

**Is there a direct link
between an employee's motivation
and their employers
Corporate Social Responsibility (CSR)
policies and practices?**

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This dissertation is submitted as part of the final fulfilment required in completing the Master of Business Administration (MBA) at the National College of Ireland

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Abstract

Is there a direct link between an employee's motivation and their employers Corporate Social Responsibility (CSR) policies and practices? A study in Ireland. Author: Stephen Valentine

This research study was carried out to establish if there is a link between an employee's motivation and their employer's policies and practices. Extensive research has been conducted on employee commitment, organisational identification and leadership in relation to Corporate Social Responsibility. It has been widely accepted that one of the biggest if not the biggest asset of any organisation is their employees. This study aims to research what organisations are doing and what is deemed best practice to get and keep employees motivated as well as what part if any, Corporate Social Responsibility plays in the retention and motivation of their employees.

As quoted by Richard Branson "learn to look after your staff first and the rest will follow" (Overall Motivation, 2019)

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1. Introduction

“Is there a direct link between an employee’s motivation and their employers Corporate Social Responsibility policies and practices?”

As we move forward out of the recent economic crisis and unemployment at its lowest rate of 5.4% since 2012, employers need to work twice as hard in order to not only keep existing employees motivated, but at the same time trying to attract the best new talent when vacancies become available. Strong Corporate Social Responsibility policies and practices of an organisation could be a deciding factor for potential and current employee mind set, when they are considering staying in their current role or indeed moving on to a new role in another company.

In recent years, Corporate & Social Responsibility (CSR) has come to the forefront in the Mission Statements, Annual Reports and Branding of companies around the world. Carroll’s pyramid tells us that society requires companies to be economically and legally responsible by being profitable as well as obeying laws and regulations. Society expects companies to be *ethically* responsible by doing what is just and fair as well as avoiding harm. Ideally, society desires companies to act in a *philanthropic* way by being good corporate citizens. Good business ethics also underpins all of the elements in Carroll’s Pyramid (Carroll, 1991).

According to Business in the Community Ireland (BITC), 57 of the top companies in Ireland provided in excess of €28m and 231,668 volunteer hours to charities and community groups in 2017 (BITC, 2018).

2. Literature Review

2.1. Introduction

This research reviewed literature of both Corporate Social Responsibility and employee motivation to establish if there is a direct link between employee motivation and their employers Corporate Social Responsibility policies and procedures. Many employees go to work, do their job and take their salary home without ever thinking about how, if at all their company puts a focus on Corporate Social Responsibility and ethics in the organisation.

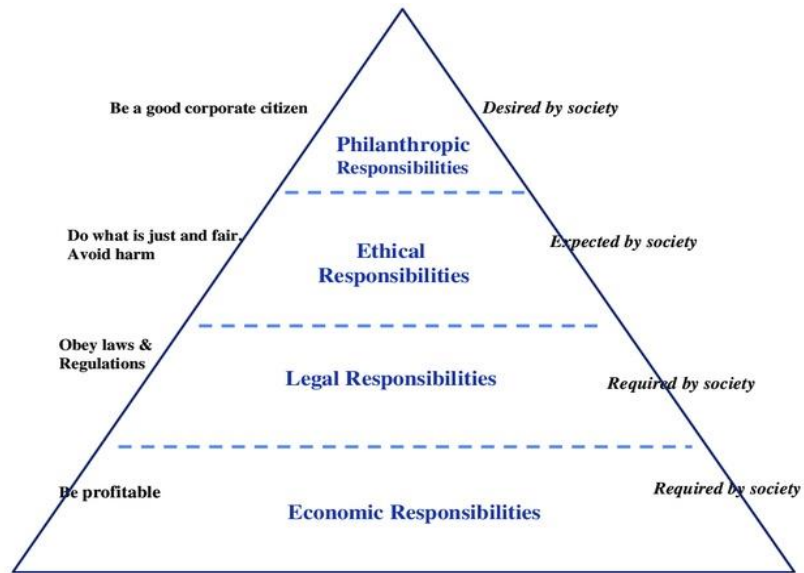
As indicated by Judge et al. (2001), “few topics in the history of industrial-organisational psychology have captured the attention of researchers more than the relationship between job satisfaction and job performance”. Research studies have demonstrated preliminary evidence that higher ethical behaviour and higher levels of job satisfaction are linked. As part of the discussion in the findings of this research, it was noted that there may be opportunities to increase ethical behaviour demonstrated by employees as well as the possibility of providing a more solid connection between positive work responses and the ethical execution of work duties. Providing this information through a company’s code of conduct or training sessions throughout the company, was suggested as a way to get employees more engaged in the company’s ethical challenges (Valentine, Varca, Godkin, Barnett, 2010).

Employee engagement is both a strategic asset and a source of tactical power to drive performance. The power of employee engagement should never be underestimated, the more employers communicate with their teams, the more of a buy in they will get back. (Godkin, 2015). This gave the indication that the more employee engagement there is, the more motivated the employee is to perform well in their role. Emotional engagement has been described as the beliefs and feelings of employees who are engaged intellectually, may determine how these feelings and beliefs are shaped, influenced and directed outwards, eventually leading to an open display of effort. This may lead to employees responding positively to statements such as “I feel a strong sense of belonging and identify with my organisation” and “I

am proud to work here” and being emotionally engaged (Shuck and Reio, 2011).

The ethical aspects of Human Resource Management and the Corporate Social Responsibility of employers has attracted increased attention from scholars in recent years. This attention was driven by the growing interest in corporate level issues, for example, how employees were treated, environmental pollution as well as transparency in the financial dealings of companies. When we talk about employee’s in organisations, sustainable Human Resource Management (HRM) plays a key role to support stakeholder engagement of owners/directors, managers, employees and employee union representatives in driving a positive CSR and ethics within any organisation (Jarlstrom, 2018).

The economic, legal, ethical, and philanthropic responsibilities of CSR have been identified through Carroll’s Pyramid (Carroll, 1991). The concept for Carroll’s pyramid was first introduced in 1979 when Carroll and other researchers tried to create a functional premise that could explain how a company achieved their social legitimacy. Shortly after this Carroll came to the conclusion that law, ethics, economics and philanthropy were the main areas of responsibility that organisations should fulfil in their CSR performance to satisfy acceptance among researchers and demands from communities that organisations operate within (Nastiti, 2017). “Companies are expected to behave in a way that is not detrimental and should be beneficial to a larger group of stakeholders beyond those closely affected by the products or services” (Basil and weber, 2009 p61). These four responsibilities form the CSR pyramid below (Fig.1) show society’s response to each area of responsibility. Over the following years, Carroll reviewed his pyramid and provided a revision in 2004 which, according to Carroll, is more suitable to be applied in a global context.



