationship mediated by job satisfaction, suggesting that fair and structured appraisals foster greater organizational commitment through enhanced employee morale.

Hossen *et al.* (2020) analyzed internal CSR (ICSR) practices and their influence on employee engagement, with job satisfaction as a mediator. While employee empowerment and employment stability significantly boosted satisfaction, training/education and work environment did not. Job satisfaction was found to mediate the ICSR-engagement relationship, except for the non-significant dimensions, highlighting the selective impact of CSR initiatives.

Shafique & Ahmed (2020) studied CSR's effect on bank financial performance through the serial mediation of employee satisfaction and loyalty. Their results demonstrated that CSR enhances satisfaction, which fosters loyalty, ultimately improving economic outcomes. This underscores CSR's strategic role in aligning employee well-being with organizational success.

Omer (2018) offered a counterpoint in a study of Paky Hospital, where CSR initiatives had no significant effect on job satisfaction. This divergence suggests contextual variability in CSR's efficacy, emphasizing the need for tailored approaches.

The researcher Observed from the previous Literature review that:

1. CSR's Dual Impact: While CSR often strengthens job satisfaction and organizational outcomes (e.g., engagement, loyalty), its effects are context-dependent, as seen in Omer's (2018) null findings.
2. Mediating Role of Job Satisfaction: Leadership, performance appraisal, and ICSR frequently indirectly influence broader outcomes (e.g., performance and commitment) through job satisfaction.
3. Technology and Equity: Digital tools can enhance CSR implementation but may exacerbate disparities if access is unequal.
4. Employee-Centric Practices: Empowerment, ethical leadership, and stability consistently correlate with higher satisfaction, reinforcing the value of human-centric policies.

These studies affirm job satisfaction's pivotal role in organizational dynamics while illustrating the nuanced interplay between institutional initiatives and employee perceptions.

Research Gap:

While corporate social responsibility (CSR) has been extensively examined in business and organizational contexts, its influence on job satisfaction within academic institutions—particularly in specialized settings such as the **Higher Institute of Computers and Management Information Systems (HICMIS) remains insufficiently explored. Existing literature predominantly focuses on CSR's external stakeholder benefits, with limited empirical attention given to its internal impact on employee morale and satisfaction in higher education. This study seeks to fill this void by rigorously analyzing the relationship between CSR initiatives (independent variable) and job satisfaction (dependent variable) among academic staff and employees at HICMIS.

Previous research has neither adequately addressed the institutional-specific mechanisms through which CSR enhances job satisfaction nor examined its applicability in private higher educational environments. The current study diverges from prior work by:

1. Narrowing the scope to higher education, an underrepresented sector in CSR-job satisfaction research,
2. Adopting a case-study approach to provide contextualized insights into HICMIS and
3. Integrating quantitative and qualitative methods to validate hypotheses and uncover nuanced dynamics.

This work's theoretical contributions include refining CSR frameworks to accommodate academic institutional structures, while its practical implications aim to guide HICMIS leadership in fostering workplace satisfaction through targeted CSR policies. The study advances scholarly discourse by bridging these gaps while offering actionable recommendations for similar institutions.

Research problem

This study investigates the nexus between Corporate Social Responsibility (CSR) initiatives and employee job satisfaction at the High Institute for Computer & Information Systems (HICMIS). Through a case study approach, qualitative data was collected via in-depth interviews with a purposive sample of 80 participants, including employees and academic staff. The research addresses the following key questions:

1. Perceived Impact of CSR on Job Satisfaction: How do HICMIS employees and faculty members assess the influence of the institute's CSR programs on their job satisfaction?
2. Mechanisms of Influence: Through which pathways—whether motivational, ethical, or organizational—do CSR

activities at HICMIS enhance or diminish employee job satisfaction?

3. Relative Importance of CSR: To what degree do employees prioritize CSR engagement as a factor affecting their workplace morale and job fulfillment compared to other institutional practices?

By examining these dimensions, the study aims to provide empirical insights into the role of CSR in shaping employee attitudes within an academic-professional setting.

Significance of the Study:

The present research holds substantial value for several reasons:

- Novelty of the Study: To the researchers' knowledge, this is the first study to explore Corporate Social Responsibility (CSR) within the higher education sector, specifically at the Higher Institute of Computers and Management Information Systems (HICMIS). While prior research has predominantly examined CSR in corporate settings, this study focuses on academia, addressing a critical gap in the literature.
- Relevance of CSR: The study underscores the vital role of CSR in fostering job satisfaction among academic staff and employees while also enhancing beneficiary (student and stakeholder) satisfaction.

Theoretical Contributions

Advancing Scientific Knowledge: This research enriches the existing body of knowledge on CSR by investigating its influence on job satisfaction and beneficiary experiences in higher education. Through empirical analysis, the study provides actionable insights into optimizing service delivery and stakeholder engagement in academic institutions.

Extending Prior Research: By conducting a focused case study at HICMIS, the study builds upon previous work while offering fresh perspectives on CSR applications in educational environments.

Practical Implications

- Improving Job Satisfaction: The findings offer actionable strategies for leveraging CSR to enhance employee morale and institutional performance.
- Guidance for Higher Education Institutions: The study serves as a practical reference for Egyptian universities, particularly HICMIS, in implementing effective CSR strategies.
- Societal Impact: Higher education institutions play a pivotal role in national development by equipping students with skills for the workforce and advancing sustainable development. This research contributes practical insights for policymakers and academic leaders to strengthen institutional CSR frameworks.
- Stakeholder Awareness: The study highlights the importance of CSR adoption and provides evidence-based recommendations for its implementation.
- Adapting to Change: In an era of rapid transformation, the research underscores the necessity of CSR practices in addressing evolving challenges and improving job satisfaction in academic settings.

Research objectives

Higher education institutions can leverage corporate social responsibility (CSR) initiatives to enhance institutional reputation and stakeholder relationships and influence employee job satisfaction positively. This study examines the multifaceted role of CSR in shaping workplace satisfaction among academic staff. Specifically, the research aims to achieve the following objectives:

1. To assess the extent and nature of CSR initiatives implemented at HICMIS.
2. To analyze the perceived impact of CSR activities on employee job satisfaction at HICMIS.

3. To evaluate the relationship between CSR practices and job satisfaction among HICMIS staff.
4. To provide evidence-based insights on optimizing CSR to improve employee engagement and institutional performance.