(Fig.1)

Carroll (1979, 1991, and 2004) states that the four responsibilities (economic, legal, ethical and philanthropic) are developed to cover all views of CSR and what stakeholders expect from firms, both economically and socially. The usefulness and implementation of each of the different responsibilities depend on the size of the organisation, the industry and its economic circumstances. Stakeholders are both external (communities, local governments and councils) as well as internal (shareholders, Boards of management and employees). The ethical responsibility of organisations is not only about how an organisation is run, it is also about how an organisation treats its employees in order to keep them motivated to do well in their work environment.

2.2. Corporate Social Responsibility

There are many different definitions of Corporate Social Responsibility (CSR), academics have and continue to debate the definition of CSR dating back to the 1950's and different organisations define CSR with both similarities and differences, clearly showing the different interpretations and understanding organisations have of CSR and what it means to them, their stakeholders and their shareholders. One of the most commonly cited definitions of CSR is "the social responsibility of business encompasses the economic, legal, ethical

and discretionary expectations that society has of organisations at a given point in time” written by Archie Carroll in 1979 (Crane et al., 2008). In 2014, CSR, was broadly defined as “the moral and practical obligation of market participants to consider the effect of their actions on collective or system-level outcomes and to then regulate their behaviour in order to contribute to bringing those outcomes into congruence with societal expectations” (Beal, 2014). The 35 year gap between these two definitions has similarities, as do the myriad of definitions of CSR made by academics and organisations alike in the years in between, ethics, organisational behaviours and expectations from society on how an organisation runs its business, including how organisations treat their employees and how they motivated them to perform well in their roles. The 21st century has already seen us come face to face with issues and developments that CSR can provide part of the answer to, not only to assist in governance and regulatory challenges like climate change, sustainable development and human rights but also give confidence to stakeholders and shareholders of organisations, as well as society, that what organisations do in relation to CSR really does matter. In a survey by the Economist Intelligence Unit as part of a special report in 2008, they acknowledged that only 4% of respondents thought CSR was a waste of time and money. CSR had arrived and was here to stay (Horrigan, 2010).

While CSR may be a relatively new term, the idea is extremely old. Organisations efforts in CSR are regularly emphasised and published on organisations websites and annual reports, it may not mean that Corporate Social Responsibility is lived daily within an organisation and it could be seen as window dressing. Organisational culture can reflect the extent CSR values are lived by an organisation. There is an emphasis on employees owning the practice of social responsibility, transparency in decision making and value-creation. The benefit to all stakeholders can be seen when the CSR culture balances the social, spiritual and material dimensions in the workplace, with the culture being characterised by sentiments of respect, fairness, honesty and trust. When this culture is embedded in an organisation it becomes a key factor in producing a number of positive benefits, including commitment from employees to the organisation (Prutina, 2016).

Large multinational organisations produce annual reports with sections dedicated to their CSR commitments both internally, to their stakeholders, employees & shareholders and externally to the local communities, ethical standards, climate change commitments, governance and finances. It could be argued that in Ireland CSR dates back to the Brehon laws from the seventh century which detailed when a business was or was not responsible for damages due to negligence. An example of this would be that liabilities for injuries sustained by a visitor to a building site in ancient Ireland would be determined by if the visitor had a legitimate right to be on the site in the first place, placing the onus on the builder to ensure that only authorised visitors were allowed on site and that the site was safe for visitors (Killian, 2012). A strong example of treating employees well was chocolate maker Cadbury, it remained true to its Quaker roots and was well known for valuing its labour force. They set up a village in Bournville with good housing for easy access to its factory. The village included open spaces, schools and shops all accessible to their employees and their families. Unfortunately for Cadbury, this positive reputation to the brand was severely damaged by a newspaper article that highlighted the use of slaves on one of their cocoa plantations, causing shock among the public and Cadbury later switched to a different cocoa supplier. Setting up a village showed Cadbury's commitment to their workforce by ensuring that they had affordable housing with amenities not just for employees but also their families (BVT, 2008). This would have encouraged employees to be loyal to Cadbury as well as being motivated to do well in their roles. The commercial value of this kind of commitment from an employer from a CSR perspective would be deemed as being Philanthropic in nature, sitting at the very top of Carroll's Pyramid as a responsibility desired by society. It could also be argued that Cadbury were buying loyalty from its workforce, however, this is done by organisations every day in terms of financial incentives to retain employees. Cadbury could be seen as far exceeding customer expectations by being an employer of choice by offering non-financial perks that really did make a difference to their workers and families.

This research will build on previous studies by including employee participation and inclusion as additional factors to determine if these are contributing factors and can link an employer's CSR policies and practices to an increase in motivation and job satisfaction for employees in Ireland. The image an organisation projects externally, can have direct influence over its external stakeholders such as clients, shareholders and suppliers. It also exerts influence over internal stakeholders, specifically the employees, through their perception of how the organisation is viewed from the outside. As stated by Hatch and Schultz (1997: 361), "Who we are is reflected in what we are doing and how others interpret who we are and what we are doing".

Herrbach and Mignonac, 2004, noted the relevance of the corporate image to HR professionals as being threefold. Firstly, research (e.g. Cable & Graham, 2000; Greening and Turban, 2000) has shown that organisations are more likely to attract quality candidates if a positive image of the organisation is conveyed to them. Secondly, an organisations image could be helpful not only in attracting, but also retaining employees, as image may to a lesser degree have an impact of the personal and organisational factors in respect of turnover in an organisation. Finally, an organisations image is likely to influence an employee's behaviour and attitude in the workplace. Prutina, 2016 notes that employee perceptions of CSR can be influenced by external CSR (programmes and actions that affect external stakeholders) as well as internal CSR (how the company treats its workforce). The conclusion of this piece of research is noteworthy and gives food for thought for this research study. Prutina's conclusion states that the 21st century business is pushing the boundaries of traditional business thinking. Corporate social responsibility, instigated from internal values or social and environmental pressures, is becoming standard practice. The question has shifted from not only whether to be responsible, but also how to earn the best long-term benefits from CSR. The often heard advice is through ethical values and behaviour, as well as strategic approach to business. Implementing these values and practices embedding them through the organisation, helps create the culture of social responsibility. This work shows just one positive effect of having elements of

such culture, and can support a launch point for much needed academic research and practical application (Prutina, 2016).