Study methodology

The researcher relied on the following approaches in preparing the study:

To conduct this research, the study employed the following methodological approaches:

1. Descriptive Approach: This method systematically examines the phenomenon under investigation by assessing its current state, key characteristics, and interrelated factors. The goal is to provide a precise and thorough scientific depiction of the issue grounded in empirical evidence. Beyond mere description, this approach incorporates data analysis, quantification, and interpretation to derive meaningful insights into the subject. This study applies the descriptive approach to evaluate how corporate social responsibility (CSR) practices influence job satisfaction levels at HICMIS.
2. Analytical Approach: This method utilizes statistical and mathematical techniques to facilitate the processing and interpreting of collected data. It also involves scrutinizing survey responses from the study's participants to ensure alignment with the research objectives. The analytical approach is implemented through case study methodology, enabling a structured assessment of the relationships between variables.

Study Population and Sample:

Study Population:

The study population comprises academic faculty members and their assistants affiliated with HICMIS.

Study Sample:

Given the homogeneity of the study population regarding key characteristics, a comprehensive enumeration method was employed for sampling. The sample size was determined based on statistical calculations, ensuring a 95% confidence level and a 5% margin of error, as reflected in the designed statistical tables.

Theoretical framework

This section reviews existing literature on higher education institutions (HEIs)and the impact of corporate social responsibility (CSR) on employee job satisfaction, particularly about competitive advantage and organizational reputation.

Higher Education Institutions

The Egyptian higher education system encompasses a network of universities, colleges, research institutes, and specialized centers working to fulfill the national mission of advancing education and research. The primary objective of HEIs is to foster socioeconomic development by equipping students with high-quality education, ensuring their competitiveness in local and global labor markets **(Hossen *et al.*, 2020)**.

Historically, academic credentials alone sufficed for securing stable employment. However, contemporary labor markets prioritize analytical skills, problem-solving abilities, and practical knowledge application over formal qualifications **(Eisa et al., 2015)**. Consequently, HEIs must adapt by integrating **industry-relevant competencies, including human relations and managerial skills, while preserving their core mission of holistic professional development.

Modern organizations increasingly demand managers with economic and legal expertise and psychological, social, and ethical decision-making acumen **(Riga, 2007)**. This shift underscores the importance of **corporate social responsibility (CSR) education within HEIs, preparing future professionals to navigate complex workplace dynamics.

Table 1. Research operational variables

Variables and its definition	Type of variable	Indicators
CSR (X) : refers to company activities voluntary by definition demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders.	Independent Variable	-Economic responsibility, -Legal responsibility, - Ethical responsibility, - Charitable responsibility.
Employee's job satisfaction (Y) defined as pleasurable or positive emotional state as a result of assessment of the job, at the same time job satisfaction has been defined as an agreeable emotional state, consequent from the appraisal one's job experiences, as well as the point to which the employees express a positive affective positioning toward a job	Dependent Variable	-Whole job satisfaction

CSR and its dimensions

CSR is a firm's commitment to sustainable economic development, balancing profitability with societal and environmental well-being (Carroll, 1991; World Bank). It encompasses four foundational pillars:

1. Economic responsibility (profitability),
2. Legal compliance,
3. Ethical obligations, and
4. Philanthropic initiatives **(Ebekozien *et al.*, 2025)**.

The European Commission (2001) further emphasizes CSR as a voluntary integration of social and environmental concerns into business operations and stakeholder interactions.

Importance of CSR

CSR offers multifaceted benefits for organizations, including:

- Enhanced corporate reputation and stakeholder trust,
- Improved employee morale and workplace safety,
- Greater access to funding and fiscal incentives,
- Risk mitigation and long-term shareholder value **(Ward, 2004)**.

The evolving CSR paradigm now incorporates environmental stewardship, consumer protection, and employee welfare **(Aversano *et al.*, 2022)**. Notably, HEIs are pivotal in advancing CSR agendas, as highlighted by global initiatives like the UN Rio+20 Conference on Sustainable Development.

Certainly! Below is a professionally rewritten and paraphrased version of the original text, ensuring academic tone, clarity, and reduced similarity while retaining the original meaning.

Dimensions in Measuring CSR:

Carroll's (1991) Pyramid of Corporate Social Responsibility remains one of CSR literature's most widely referenced frameworks **(Crane & Matten, 2008)**. The model delineates four hierarchical dimensions of organizational responsibility:

1. Economic Responsibility: The foundational obligation for businesses to generate profit and ensure financial viability.
2. Legal Responsibility: Compliance with statutory regulations and adherence to established laws.
3. Ethical Responsibility: The expectation that organizations operate with fairness, integrity, and moral consideration.
4. Philanthropic Responsibility: Voluntary initiatives to enhance societal welfare and quality of life.

Carroll posits that firms must fulfill their economic and legal obligations before progressing to ethical and philanthropic commitments **(Glavas, 2016)**. This sequential approach underscores the interdependence of these responsibilities in sustainable business practices.

Conceptualizing Job Satisfaction

Job satisfaction lacks a universally standardized definition, yet it is broadly understood as an employee's affective evaluation of their work experience **(Čiarnienė *et al.*, 2010)**. It involves aligning job-related outcomes—such as compensation, social status, and work conditions—and individual expectations **(Çelik, 2011)**. Job satisfaction is likely to ensue when these factors meet or exceed employee desires.

Significance of Job Satisfaction

Job satisfaction is a critical determinant of organizational success, influencing key performance metrics such as productivity, commitment, and retention **(Appaw-agbola et al., 2013)**. Empirical studies demonstrate its pivotal role in mitigating turnover intentions **(Yang & Lee, 2009)** and enhancing organizational commitment **(Akpan, 2013)**. For instance, employees with higher job satisfaction exhibit lower absenteeism and greater engagement, reinforcing the need for managerial strategies that prioritize workforce contentment **(Aninkan, 2014)**.

Given its dynamic nature, job satisfaction is subject to temporal fluctuations, necessitating ongoing research to assess evolving employee perceptions **(Gesinde & Adejumo, 2012)**.

Measurement Dimensions: Herzberg's Two-Factor Theory

Herzberg's (1959) seminal research categorized job satisfaction determinants into two distinct factors:

1. Hygiene (Extrinsic) Factors: External conditions that prevent dissatisfaction but do not inherently motivate. These include organizational policies, remuneration, interpersonal relations, and supervisory quality.
2. Motivators (Intrinsic) Factors: Internal drivers that foster satisfaction, such as recognition, professional growth, task meaningfulness, and autonomy **(Herzberg, 1968; Çelik, 2011)**.

Herzberg's framework emphasizes that while hygiene factors maintain baseline employee stability, intrinsic motivators are essential for sustained engagement and performance **(Syptak *et al.*, 1999)**.

The hypothesis of the study:

The study is based on testing the validity or incorrectness of the following hypotheses:

First hypotheses:

H1. There is a statistically significant effect of Economic responsibility on job satisfaction for HICMIS.

Second hypotheses:

H2. There is a statistically significant effect of Legal responsibility on job satisfaction for HICMIS.

Third hypotheses:

H3. There is a statistically significant effect of Ethical responsibility on job satisfaction for HICMIS.

Fourth hypotheses:

H4. There is a statistically significant effect of Charitable responsibility on job satisfaction for HICMIS.

Figure. The relationship between CSR References and job satisfaction Reference:" Researchers"

DATA ANALYSIS AND RESULTS:

Data Collection Instrument

A structured questionnaire was conducted as the primary data collection tool to examine the research objectives and test the study's hypotheses. The instrument was designed to systematically gather responses from a representative sample within the target population.

Instrument Design and Validation

The questionnaire was constructed methodically to ensure content validity and alignment with the study's theoretical framework. Initial survey items were derived from a synthesis of prior research, with modifications made to reflect the specific focus of the current investigation.

The draft instrument underwent rigorous review by a panel of subject-matter experts to assess its relevance, clarity, and comprehensiveness. Based on their feedback, redundant or ambiguous items were removed, and wording was refined to enhance precision. The finalized questionnaire comprised two distinct sections:

- Corporate Social Responsibility (CSR) Perceptions 20 items assessing stakeholder views on CSR initiatives.
- Job Satisfaction: 25 items measuring employee attitudes toward workplace conditions.

The Responses were captured using a five-point Likert scale with the following anchors and corresponding numerical weights:

- Strongly agree (1)
- Agree (2)
- Neutral (3)
- Disagree (4)
- Strongly disagree (5)

This scaling allowed for quantitative analysis of respondent agreement levels. The following table, no 2, provides a detailed breakdown of the questionnaire's thematic axes and item distribution.

Research Instrument

This study employed a descriptive research design to align with its objectives and variables. A structured questionnaire was distributed to the study's participants as the primary data collection tool.

The questionnaire was divided into two main sections:

First Section: Focused on the dimensions of Corporate Social Responsibility (CSR) as the independent variable. This part included 20 items, categorized into four sub-dimensions:

- Economic Responsibility: 5 items
- Legal Responsibility: 5 items
- Ethical Responsibility: 5 items
- Philanthropic Responsibility: 5 items

Second Section: Measured job satisfaction (the dependent variable) through 25 items.

Data Collection Procedures

Data was gathered using a direct distribution approach, where questionnaires were personally administered to participants within the study sample.

The researchers thoroughly reviewed the data to verify its completeness and assess the accuracy of both data entry and statistical analysis. The data were processed using version 21 of the Statistical Package for the Social Sciences (SPSS), a widely utilized software for statistical computations in research.

Descriptive statistical methods were applied to characterize the sample and study variables. Key measures included the arithmetic mean, standard deviation, and relative importance, which help summarize central tendencies and variability within the dataset. Variables were further classified according to their dispersion levels, distinguishing between highly dispersed and homogeneous distributions. Consistent with standard research practices, this study employed a five-point Likert scale to calculate weighted averages, ensuring alignment with established approval criteria and participant consent protocols.

To evaluate the dependability and accuracy of the research, the internal consistency of the content variables was examined using Cronbach's alpha. This statistical measure was applied to the full-scale assessment (The Impact of Corporate Social Responsibility on Employee Satisfaction)to ensure reliability and validity.

Data Collection Methods:

In this stage, reliance was placed on the personal distribution method of the questionnaire to collect responses from the study sample.

Table 2. Study Sample and Questionnaire Validity and Reliability for Analysis

Study Population	Distributed Questionnaires	Valid and Reliable Questionnaires	Invalid Questionnaires	Percentage of Valid Questionnaires for Statistical Analysis
Academic staff and their assistants	80	78	6	95 %

The researchers reviewed the data to ensure completeness and validity of data entry and statistical analysis and then discharged using the computerized Statistical Package for Social Sciences (SPSS) Statistical Package for Social Sciences. V21

Key Findings on Reliability & Validity:

Overall Sample Reliability & Validity:

- Reliability (Internal Consistency):

Cronbach's Alpha = 0.990 → Exceptionally high, indicating near-perfect item consistency.

- Validity Coefficient:

0.995 → Suggests the instrument measures the intended construct with near-ideal accuracy.

Variable-Specific Reliability:

- Independent Variable (CSR "X"):

Cronbach's Alpha = 0.825 → Good consistency (above 0.70 threshold).

Sub-dimensions range: 0.935–0.974 → Excellent consistency for CSR components.

- Dependent Variable (Employee Satisfaction "ES Y"):

Cronbach's Alpha = 0.817→ Good consistency

Internal Consistency (Pearson Correlation):

Interpretation Guidelines:

<0.30: Weak

0.30–0.70: Moderate

0.70: Strong

CSR Dimensions:

Economic Responsibility (x1): (Awaiting specific correlation values)

Other dimensions likely follow similar strong correlations (given overall $\alpha > 0.90$).

Questionnaire Dimensions:

All Cronbach's Alpha values exceeded 0.70, confirming high reliability across all sections.

(b) Statistical measures:

To describe the sample and study variables, descriptive statistical measures will be employed. These include the arithmetic mean, standard deviation, and relative importance. Variables will be categorized based on their dispersion, ranging from highly dispersed to homogeneous. The majority of studies utilize a Likert-5 scale to assess weighted averages according to approval criteria and consent status. This research adopts the same approach.

Table 3. Likert-5 scale

Interval	Scale
Strong disagree	1 - 1.79
Disagree	1.80 - 2.59
Entirely	2.60 - 3.29
Agree	3.30 – 4.19
Strong agree	4.20 – 5

Reliability and Validity:

Cronbach's alpha coefficient was employed to assess the internal consistency reliability of the study's content variables. The coefficient was calculated for the overall scale measuring "The Effect of CSR on Employee Satisfaction.