Although CSR activity can help boost an organisations image to external stakeholders, it could have a negative effect for employees who perceive inconsistencies between the organisations real motives and its adopted CSR theory. On the flip side of this, CSR activity that reflect the organisations shared value system indicating sincere motives can have a positive effect on employees motivation in the workplace (Lee and Yoon, 2018). There has been increased interest into CSR initiatives and activities in recent years, however, there is still limited knowledge around the effects of internal and external morale from CSR practices on employee's internal motivation. Employee attribution towards internal motivation resulting from the company's CSR activity has largely gone undiscussed (Skudiene and Auruskeviciene, 2012).

When developing the questionnaire, one of the key questions asked from Turker's CSR scale was if the respondent felt "part of the family" relating to CSR in their organisation (Turker, 2009). Responses to this question would give an indication on whether the respondents feel they are receiving sufficient communication in respect of CSR and if they are being included in decisions being made. This helps to reinforce the aim of building on existing research to explore the relationship between CSR and employee motivation and job satisfaction.

2.3. Employee Motivation

Branco and Rodrigues (2006) suggest that CSR can provide internal or external benefits or even both. Organisations that invest in socially responsible activities may receive internal benefits as this may assist in developing new capabilities and resources, which are related to corporate culture and know-how. Furthermore, as Branco and Rodrigues (2006, p121) point out, "socially responsible employment practices such as fair wages, a clean and safe working environment, training opportunities, health and

education benefits for workers and their families, provision of childcare facilities, flexible working hours and job sharing, can bring direct benefits to an organisation by increased morale and productivity while reducing absenteeism and employee turnover”. As well as productivity benefits, organisations can also save on costs for recruitment and training of new employees”. A good example of an organisation showcasing how their CSR policies and practices effect every area of their business including employee motivation is ALDI. They have a dedicated section on their website for CSR titled ‘Caring for our amazing everyday world’, which highlights their responsibility to their customers, supply chain, the environment, the communities in which they operate and their employees. ALDI stress the importance on clearly defined responsibilities to avoid confusion amongst employees, as well as highlighting that the commitment and motivation of their employees are of central importance, with good cooperation and communication being key factors. In 2016, results from the employee engagement survey produced an average employment index score of 8.6 across the organisation (ALDI, 2019). According to the Global employee engagement index, the average employment engagement index is currently 6.9 in Europe, with Ireland slightly behind that with a score of 6.8 (Global employment index, 2019).

Many academics have highlighted the positive impact internal communication can have on employee engagement (Choong, 2007; Welch and Jackson 2007) and the rationale for successfully engaging employees in an organisation (Gill, 2011). When employees feel their contribution matters to the organisation, their satisfaction is expressed through increases in productivity and profitability (Gallup, 2012) and provide excellent services to customers as well as stakeholders (Saad, 2018). This makes communication between senior management and employee’s key to successfully motivating employees to do their job well. In addition to this, the types of partnerships employers enter into may also have an effect on an employee’s motivation to do their job well and gain some element of job satisfaction. For example, if an organisation insists that it will only sponsor one charity for cancer research, opinion can often be divided amongst employees who have had both positive

and negative experiences with different cancer charities. If any employees are unhappy about the choice of partner or were not included in the decision making process, this could result in a decrease in employee motivation and a decrease in job satisfaction as the employee may feel that he/she is not being listened to or even asked to give their input to the process.

Partnerships and relationships can affect employees both in a negative and positive way, giving rise to questions on the importance of who a company enters into a partnership or relationship with (Cornwell, 2018). They propose that high levels of engagement, through communications or actions from management and opportunities for identity enactment, are likely to increase employees' positive organisation identification (OI) shifts. Conversely, low levels of engagement are likely to diminish any positive organisation identification shifts. As part of strong engagement, managers may provide employees with extensive exposure to a partnership by regularly updating employees about what's happening with the partnership, organising joint events such as teamwork training by members of a sports team, creating volunteer opportunities, or scheduling regular visits to the partner's sites.

This kind of engagement can have profound consequences for an employee's organisational identification. For example, the Lloyds Bank sponsorship of the 2012 Olympic Games in London had as a stated objective to "significantly impact internal pride and motivation." Employees were specifically viewed as an audience of the sponsorship and an integral component of its delivery, as well as being given opportunities as staff ambassadors to meet Olympians and Paralympians. In contrast, when organisations expose employees minimally to a partner, perhaps by only communicating its presence, organisational identification shifts may be limited. Employee engagement need not only be generated from top-down actions, as in the Lloyds Bank example, but may be generated or improved when employees have opportunities to be involved in partnership decision making and activities. A national partnership that executives instigate top down may influence employees in locations across the country differently, depending on the extent of local engagement. For example, the beverage company Anheuser-Busch

holds the National Football League (NFL) “official beer” designation. Anheuser-Busch also holds thirty-two team sponsorships. For Anheuser-Busch (and for the NFL), these relationships differentially impact employees, depending on whether there is a local team partnership that offers employees opportunities for engagement (Cornwell, 2018).

Over the last number of years potential and existing employees have taken more of an interest in their organisations activities. “people want to work for companies that they feel good about”(Sweeney, 2008, p162), meaning that organisations must build a reputation of producing good products and also have a reputation for taking their responsibilities as a good corporate citizen seriously. Employees want to feel good about going above and beyond their technical job, which makes them feel good about themselves and the part they play in their organisation. Sweeney’s company O’Briens sandwich bar became the first organisation to commit to sponsoring the Special Olympics, which were being held in Ireland in 2003. From a CSR perspective, that sponsorship ticked a number of boxes. O’Briens moved from being a regional to a national brand, sales increased throughout the chain as customers throughout the country showed their support by visiting the stores more often and buying more. Relationships with their suppliers were strengthened as they got them excited and enthusiastic about taking part. However, some of the biggest benefits came through the reaction of stakeholders in the organisation, specifically employees. Before the sponsorship, turnover of younger employee’s was challenging as a trend had developed where, young employee’s would join the organisation but move on after short periods. Sweeney noticed that once the sponsorship was announced, including details of how employees could get involved at local, regional and national level, employees started to stay because they felt better about the organisation and what it was doing to support people, not just looking at making profits. They took great pride in the work they were doing to support the Special Olympics over and above just making money, they got involved enthusiastically in making a success of the partnership. They felt connected and gave more of themselves to the project and to the organisation, in turn helping the

organisation make more money. Making CSR part of your organisations culture is a key factor in success (Sweeney, 2008).