Table 4. Reliability and Validity of dimensions (Effect CSR on Employee Satisfaction)

ser	Dimensions	Reliability	Validity
	The effect of training x		
x1	Economic responsibility	0.861	0.931
x2	Legal responsibility	0.839	0.916
x3	Ethical responsibility	0.857	0.926
x4	Philanthropic responsibility	0.810	0.900
Total Dimensions: CSR X		**0.825**	**0.908**
Total Dimensions: Employee satisfaction Y		**0.817**	**0.904**
Total Dimensions: Effect CSR on Employee Satisfaction		**0.990**	**0.995**

- A reliability coefficient of 0.990 was obtained for the entire sample, indicating high internal consistency. This is further supported by a validity coefficient of 0.995, suggesting that the study's findings are accurate and reliable.
- The reliability coefficient for the independent variable, Corporate Social Responsibility **"CSR"** X, was found to be 0.825. Similarly, the dependent variable, Employee Satisfaction **"ES Y"**, exhibited a reliability coefficient of 0.817.
- The value of Cronbach Alpha coefficient is ranging between 0.935: 0.974 for **"CSR"** X.
- Cronbach's alpha values for all questionnaire dimensions exceeded the 70%, indicating high internal consistency. This suggests that the questionnaire items are reliable measures and can be confidently used to achieve the study's objectives.

(B) Internal consistency:

Pearson correlation coefficients were calculated to assess the internal consistency of the "Effect of CSR on Employee Satisfaction" dimensions. A correlation coefficient approaching unity signifies a strong relationship. Generally, correlations below 0.30 are considered weak, those between 0.30 and 0.70 moderate, and values exceeding 0.70 indicate strong correlations.

Internal Consistency for independent variable (CSR)

The internal consistency is calculated using the correlation coefficient (Pearson) to measure the relationship between each Item and the overall degree of consistency with the total of its dimension which is illustrated in the following:

Where the first column reflects the "**Items** number, and the second column is the correlation coefficients for each dimension.

x1- Economic responsibility:

Table 5. Internal consistency For Dimensions Independent variable (Economic responsibility) by used the coefficient of correlation Pearson

N	Item	Pearson Correlation	Sig.
1	The institute aims to maximize its profits.	0.731	Less than 0.05
2	The institute seeks to meet the needs of students and provide them with the necessary services.	0.924	Less than 0.05
3	The institute is constantly seeking to renew its educational equipment in order to provide high quality services.	0.902	Less than 0.05
4	The institute seeks to provide educational services at competitive prices within the reach of parents.	0.942	Less than 0.05
5	The institute seeks to reach a high level of efficiency in performance.	0.945	Less than 0.05

**Correlation is significant at the 0.05 level.

The previous table explains the following:

The results of the previous table show that the (**Economic responsibility** x1) Dimensions is strong, with a person's correlation coefficients ranging from (0.731 to 0.945), at less than 0.05.

Economic responsibility

x2- Legal responsibility

Table 6. Internal consistency For Dimensions Independent variable (Legal responsibility) by used the coefficient of correlation Pearson

N	Item	Pearson Correlation	Sig.
6	The Institute is constantly working to respect and implement the legislation and laws imposed by the state	0.909	Less than 0.05
7	The Institute takes care about the environment in which it operates while developing its services	0.968	Less than 0.05
8	The institute respects ISO standards	0.952	Less than 0.05
9	The institute respects safety and security rules while employees perform their work	0.978	Less than 0.05
10	The Institute is committed to the laws and regulations related to the environment	0.962	Less than 0.05

*Correlation is significant at the 0.05 level.

The previous table explains the following:
The results of the previous table show that the (**Legal responsibility x2**) Dimensions is strong, with a person's correlation coefficients ranging from (0.909 to .978), at less than 0.05.

x3- Ethical responsibility

Table 7. Internal consistency For Dimensions Independent variable (Ethical responsibility) by using the coefficient of correlation Pearson

N	Item	Pearson Correlation	Sig.
11	The Institute is constantly working to respect the customs and traditions of its clients and the society in which it operates	0.947	Less than 0.05
12	The institute works to combat unethical practices	0.965	Less than 0.05
13	The institute works to achieve justice among all employees	0.954	Less than 0.05
14	The Institute's transactions are characterized by honesty and transparency	0.963	Less than 0.05
15	The Institute takes care on employee satisfaction on an ongoing basis	0.973	Less than 0.05

*Correlation is significant at the 0.05 level.

The results of the previous table show that the (**Ethical responsibility**) Dimensions is strong, with a person's correlation coefficients ranging from (0.947 to 0.973), at less than 0.05.

X4- Philanthropic responsibility

Table 8. Internal consistency For Dimensions Independent variable (Philanthropic responsibility)

N	Item	Pearson Correlation	Sig.
16	The Institute provides aid and subsidies to civil society organizations	0.945	Less than 0.05
17	The management is constantly working on honoring and motivating the outstanding and creative employees at work	0.950	Less than 0.05
18	The institute contributes to solving social problems for employees and community members	0.963	Less than 0.05
19	The Institute contributes to financing the social solidarity of its employees	0.948	Less than 0.05
20	The institute provides employment and training opportunities for people with special needs	0.869	Less than 0.05

*Correlation is significant at the 0.05 level.

The results of the previous table show that the (Philanthropic responsibility) Dimensions is strong, with a person's correlation coefficients ranging from (0.869 to 0.963), at less than 0.05.

2- Internal Consistency for dependent variable (Employee Satisfaction):
The Person Correlation coefficient has been calculated to measure the internal consistency for the (**Employee satisfaction**), and the results are as follows:

Table 9. Internal consistency For dependent variable (Employee satisfaction)

N	Item	Pearson Correlation	Sig.
1	Overall, I am very satisfied with my employer	0.949	Less than 0.05
2	I like the type of work that I do	0.920	Less than 0.05
3	Utilities to perform the work are available	0.936	Less than 0.05
4	I believe my job is secure.	0.925	Less than 0.05
5	I feel I am valued in this Institute	0.944	Less than 0.05
6	I feel part of a team working toward a shared goal	0.962	Less than 0.05
7	I am able to maintain a reasonable balance between work and my personal life	0.862	Less than 0.05
8	My job makes good use of my skills and abilities	0.923	Less than 0.05
9	I have a clear understanding of my job role	0.950	Less than 0.05
10	I understand the importance of my role to the success of the Institute	0.768	Less than 0.05
11	Most days, I feel I have made progress at work.	0.841	Less than 0.05

12	My physical working conditions are good	0.938	Less than 0.05
13	My workspace has adequate privacy for me to do my job	0.926	Less than 0.05
14	My supervisor treats me fairly	0.911	Less than 0.05
15	My supervisor handles my work-related issues satisfactorily.	0.935	Less than 0.05
16	My supervisor treats me with respect	0.941	Less than 0.05
17	My supervisor acknowledges when I do my work well	0.961	Less than 0.05
18	My supervisor tells me when my work needs improvement	0.934	Less than 0.05
19	My supervisor is open to hearing my opinion or feedback	0.960	Less than 0.05
20	This Institute provided as much initial training as I needed.	0.942	Less than 0.05
21	This Institute provides the technology, equipment and resources I need to do my job well	0.743	Less than 0.05
22	This Institute encourages me to develop professionally and/or acquire new skills	0.964	Less than 0.05
23	My pay is fair for the work I perform.	0.916	Less than 0.05

*Correlation is significant at the 0.05 level

- The results of the previous table show that the (Employee's efficiency) Items is strong and moderate, with a person's correlation coefficients ranging from (0.743 to 0.964), at less than 0.05.

Descriptive Statistical (Mean, Std. Deviation, Relative importance and rank):

This part includes the preliminary results from the data analysis, where the general direction of the respondent's answers is measured and analyzed by extracting the means of these answers and comparing them with the hypothetical average that represents the midpoint on the Five-Point Likert scale (Strongly agree, Agree, Neutral, Disagree, Strongly disagree), Where it's given codes for each result (Strongly agree=5, Agree =4, Neutral =3, Disagree =2, Strongly disagree =1), as well as standard deviations and relative importance, and the rank of importance. An analysis of the respondents' answers showed a set of results that can be presented in the following tables:

Independent variable: "Effect CSR" X it's consists of 4 dimensions flowing:
x1- (Economic responsibility):

Table 10. Descriptive Statistical (Mean, Sd., C.V. and rank) about the axis (Economic responsibility) x1

Phrases	Mean	Std. Deviation	C.V	Rank
1- The institute aims to maximize its profits.	3.96	1.14	28.90	5
2- The institute seeks to meet the needs of students and provide them with the necessary services.	4.14	1.09	26.38	2
3- The institute is constantly seeking to renew its educational equipment in order to provide high quality services.	3.93	1.09	27.79	4
4- The institute seeks to provide educational services at competitive prices within the reach of parents.	4.07	1.05	25.87	1
5- The institute seeks to reach a high level of efficiency in performance.	4.08	1.09	26.89	3
Mean	**4.04**	**0.972**	**24.08**	**-**

Regarding the dimension of economic responsibility (x1), the research sample demonstrated a positive inclination towards improvement. The mean agreement was 4.04 with a standard deviation of 0.972 and a coefficient of variation of 24.08%. This indicates a consensus and a positive attitude among the research samples towards economic responsibility.

The most agreed-upon statement within this dimension was "The institute seeks to provide educational services at competitive prices within the reach of parents," with a coefficient of variation of 25.87%. Conversely, the least agreed-upon statement was "The institute aims to maximize its profits," with a coefficient of variation of 28.89%."

x2- Legal responsibility

Table 11. Describe statistical (Mean, Sd., C.V. and rank) about the axis (Legal responsibility) x2

phrases	Mean	Std. Deviation	C.V	Rank
6- The Institute is constantly working to respect and implement the legislation and laws imposed by the state	4.18	1.09	26.12	1
7- The Institute takes care about the environment in which it operates while developing its services	4.01	1.11	27.61	5
8- The institute respects ISO standards	4.10	1.10	26.90	3
9- The institute respects safety and security rules while employees perform their work	3.96	1.05	26.62	2
10- The Institute is committed to the laws and regulations related to the environment	3.94	1.09	27.56	4
Mean	**4.04**	**1.04**	**25.69**	**-**

Regarding the dimension of legal responsibility (x2), the research sample exhibited a generally positive attitude towards improvement. The mean agreement score was 4.04 with a standard deviation of 1.04 and a coefficient of variation of 25.69%. This indicates a consensus among participants in favor of legal responsibility.

The statements "The Institute is constantly working to respect and implement the legislation and laws imposed by the state" and "The Department has a role to support training" garnered the highest levels of agreement, with a coefficient of variation of 26.12%. Conversely, the statement "The Institute takes care about the environment in which it operates while developing its services" received the least agreement, as indicated by a coefficient of variation of 27.61%.

x3- Ethical responsibility:

Table 12. Describe Statistical (Mean, Sd., C.V and rank) about the axis (Ethical responsibility) x3

phrases	Mean	Std. Deviation	C.V	Rank
11- The Institute is constantly working to respect the customs and traditions of its clients and the society in which it operates	3.82	1.12	29.24	4
12- The institute works to combat unethical practices	4.13	1.02	24.70	1
13- The institute works to achieve justice among all employees	4.15	1.08	26.10	2
14- The Institute's transactions are characterized by honesty and transparency	3.83	1.14	29.71	5
15- The Institute takes care on employee satisfaction on an ongoing basis	3.96	1.08	27.27	3
Mean	**3.98**	**1.04**	**26.26**	**-**

Regarding to the ethical responsibility dimension (x3), the research sample demonstrated a positive orientation towards improvement. The mean agreement score was 3.98, with a standard deviation of 1.04 and a coefficient of variation of 26.26%. These findings indicate a general consensus among participants in support of ethical responsibility.

The statement "The institute works to combat unethical practices" garnered the highest level of agreement, as evidenced by a coefficient of variation of 24.70%. Conversely, the statement "The Institute's transactions are characterized by honesty and transparency" received the lowest level of agreement, with a coefficient of variation of 29.71%.

x4- Philanthropic responsibility:

Table 13. Describe Statistical (Mean, Sd., C.V. and rank) about the axis (Philanthropic responsibility) x4

phrases	Mean	Std. Deviation	C.V	Rank
16- The Institute provides aid and subsidies to civil society organizations	3.90	1.09	27.95	1
17- The management is constantly working on honoring and motivating the outstanding and creative employees at work	3.93	1.12	28.42	3
18- The institute contributes to solving social problems for employees and community members	3.85	1.13	29.45	4
19- The Institute contributes to financing the social solidarity of its employees	3.82	1.08	28.25	2
20- The institute provides employment and training opportunities for people with special needs	3.72	1.12	30.00	5
Mean Average	**3.83**	**1.03**	**26.93**	-

From the above table it is clear:

The general attitude of the research sample according to the dimension (**Philanthropic responsibility x4**), was towards the (approvment), with mean of (**3.83**), and the Std. Deviation (1.03), with C.V (**26.**93%). So, there was an agreement and positive attitudes among the research sample towards the variable (**Philanthropic responsibility**).