Employees are motivated by salary, perks and position in an organisation, however, a psychological contract exists between an employee and the organisation that employs them. This unwritten contract is the expectations, beliefs, perceptions and obligations that make up an agreement between the employee and the organisation. The psychological contract is developed through communications with co-workers and managers as well as through the perception of the corporate culture. When new employees start in an organisation the corporate culture is very important as they navigate their way through their early employment. As a psychological contract is unwritten, it is informal, however, it plays a significant part in how employees act. If the promises and expectations are not met by the organisation, a psychological contract breach can occur and this may cause employees to become less loyal, less trusting, lack attention in carrying out their work and or otherwise dissatisfied with their employment situation. On the flip side, employees are much more likely to be committed and motivated to do their work well when the organisation communicates in a supportive, credible, competent and trustworthy manner (Ferrell, 2011).

Stakeholders are defined as “any group or individual who can affect or is affected by the achievement of an organisations purpose” (Crane et al, 2008, p112). Donaldson and Preston looked at the developments in stakeholder theory and argued that four different types of stakeholder theory are open for discussion. Firstly, there is descriptive stakeholder theory, which reviews what managers actually do and which groups are actually taken into account. Second, there is an instrumental aspect, which explains the roles individuals and groups play in achieving organisational goals. Third, stakeholder theory is normative as it based on the assumption that stakeholder’s interests are legitimate. Finally, stakeholder theory is also a managerial theory, as it suggests tools, structures and practices to managers to allow them manage stakeholder relationships or engagement successfully. The debate of stakeholder theory in the context of CSR, makes it clear that different people,

including internal stakeholders i.e. employees have important roles to play in delivering an organisation's goals through CSR (Donaldson and Preston, 1995).

2.4. Sustainable Human Resource Management

Now more than ever the apparent lack of highly skilled and motivated employees is one major challenge facing Human Resource Management (HRM) in the 21st century (Bettina, 2012). The attracting highly qualified employees escalated and is vital as a necessary factor of their business (Bhattacharya et al., 2008). The result of demographic change (especially in Europe), falling birth rates and an increasing number of people above the standard retirement age, is leading to a reduction in the availability of suitable candidates. To avoid this reduction in candidates, organisations must engage in what has been referred to as a 'war-for-talent' and create incentives and a positive company image that presents the organisation as a good company to work for (Backhaus et al., 2002).

Referring to sustainable HRM the (Bettina, 2012) study reveals that CSR seems to be an effective tool to appeal to potential employees. If organisations are willing to maintain Sustainable HRM practices they could become an employer of choice. From a market oriented perspective organisations have to align their HRM practices to the resulting needs of the diverse human workforce. The organisation should absorb Sustainable HRM practices in terms of the different aspects of CSR. Two of the most important CSR factors in the findings of the study were diversity and employee relations. Serious consideration should be taken of how these two elements can be explicitly promoted, escalated or showcased. Organisations can develop and execute real Sustainable HRM practices to increase these elements: i.e. encouragement of older employees, the compatibility of job and family, retirement arrangements, active promotion of women in leadership positions or establishment of corporate crèche facilities.

In 2019, support for the LGBTQ+ community through Pride month saw organisations from across the private and public sector show their support by

marching in the parade, some including an Garda Síochána, marched for the first time, while others had been allies and supporters of the community for a number of years, including Marks and Spencer, who developed a Pride themed sandwich with a donation to LGBTQ+ charities made from the proceeds of sales. This kind of external support for minority groups will not go unnoticed by young adults just about to finish school or college and about to enter the workforce. Internal CSR, includes practices related to employee well-being, including “respect for human rights, employee health and safety, work–life balance, employee training, equal opportunity, and diversity” (Hameed et al., 2016, p. 2). On the flip side, external CSR, points to practices related to environmental and social aspects, which highlights the organisation’s authenticity and reputation among its external stakeholders. These may include “volunteerism, cause-related marketing, corporate philanthropy, environmental and wildlife protection” (p. 2). Internal and external CSR can both affect an employee’s motivation, their perception of the organisation they work for and whether they feel valued for the work they do. Employees in Ireland are protected under legislation that they will not be discriminated against and treated equally under nine grounds of discrimination, religion, sexual orientation, gender, age, race, marriage status, family status, disability and membership of the travelling community.

As mentioned earlier in this chapter, employers have in recent years become more vocal in promoting a safe place to work and supporting the representation of employees from minority groups. Across the Civil and public sectors, statutory compliance targets were set to ensure that a minimum of 3% of staff employed within the Civil and public sector should have a declared disability, with compulsory annual reporting on whether this target has been achieved or not and if not what the organisation is doing to bring them above the threshold (NDA, 2018). The LGBTQ+ community has seen a large volume increase in the number of high profile public and private companies support them through sponsorship of pride and posting notifications on their social media platforms as well as highlighting their commitments on their websites including, Aer Lingus, M&S, Penney’s, Fidelity, HSE, SKY, Facebook to name just a few companies that have embraced diversity and inclusion in their

organisations. (Pride, 2019). According to CIPD, 2019, “not only promoting but also supporting diversity in the workplace is an important element of good people management”. It is important all employees feel valued in the organisation and treated as individuals. However, to reap the benefits of a diverse workforce it’s vital to have an working environment where everyone feels included as well as able to participate and achieve their potential. Irish legislation does cover protection for all employees against discrimination in the workplace as a minimum, however, an effective diversity and inclusion strategy goes beyond legal compliance and seeks to add value to an organisation and can contribute to employee well-being and engagement and may lead to increased employee motivation (CIPD, 2019).

Finally, the development of organisational attractiveness by highlighting an organisations CSR orientation could assist in improving Sustainable HRM in the sense of attracting and retaining highly skilled employees and ‘talent’ to an organisation. As a result this could elevate the organisation’s position in the ‘war-for-talent’ and the ability to attract and retain highly capable employees as a major contribution by HRM to support sustainable corporate success by managing the sustainable availability of employees as well as provide HRM with the tools to plan for succession as and when roles become vacant (Bettina, 2012).

2.5. Conclusion

While there has been extensive research carried out on Corporate Social responsibility that has included employees as stakeholders, the majority of this research has focused on certain elements, for example, the employees’ commitment to the organisation. There has been research with some clear examples of where the employer through their CSR policies have purposely put the employee at the centre of their policies and procedures in an effort to increase productivity as well as retain and motivate their employees (Bettina, 2012: BVT, 2019: Cornwell, 2018: Sweeney, 2008: Ferrell, 2011) with extensive research on what the best practice should be. A direct link between an employee’s motivation and their employers CSR policies and practices has been touched on in previous research, however there is a gap in research on

how far organisations go in ranking the order of priority of some internal stakeholders, specifically employees.