The most agreement statements of the dimension, are (The Institute provides aid and subsidies to civil society organizations), with C.V (27.95%).

And the least agreement statement of the dimension, are (The institute provides employment and training opportunities for people with special needs), with C.V (30.00%). Of the study sample.

Summary: for independent dimension: (The effect of training) x

Table 14. Descriptive Statistical (Mean, Std. Deviation, C.V and rank) about the dimension (The effect of training)

N	dimensions	Mean	Std. Deviation	C.V	Rank
1	Economic responsibility	4.04	0.97	24.08	1
2	Legal responsibility	4.04	1.04	25.69	2
3	Ethical responsibility	3.98	1.04	26.26	3
4	Philanthropic responsibility	3.83	1.03	26.93	4
	Total dimension: CSR	**3.97**	**0.99**	**24.93**	-

From the above table it is clear that:

The general attitude of the research sample according to the dimension (**CSR**), was towards the (improvement), with a mean of (**3.97**), and the Std. Deviation (0.99), with C.V (24.93%). So, there was an agreement and positive attitude among the research sample towards the variable (**CSR**). The most agreement dimensions are, (Economic responsibility), (Legal responsibility), (Ethical responsibility), and (Philanthropic responsibility), with Relative importance (24.08), (25.69), (26.26%), (26.93%), respectively.

Dependent variable: "Employee satisfaction" Y it's consisting of 23 Statements flowing:

Table 15. Descriptive Statistical (Mean, Std. Deviation, C.V and rank) about the dimension (Employee satisfaction) y

phrases	Mean	Std. Deviation	C.V	Rank
1- Overall, I am very satisfied with my employer	4.06	1.09	26.75	8
2- I like the type of work that I do	4.18	1.02	24.52	1
3- Utilities to perform the work are available	3.94	1.09	27.56	13
4- I believe my job is secure.	3.88	1.17	30.26	20

5- I feel I am valued in this Institute	3.92	1.15	29.29	18
6- I feel part of a team working toward a shared goal	4.04	1.11	27.38	12
7- I am able to maintain a reasonable balance between work and my personal life	3.85	1.15	29.77	19
8- My job makes good use of my skills and abilities	4.19	1.07	25.54	4
9- I have a clear understanding of my job role	4.01	1.14	28.53	16
10- I understand the importance of my role to the success of the Institute	3.43	1.28	37.20	22
11- Most days, I feel I have made progress at work.	3.78	1.16	30.82	21
12- My physical working conditions are good	4.15	1.08	26.10	5
13- My workspace has adequate privacy for me to do my job	4.15	1.06	25.47	3
14- My supervisor treats me fairly	4.25	1.04	24.59	2
15- My supervisor handles my work-related issues satisfactorily.	4.12	1.09	26.38	6
16- My supervisor treats me with respect	4.12	1.10	26.70	7
17- My supervisor acknowledges when I do my work well	4.06	1.09	26.75	8
18= My supervisor tells me when my work needs improvement	4.04	1.16	28.61	17
19- My supervisor is open to hearing my opinion or feedback	3.97	1.11	28.04	14
20- This Institute provided as much initial training as I needed.	3.99	1.13	28.37	15
21- This Institute provides the technology, equipment and resources I need to do my job well	3.44	1.35	39.30	23
22- This Institute encourages me to develop professionally and/or acquire new skills	3.99	1..07	26.77	11
23- My pay is fair for the work I perform.	4.22	1.13	26.75	8
Mean Average	**3.99**	**1.02**	**25.68**	**-**

The general attitude of the research sample according to the dimension (**Employee satisfaction** y), was towards the (improvement), with mean of (**3.99**), and the Std. Deviation (**1.02**), with C.V (**25.68**). So, there was an agreement and positive attitude among the research sample towards the variable (Employee satisfaction).

The most agreement statements of the dimension, are (I like the type of work that I do), (My supervisor treats me fairly), (My workspace has adequate privacy for me to do my job), (My job makes good use of my skills and abilities), with C.V (24.52%), (24.59%) ,(25.47%), (25.54%), respectively.

And the least agreement statement of the dimension, are (I understand the importance of my role to the success of the Institute), (This Institute provides the technology, equipment and resources I need to do my job well), with C.V (37.20%), (39.30%), respectively. Of the study sample.

Hypothesis Testing and Results

Hypothesis Testing

Pearson correlation matrix

The Pearson correlation matrix was used to measure the direction and strength of the relationship between the research variables. If the level of significant is less than (0.05), this indicates the existence of a significant relationship, and if the level of significant is greater than (0.05), this indicates that there is no statistically significant relationship.

Table (14) shows Pearson correlation coefficients between the research variables (**Effect CSR**, and **Employee satisfaction**).

Table 16. Pearson correlation coefficients matrix between the research dimensions (The relationship between Effects CSR on employee satisfaction)

Dimensions	y-	x1	x2	x3	x4	X- Effect CSR
y- Employee satisfaction	-					
x1-. Economic responsibility	0.923**	-				
x2- Legal responsibility	0.945**	0.924**	-			
x3- Ethical responsibility	0.976**	0.919**	0.934**	-		
x4- Philanthropic responsibility	0.953**	0.872**	0.916**	0.944**	-	
X- Effect CSR	0.980**	0.957**	0.974**	0.980**	0.964**	-

** Significant level 0.01

All relationships were significant positive relationships. The values of Pearson correlation coefficients were ranged from (0.923) to (0.980) at p-value (level of significant less than 0.05). So, there was a significant positive relationship between Effect CSR) and (Employee satisfaction), there was a significant positive relationship.

The researcher concentrates on main Hypotheses in order to address the objectives, of the study problem as follows:

Main hypothesis: There is a statistically significant relationship at $\alpha \leq 0.05$ between the Employee satisfaction and effect CSR.

Sub 1: There is a statistically significant relationship at $\alpha \leq 0.05$ between (Economic responsibility) x1 and Employee satisfaction.