It is important to note that certain factors can affect an employee's behaviour, the autonomy to develop and utilise their skills and abilities in their work, ownership of their own resources, as well as opportunities for promotion (Armstrong, 2006). When employer's embrace these factors, it can lead to employee's feeling emotionally committed and motivated to doing well, taking pride in the fact that they are playing their part in extending the goals of the organisation (Minbaeva, 2008). One outcome of this would be that internally motivated employees carry out their roles, producing a high standard of work, not because of financial reward, but because they feel a positive relationship with and trust the company they work for, leading to a positive acknowledgement of the organisations CSR activities as well as a positive response and evaluation from employees (Skudiene and Auruskeviciene, 2012).

Research has been, to a large extent focused on what the employee can do for the organisation in furthering their CSR credentials and how the organisation could be perceived by external stakeholders, i.e. local communities, government, consumers. This provides an opportunity for further research to examine a direct link between an employee's motivation and their employers CSR policies and practices more closely by exploring what would happen if CSR put the employee first, for example, what does the employer need to do from a diversity and inclusion perspective to support and motivate their employees. Again, this has been touched on in the literature review, however as a more recent development in academic research terms could be worthy of further study in the area of CSR and may provide major benefits to organisations and employees. Richard Branson, founder of the global Virgin group, famously said "clients do not come first, employees come first. If you take care of your employees, they will take care of your clients". He also said "Train your employees well enough so they can leave, treat them well enough so that they don't want to" (Overall motivation, 2019).

3. Research Aims and Objectives

3.1 Research Aims

The aim of this study is to build on existing research to establish if there is a direct link between an employee's motivation and their employers Corporate Social Responsibility policies and practices.

Research from the literature review of this study has shown that employees can play a key role in the success of an organisations Corporate Social Responsibility credentials. Kim and Scullion, 2013 highlighted that not only are employees stakeholders, they are one of the most significant stakeholders within an organisation. They identified an emerging trend in some of their research literature, specifically, that CSR can be a tool for maximising opportunities that may have been overlooked within HRM, notably, that the majority of employees are not just motivated by financial gain to do their job, the non-financial features are also important for employee motivation (Basil & Weber, 2006; Branco & Rodrigues, 2006; Collier & Esteban, 2007; Frey, 1997; Zappala, 2004 as cited by Kim & Scullion, 2013).

A secondary aim of this study is to highlight any gaps in existing research worthy of further study in the area of a link between employee motivation and CSR.

3.2 Research Objectives

The research objectives are:

1. To identify if there is a direct link between employee motivation and employers Corporate Social Responsibility policies and practices
2. To identify to what extent, if any that communication on Corporate Social Responsibility from employers affect employee motivation

3. To identify if the employee profile i.e. age, gender, position, length of service, work experience or type of organisation affects an employee's motivation and attitude towards Corporate Social Responsibility

3.3 Hypothesis

The hypotheses of this study are formulated from existing research and the literature used in the study.

The first hypothesis is in relation to a direct link between an employer's CSR and employee motivation. The hypothesis is:

H1: An employer's Corporate Social Responsibility credentials directly affect their employees' motivation to do their job well.

The second hypothesis is in relation to the extent, if any that communication on Corporate Social Responsibility has on an employee's motivation to perform well in their role. The hypothesis is:

H2: Employees feel that open communication about CSR, motivates them to perform well.

The final hypothesis of this study relates to the employee profile of age, gender, length of service, tenure, position and type of organisation. The hypothesis is:

H3: The level of motivation from employees arising from their employers CSR policies and practices, will be influenced by the profile of the respondents

3.4 Significance

The researcher wanted to carry out research that could add value to the already existing body of research, providing organisations with further insight into the part robust Corporate Social Responsibility policies and practices play

in motivating employees within their organisations to operating successfully in today's business environment.

4. Research Question

“Is there a direct link between an employee's motivation and their employers Corporate Social Responsibility policies and practices?”

In selecting the primary question for their research, this paper aims to build from current research available and gain an insight into Irish employee's attitudes on the effect of CSR programmes and their organisations CSR policies and practices.

A study reviewing the impact of CSR activities on employees, conducted in 2012, looked to show whether employees could derive job satisfaction from CSR programmes (Vlachos, Panagopoulos and Rapp, 2013). The results of this study found that previous literature focused of the role of senior managers in the CSR strategy process, overlooking the role of middle managers. They identified middle managers as having charismatic leadership qualities as an important component of employee CSR attributions.

Employees want to be included, they want to know what is happening in their organisation. Organisations who have living Corporate Social Responsibility policies had to start somewhere when developing them. Part of this development would have been to articulate a comprehensible account of what their organisations specific commitment to CSR was. As a minimum, they must do this for the purposes of engaging in communication with internal and external stakeholders. In order for CSR to be successful for an organisation, commitment, communication and resources are critical. Employees are not going to support initiatives that they do not have any meaningful detail about. Managers and leaders at all levels need to understand the reasoning behind why it makes good business sense to not only implement CSR, but to also embed it into the framework and the culture of the organisation. Clear communication of both the financial and non-financial benefits to the

organisation, employees, Board of Management and external stakeholders needs to be clear and transparent, with all parties having a real commitment and understanding to the central CSR cause in all areas and business units of the organisation (Horrigan, 2010).

This research will take the opportunity through a quantitative online survey to collect data to explore if employee motivation and increased job satisfaction can be linked to CSR policies and practices.

One of the reasons for the decision to explore this area is that not only does it touch on a number of modules from the MBA programme, i.e. Corporate Social Responsibility, Ethics, Employment and leadership in Organisations, it also affords the opportunity to build on existing research from an Irish workforce perspective. As Ireland has become a European hub for high volumes of company's over recent years and the possibility for further overseas investment from around the world due to the potential impact of Brexit, further research of this nature from an Irish workforce perspective is not only required, but also relevant for the Irish economy.