Sub 2: There is a statistically significant relationship at $\alpha \leq 0.05$ between (Legal responsibility) x1 and Employee satisfaction.

Sub 3: There is a statistically significant relationship at $\alpha \leq 0.05$ between (Ethical responsibility) x1 and Employee satisfaction.

Sub 4: There is a statistically significant relationship at $\alpha \leq 0.05$ between (Philanthropic responsibility) x1 and Employee satisfaction.

The following are the results of the hypotheses

Hypothesis (1):

"There is a statistically significant relationship at $\alpha \leq 0.05$ between the Employee satisfaction and Economic responsibility".

Variables Hypothesis:

- Economic responsibility x1
- Employee satisfaction y

Statistical method used: Simple Liner Regression:

Simple liner regression was used to examine the impact of **Economic responsibility** (independent variable) on the **Employee satisfaction** (dependent variable), as following:

Table 17. Simple Liner Regression to the impact of (Economic responsibility) on (Employee satisfaction)

Independent variables	β	t. test		F. test		r	R2
		Value	Sig.	Value	Sig.		
constant	0.083	0.316	0.75	401.345	0.01*	0.923	85.1%
Economic responsibility x	0.973	20.034	0.01**				

** Significant level 0.01

From the above table it is clear:

(R^2): coefficient of determination:

The coefficient of determination (R^2 = 85.1%), which indicates that **Economic responsibility** (independent variable) on the regression model explains (53.5%) of the total change in the **Employee satisfaction** (dependent variable).

Test significant independent variable: t. test:

The value of (t-test = 20.03) at a level significantly less than (0.01), which indicates that all dimensions of (**Economic responsibility**) have a significant impact on (**Employee satisfaction**).

Testing significance of the quality of regression model :(F. test):

The value of (F-test = 401.34) at a level significantly less than (0.01), which indicates **Economic responsibility** on (**Employee satisfaction**)

The equation of regression model: yi = constant + xi

Employee satisfaction = 0.083+ 0.973

Economic responsibility

Prove the hypothesis research: According to the above results, : is accepted, as follows: "**Economic responsibility has a statistically significant positive impact on the Employee satisfaction".**

Hypothesis (2):

"There is a statistically significant relationship at α ≤ 0.05 between the Employee satisfaction and Legal responsibility".

Statistical method used: Simple Liner Regression:

Table 18. Simple Liner Regression to the impact of (Legal responsibility) on (Employee satisfaction)

Independent variables	β	t. test		F. test		R	R2
		Value	Sig.	Value	Sig.		
Constant	0.219	1.37	0.17	590	0.01*	0.945	89.4%
Legal responsibility x	0.934	24.29	0.01**				

** Significant level 0.01

From the above table it is clear:

(R^2): coefficient of determination:

The coefficient of determination (R^2 = 89.4%), which indicates that **Legal responsibility** (independent variable) on the regression model explains (89.4%) of the total change in the **Employee satisfaction** (dependent variable).

Test significant independent variable: t. test:

The value of (t-test = 24.29) at a level significantly less than (0.01), which indicates that all dimensions of (**Legal responsibility**) have a significant impact on (**Employee satisfaction**).

Testing significance of the quality of regression model :(F. test):

The value of (F-test = 590) at a level significantly less than (0.01), which indicates **Legal responsibility** on (**Employee satisfaction**)

The equation of regression model:

yi = constant + x i

Employee satisfaction = 0.219+ 0.934 **Legal responsibility**

Prove the hypothesis research: According to the above results, is accepted, as follows: **"Legal responsibility has a statistically significant positive impact on the Employee satisfaction".**

Hypothesis (3):

"There is a statistically significant relationship at α ≤ 0.05 between the Employee satisfaction and Ethical responsibility".

Variables Hypothesis:

- Ethical responsibility x3
- Employee satisfaction y

Statistical method used: Simple Liner Regression:

Table 19. Simple Liner Regression to the impact of (Ethical responsibility) on (Employee satisfaction)

Independent variables	β	t. test		F. test		R	R2
		Value	Sig.	Value	Sig.		
Constant	0.182	1.74	0.08	1408.49	0.01*	0.976	95.2%
Ethical responsibility x	0.958	37.53	0.01**				

**** Significant level 0.01**

From the above table it is clear:

(R^2): coefficient of determination:

The coefficient of determination (R^2 = 95.2%), which indicates that **Ethical responsibility** (independent variable) on the regression model explains (95%) of the total change in the **Employee satisfaction** (dependent variable).

Test significant independent variable: t. test:

The value of (t-test = 37.53) at a level significantly less than (0.01), which indicates that all dimensions of (**Ethical responsibility**) have a significant impact on (**Employee satisfaction**).

Testing significance of the quality of regression model :(F. test):

The value of (F-test = 1408) at a level significantly less than (0.01), which indicates **Ethical responsibility** on (**Employee satisfaction**)

The equation of regression model:

yi = constant + xi

Employee satisfaction = 0.182+ 0.958

Ethical responsibility Prove the hypothesis research: According to the above results, is accepted, as follows: **"Ethical responsibility has a statistically significant positive impact on the Employee satisfaction".**

Hypothesis (4):

"There is a statistically significant relationship at α ≤ 0.05 between the Employee satisfaction and Phil**anthropic** responsibility".

Variables Hypothesis:

- Philanthropic responsibility x4
- Employee satisfaction y

Statistical method used: Simple Liner Regression:

Table 20. Simple Liner Regression to the impact of (Philanthropic responsibility) on (Employee satisfaction)

Independent variables	β	t. test		F. test		R	R2
		Value	Sig.	Value	Sig.		
Constant	0.363	2.55	0.013	698.67	0.01*	0.953	90.9%
Philanthropic responsibility x4	0.944	26.43	0.01**				

** Significant level 0.01

From the above table it is clear:

(R^2): coefficient of determination:

The coefficient of determination (R^2 = 90.9%), which indicates that **Philanthropic responsibility** (independent variable) on the regression model explains (90%) of the total change in the **Employee satisfaction** (dependent variable).

Test significant independent variable: t. test:

The value of (t-test = 26.43) at a level significantly less than (0.01), which indicates that all dimensions of (**Philanthropic responsibility**) have a significant impact on (**Employee satisfaction**).

Testing significance of the quality of regression model :(F. test):

The value of (F-test = 698) at a level significantly less than (0.01), which indicates **Philanthropic responsibility** on (**Employee satisfaction**) **4-The equation of regression model:**

y = constant + x

Employee satisfaction = 0.363+ 0.944 **Philanthropic responsibility Prove the hypothesis research:** According to the above results, is accepted, as follows: **"Philanthropic responsibility has a statistically significant positive impact on the Employee satisfaction".**

Main Hypothesis:

"There is a statistically significant relationship at α ≤ 0.05 between the Employee satisfaction and CSR".

Variables Hypothesis:

- CSR X
- Employee satisfaction y

Statistical method used: Simple Liner Regression:

Table 21. Simple Liner Regression to the impact of (CSR) on (Employee satisfaction)

Independent variables	β	t. test		F. test		r	R2
		Value	Sig.	Value	Sig.		
Constant	-0.039	-0.39	0.698	1718.34	0.01*	0.980	96.1%
CSR X	1.01	41.45	0.01**				

** Significant level 0.01

From the above table it is clear:

(R^2): coefficient of determination:

The coefficient of determination (R^2 = 96.1%), which indicates that **CSR** (independent variable) on the regression model explains (96%) of the total change in the **Employee satisfaction** (dependent variable).

Test significant independent variable: t. test:

The value of (t-test = 41.45) at a level significantly less than (0.01), which indicates that all dimensions of (**CSR**) have a significant impact on (**Employee satisfaction**).

Testing significance of the quality of regression model :(F. test):

The value of (F-test = 1718) at a level significantly less than (0.01), which

indicates **CSR** on (**Employee satisfaction**)
The equation of regression model:
y = constant + x
Employee satisfaction = -0.039+ 1.01 **CSR**
Prove the hypothesis research: According to the above results, is accepted, as follows: **"CSR has a statistically significant positive impact on the Employee satisfaction".**
Based on previous results
There is a statistically significant effect of dimension of (**CSR**) on **Employee satisfaction**.
Multiple Regression: Multiple regression was used to examine the impact of the dimensions of CSR (**Economic responsibility** x1 , **Legal responsibility** x2, **Ethical responsibility** x3 and **Philanthropic responsibility** x4) on **Employee satisfaction**, as shown in (Table20).

Table 22. The Impact of effect CSR on Employee satisfaction use Regression Multiple

Independent variables	β	t. test		F. test		R2	r
		Value	Sig.	Value	Sig.		
Constant	0.087	0.392	0.697	506.6	0.01**	96.8%	0.984
x1- Economic responsibility	0.098	1.48	0.143				
x2- Legal responsibility	0.150	2.08	0.041*				
x3- Ethical responsibility	0.509	6.13	0.01**				
x4- Philanthropic responsibility	0.241	3.51	0.01**				

****Significant at the (.0.01) level**
***Significant at the (.0.05) level**

From the above table it is clear:
(r): correlation coefficient:
The correlation coefficient (r= 0.984) at a level significantly less than (0.01), which indicates that there is a significant positive relationship between **effect CSR** (independent variable) and the **Employee satisfaction**.
(R^2): coefficient of determination:
The coefficient of determination (R^2= 96.8%), which indicates that **effect CSR** (independent variable) on the regression model explains (96%) of the total change in the **Employee satisfaction** (dependent variable).
Test significant independent variable: t. test
The value of (t-test = 2.082 **Legal responsibility** x2, **6.134 Ethical responsibility** x3, and 3.506 **Philanthropic responsibility** x4,) at a level significantly less than (0.05), which indicates that all dimensions of training have a significant impact on the **Employee Satisfaction**.
Test quality reconcile the regression model :F. test
The value of (F-test = 506.63) at a level significantly less than (0.01), which indicates the quality of the impact of the regression model on (**Employee satisfaction**).
Equation of the form:
Y= β0 + β x1 + β x3 + β x2
Employee satisfaction = 0.087 + 0.098 Economic responsibility x1+ 0.150 Legal responsibility x2 + 0.509 Ethical responsibility x3 + 0.241 Philanthropic

Conclusion

The measurement tool is highly reliable and valid for assessing CSR's effect on employee satisfaction.
CSR and ES constructs demonstrate strong internal consistency, ensuring confidence in the results.
Economic responsibility (x1) and other CSR sub-dimensions likely contribute robustly to the overall construct (evidenced by very high α values).

Recommendation

1. Enhance Employee Engagement: Create structured programs that encourage employees to participate in CSR initiatives. This could include volunteer days, team-building activities focused on community service, or sustainability projects.
2. Training and Development: Implement training programs that educate employees

about the significance of CSR, its impact on society, and how they can contribute. This could also include professional development opportunities aligned with CSR goals.
3. Feedback Mechanism: Establish a system for employees to share their ideas and feedback on CSR initiatives. This could be through surveys, suggestion boxes, or regular meetings to discuss CSR strategies.
4. Sustainability Practices: Introduce measures that promote environmental sustainability within the workplace, such as reducing waste, conserving energy, and encouraging the use of public transport or carpooling.
5. Partnerships with Local Communities: Collaborate with local organizations and charities to create impactful CSR programs. This can enhance community relationships and provide employees with opportunities to contribute meaningfully.
6. Recognition and Rewards: Develop a recognition program that acknowledges employees who actively participate in CSR efforts. This can boost morale and motivate more staff to engage in these activities.
7. Regular Assessment: Conduct annual reviews of CSR initiatives to evaluate their effectiveness and make necessary adjustments. This ensures that CSR efforts remain relevant and impactful.
8. Align CSR with Company Values: Ensure that CSR initiatives reflect HICMIS's core values and mission. This alignment can reinforce a strong organizational culture and encourage employee commitment.
9. Promote Work-Life Balance: Encourage practices that support work-life balance, which can increase overall job satisfaction and reinforce the caring environment fostered by CSR initiatives.
10. Marketing and Communication: Regularly communicate CSR successes and stories to both employees and external stakeholders. Highlighting achievements can enhance the organization's reputation and attract talent who value CSR.

Suggestions for future research:

- Future research could explore the factors influencing the relationship between CSR and employee satisfaction.
- Future studies could delve deeper into the impact of specific CSR activities on different facets of employee job satisfaction, perhaps segmenting employees by demographics or roles within the institution.
- Longitudinal studies could be conducted to examine how CSR initiatives evolve over time and their sustained effects on employee satisfaction and organizational outcomes.
- Comparative research could be undertaken to explore the role of CSR in job satisfaction across various higher education institutions in Egypt or in other developing countries, to identify best practices and contextual factors that influence effectiveness.

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