5. Research Methodology

5.1 Introduction

Research methods refer to an orderly, focused and systematic approach to the collection of data to gain information from the collection in order to solve a problem or answer a question (Ghauri, 2005). This chapter will establish how the researcher approached this research study, the rationale behind the design of the study as well as the approach for data collection and analysis. It is critical to any piece of research involving the collection of data that ethical considerations have been reviewed in detail prior to the commencement of data collection and these considerations are outlined later in this chapter. Survey research comprises of a cross-sectional design in relation to which data are collected predominantly by questionnaire or by structured interview on more than one case and at a single point in time in order to collect a body

of quantitative or quantifiable data in connection with two or more variables, which are then examined to detect patterns of association (Bryman and Bell, 2015, p.63). The decision on the methodology to be used in a research project depends on the focus of the research, the research question or statement or the research hypothesis, and by the type of data necessary for the research as well as by the location of that data (Quinlan, 2011).

The purpose of this research study is to establish if there is a direct link between an employee's motivation and their employers Corporate Social Responsibility policies and practices. The research aim is to engage with as large a population as possible, conducting a qualitative in-depth structured interview approach would not have provided a broad enough range of results across the population as a quantitative survey would produce in the timeframe available, as the author would be unable to engage with each individual separately. The research method selected allows analyse data from a broad range of employees across multiple employment sectors, different ages, with a range of working experience from less than two years work experience to over 20 years as well as data from employees who have remained with the same employer over a long period and employees just starting out. The research method used for this dissertation will be a quantitative, cross sectional survey method.

5.2 Population of the Study

This research will be a human study and will draw on the sources of workers aged 18 and above, currently in employment in Ireland. When designing a research study, the decision on what is the definition of the population within their body of work, is the researchers responsibility (Quinlan, 2011). For the purposes of this research study, the researcher will use the general population of Ireland broken down by gender, age, working experience, tenure with current employer, position in organisation, number of employees in their organisation, type of organisation and if they have a living Corporate Social Responsibility policy in place. The researcher believes it is important to gauge the effect, if any CSR has on employee motivation based on demographical

data. In the first instance, they need to establish if there is a living CSR policy in place, this will be critical to the research question, ***if there is a direct link between an employee's motivation and their employers Corporate Social Responsibility policies and practices*** when analysing the raw data, as some organisation may have no CSR policy in place and it may not have any effect on their employees motivation. It may more challenging for older employees to understand the concept of CSR and what it means to them, than younger employees, who may have been provided with more information throughout their education? Do male and female employees differ in their opinion on CSR and what it means to them? Senior Managers and Directors of organisations more often than not are the drivers of CSR policies and practices, do they believe they are doing the right thing for their organisation and their employees through their CSR policies and practices? Are organisations doing enough to keep employees motivated through CSR policies and practices or is there an opportunity for senior leaders to look more closely at ongoing research to link their CSR policies and practices to keeping their employees motivated and loyal?

This decision will allow for a cross sectional analysis of data and can be analysed by age, gender, tenure, length of service as well as size and type of organisation. This may also provide insight into organisations commitment to Corporate Social Responsibility by the employers.

5.3 Research Philosophy

When choosing and reviewing a method of data collection, the purpose is to gain knowledge and understanding into the research topic. Saunders et al. (2015) believed that the chosen research philosophy is clearly influenced by the aims and objectives of the researcher. All research projects are supported by a philosophical framework, a global view within which the study is positioned (Quinlan, 2011).

There are two philosophies that can be utilised in research, these are Ontology and Epistemology. Ontology refers to the aspects of social entities, it is seen as the “study of being, the nature of being and our ways of being in the world” (Quinlan, 2011, p.95). There are two broad components of

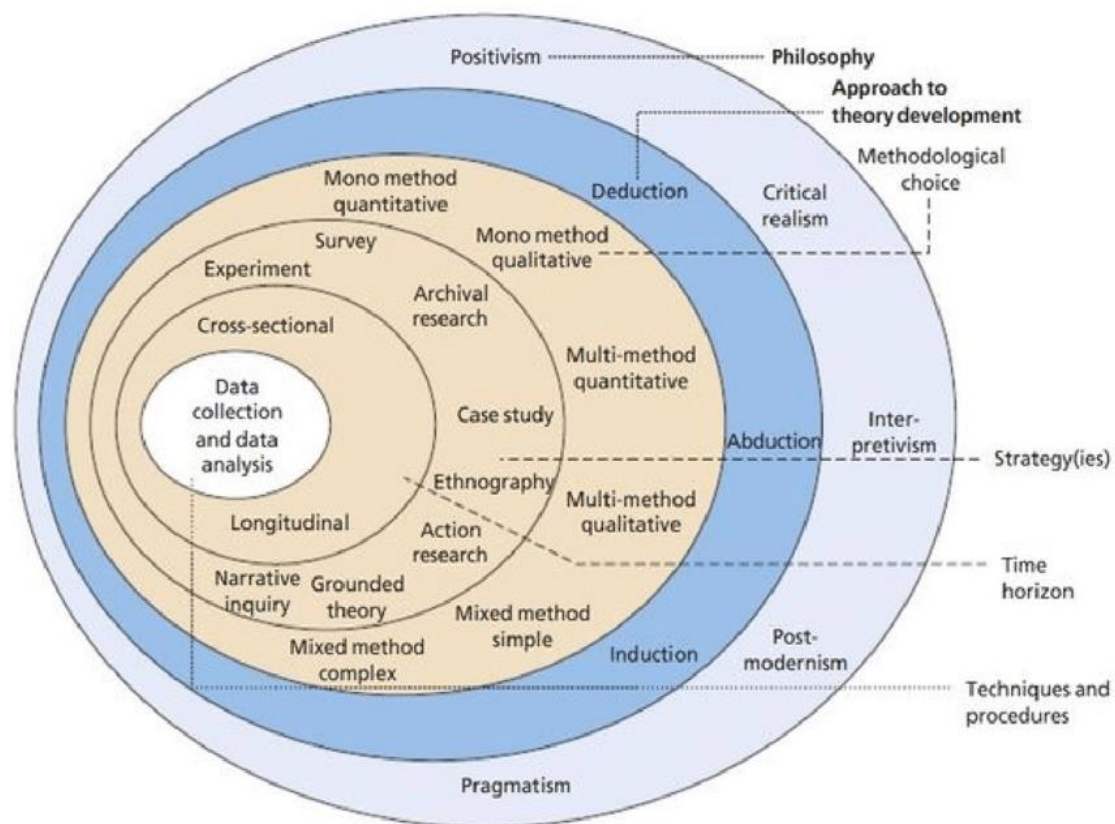
Ontology, which are objectivism and subjectivism. Burrell and Morgan, 1979 as cited in Bryman and Bell (2015) created models to provide an understanding of these concepts. They propose that objectivism reviews the external viewpoint from which an organisation can be viewed while subjectivism reviews the organisation as a socially fabricated creation, a label used by persons to make sense of their experience. The ontological view of objectivism will be the view held by the researcher for this study as identifying a link between an employee's motivation and their employers Corporate Social Responsibility policies and practices requires evidence of the facts which are as objective as possible and has no relationship or reference toward the researcher.

Epistemology refers to what is considered acceptable understanding within an area of research (Bryman and Bell, 2015). It is made up of two broad components; Positivism and Interpretivism. A positivism approach refers to a researcher obtaining information gained from experiences like a natural scientist (Saunders et al., 2015), while an interpretivist attempts to interpret the world through the eyes of the subject, taking an empathetic approach to the research. The interpretivism approach which is researching social sciences, human subjects as opposed to objects, is held to be very different from the positivism approach researching natural sciences (Bryman and Bell, 2015). A third component, a social constructionism approach, has been referenced by some academic research and this refers to social occurrences developing within social contexts and its individuals creating their own realities (Quinlan, 2011). It could be argued that a social constructionism approach is no more than a sub approach of interpretivism. The epistemological approaches which were considered by the researcher for this study were interpretivism and positivism.

The use of a positivism approach will concentrate on existing research to create hypotheses regarding the research aims and objectives, while also being focused towards gathering information that can be quantified and statistically evaluated. The hypotheses created in the research will be tested to gain an understanding into the results and a validation made for it to be

accepted or rejected (Saunders et al., 2015), referring to a deductive research approach. The epistemological approach of positivism will be used in this study as it will allow the researcher to test the pre-determined hypotheses which have been formulated for this research by comparing and contrasting dependent and independent variables.

Contained within these research methods the data can be viewed in an inductive or deductive manner. An inductive approach refers to interpreting the data from the top down, however, a deductive approach looks to discover results as the research develops. Qualitative methods are seen as inductive while quantitative methods are seen as deductive (Saunders et al., 2015). In conclusion, this research will be taking the ontological view of objectivism, the epistemological view of positivism and a deductive approach as it is normally linked with both positivism and objectivism as shown in (Fig. 2) below.



(Fig. 2)

5.4 Sampling and sample method

Sampling procedures can be broken into two broad categories, probability and non-probability samples. In probability samples each completed survey response has a known or non-zero chance of being included in the researchers sample and this allows for the researcher to draw statistical conclusions. With non-probability samples, in contrast, it is not possible to make valid inferences about the population and this indicates that such samples are not representative, meaning the sample is valid but only within certain limits for the population (Ghauri, 2005). The researcher will be using a non-probability sample approach as opposed to a probability approach as filtering of the data by demographic in their final sampling may exclude participants based on gender, age, working experience, tenure with current employer, position in organisation, number of employees in their organisation, type of organisation and if they have a living Corporate Social Responsibility policy in place. Therefore the sample will be valid but only within certain limits based on filters used and would not be representative of the population as a whole. According to the Central Statistics Office (CSO) Q1 2019 figures there are 2,301,000 people in employment in Ireland (CSO, 2019). The researcher intends that the sample size for this research will fall between 100 and 200 responses. This would allow for a margin of error of 10% at a confidence level of 95% based on the number of responses meeting the minimum target of 100 (surveymonkey.com, 2019). As the researcher has a limited number of participants in their network to initially invite to participate in the survey they are reliant on the goodwill of this network to share the survey with their network to increase the level of responses received. Using the snowballing approach is appropriate to allow the researcher maximise the number of responses to the survey. The researcher intends to use a convenience sampling method to analyse the data collected in response to the online survey. The advantage of convenience sampling is that the method is simply available by virtue of its accessibility. One of the drawbacks is we do not know what population this sample represents, so the findings cannot be generalised. Convenience sampling can also be used as the foundation for further research or allow connections to be made to existing outcomes in the area being researched (Bryman and Bell, 2015).

The survey questionnaire will be distributed to the researcher's network of colleagues, friends and family through WhatsApp, text, social media and email. The researcher has specifically requested that the initial network forwards the link to the online survey to their network of colleagues, family and friends, known as a snowballing approach, the intention is that as the survey is forwarded, the number of responses should increase in the timeframe that the survey will be open. The sample will assist in establishing if there is a direct link between employee motivation and their employers Corporate Social Responsibility policies and practices.

5.5 Research design and Data collection methods

When designing the research and data collection methods, taking into account both the limited timeframe and limited resources at the researcher's disposal to conduct the research, it was felt that the most appropriate design was that of an online survey questionnaire. The design of an online questionnaire would allow for data collection from a broad sample of the population, from different age brackets, various sectors of industry, and a variety of tenure in the workplace from new entrants and those established in their career employed for a number of years. This would give the researcher a clear benchmark of whether there is a direct link between employee motivation and their employers Corporate Social responsibility policies and practices. Restrictions on the timeframe to collect and analyse the data from the online survey was a deciding factor on this approach as this enabled the gathering of a large volume of data over a relatively short timeframe of four weeks.

Collecting the data through an online questionnaire, allows the participants to complete the survey at a time of their choosing. In an ever increasing working environment, by informing potential respondents that the questionnaire would take a maximum of five minutes would assist in gaining cooperation from potential participants to complete the survey. As mentioned above in section 5.3, sampling and sampling methods, the researcher is relying on their initial network to forward the survey onto their own network once completed to drive the volume of completed surveys up to a minimum of 100 completed surveys, this approach is known as the snowballing approach. By including a short

paragraph at the beginning of the survey assuring participants that their survey responses would be completely anonymous would lead to them being agreeable to be more open in their responses.

The questionnaire is divided into two sections, the first relates to the demographic of the population surveyed and the second is a validated academic tool which combines the 8-item affective commitment scale (Allen and Meyer, 1990) and 19 questions taken from the Corporate Social Responsibility scale developed by Duygu Turker (Turker, 2009). Answers to the 19 questions will be generated using the Likert scale to gather responses. Both elements of the questionnaire have been validated and published in the journal of business ethics and the journal of occupational psychology. Based on evidence from peer reviewed research, the use of these scales would be appropriate for the purposes of this study.

5.6 Pilot study for the Questionnaire

A pilot study was completed using the final draft of the survey questionnaire. The survey was sent to 10 people on 8th June 2019 made up of work and college colleagues, family and friends. This pilot was conducted seven days in advance of the final survey going live to allow time to collate any comments on the layout of the questionnaire, ensure that the questions themselves were clear to the participants and modify the questionnaire if required. The pilot also gave the author the opportunity to review how the information was being collated on the survey monkey platform in preparation for the analysis of the final volume of responses when the survey closed. Feedback from one of the sample participants indicated there should be an option to respond as not sure to the question of *does your organisation have a living Corporate Social Responsibility in place*. The author felt that if this option was to be included in the questionnaire, participants may be inclined to respond by clicking neutral to the majority of questions 9-27 and therefore not providing any definitive detail for the researcher to analyse. All other feedback from the pilot highlighted that the questions were clear to the participants, aside from some minor spelling corrections, no further amendments were required.

5.7 Data analysis

All data for this research study was collected through the Survey Monkey platform and was imported to Microsoft Excel. Survey Monkey provide tools to analyse survey results within their own software programme. This gave the researcher an opportunity to analyse the raw data as well as filter the information required to present the findings in a clear and simple manner. The researcher wished to also provide a detailed analysis of the findings from H3, which has a number of variables based on the respondent profile. These results were analysed to establish if there is a direct link to an employee's motivation and their employer's policies and practices.

5.8 Validity and Reliability

Validity refers to the integrity of the conclusions that are generated from a piece of research. There are four main facets to validity. Measurement or Construct validity is concerned with whether or not a measure that is devised of a concept really does reflect the concept that it is supposed to be denoting. Internal validity is concerned with whether a conclusion that intergrates a causal relationship between two or more variables can stand up to challenges. External validity is related to whether the results of the research study can be generalised beyond the explicit research context. Finally Ecological validity is related to whether or not social scientific findings are applicable to people's every day, natural social settings (Bryman and Bell, 2015).

Reliability refers to the dependability of the research and to what level the research can be repeated while delivering the same outcome (Quinlan, 2011). The data collected through the online survey questionnaire is normally tested using Cronbach's Alpha, a widely used test of internal reliability. This test calculates the average of all possible split-half reliability coefficients. A coefficient will vary from between 0, indicating no internal reliability and 1, indicating perfect internal reliability. A coefficient of 0.8 or above is regarded as an acceptable level of internal reliability by the majority of writers, however

some writers accept a slightly lower figure, suggesting that a figure of 0.7 was considered to be efficient (Bryman and Bell, 2015).

5.9 Ethical considerations

As stated in the introduction to this chapter, it is critical to any piece of research involving the collection of data that ethical considerations have been reviewed in detail prior to the commencement of data collection. Ethics can be defined very simply as the process of reasoning in terms of the right thing to do (Quinlan, 2011). In this research as in all research there are many ethical issues that may occur. Ethical principles can be categorised under four general headings, harm to participants, lack of informed consent, invasion of privacy and deception. When designing the means of research used for this study, the researcher decided that a quantitative method approach would be used by way of an online survey. By anonymising the survey, the researcher would ensure that the participants cannot be identified through their responses which mitigates the risk of harming the participants either personally or professionally. All participants are provided with detail in advance of completion. This detail includes, the purpose of the survey, who will see the data, how the data will be used, as well as explaining that participation is voluntary with the option to not participate or withdraw consent for their responses to be used at any time by emailing the researcher directly at the email address supplied. The participants have been assured that all responses will be secured safely, password protected and destroyed upon completion of this research study. In order to proceed with the survey, the participants must click “ok” to move to the next page where they will be asked a series of 27 questions. Discussions about values of ethics in research raises questions of “how we should treat the people with whom we conduct research” and “are there activities in which we should not engage in our relations with them” (Bryman and Bell, 2015). The researcher is confident that they have adhered to all four principles in their research design.

The National College of Ireland’s Ethical Guidelines and Procedures for Research involving Human Participants have been followed and approval received by NCI’s Ethics Committee. A signed ethics declaration form was

submitted as part of the original research proposal. A clear summary of the purpose of the research, the information required by the participants, the assurance of anonymity as well highlighting that taking the survey was entirely voluntary and they had the right to withdraw consent at any time was inserted as a preface to the survey. The participants were required to read this summary and click ok in order to proceed into completing the survey. The researcher also confirmed as part of this summary that all data collected would be stored securely, password protected and erased upon completion of this dissertation (appendix 1).

5.10 Limitations of the research

The aim of this body of research is to establish if there is a direct link between an employee's motivation and their employers Corporate Social Responsibility policies and practices. Using a quantitative approach through an online survey gives rise to certain limitations. The researcher has a limited number of participants in their network to initially invite to participate in the survey and is reliant on the goodwill of this network to share the survey with their network to increase the level of responses received. Using the snowballing approach is appropriate in order to maximise the number of responses to the survey. To allow sufficient time for the data from the online questionnaire to be analysed in detail, the timeframe for the survey to remain open was also limited to a period of 4 weeks (15/06/2019 – 12/07/2019). Due to the lack of time and resources to carry out a probability sample of the entire population over the age of 18 in employment, this research was conducted using a non-probability convenience sampling method. This can give rise to the validity of the findings being challenged as not being representative of the entire population of people over the age of 18 in employment. As it is not possible to generalise the findings, it would be considered that the findings will only be valid within certain limits (Ghauri, 2005). For the purposes of this research study, the findings could be considered valid based on the profile of the respondents, including their age, gender, work experience, type and size of their organisation, as well as position and if their organisation has a living CSR policy in place.

6. Results and main findings

6.1 Introduction

The complete question set for this online survey is provided as part of the appendices in section 9 of this paper (9.2.1). The survey received a total of 137 responses. The researcher did not receive any communication from the respondents wishing to withdraw from the survey or revoke permission to use the data collected.

Questions 1 to 8 – About you.

The gender split of the survey responses were 79 (58%) female and 58 (42%) male. A total of 132 (96%) respondents completed questions 1 to 8 providing their demographic profile to the research. A total of five (4%) of the respondents did not answer question 7-“What type of organisation do you work for”

A key question within this section of the survey was question 8 – Does your organisation have a living Corporate Social Responsibility (CSR) policy in place? From a total of 137 responses, 86 (62%) stated their organisation did have a CSR policy, while 52 (38%) stated that their organisation did not have a CSR policy. Upon reflection, it may have proved useful to include a 3rd option for respondents to indicate “don’t know” as their organisation may well have a living CSR policy, they are just not aware of it or communication from their employer on the subject of CSR is minimal.

Questions 9 to 27 – About you and your organisation.

A total of 115 (84%) of the respondents completed all questions from 9 to 27. A total of 2 (2%) respondents did not answer 7 questions in this section.

6.2 Main Findings

The aim of this study was to establish if there was a direct link between an employee's motivation and their employers Corporate Social Responsibility policies and practices.

For the purposes of the analysis responses of strongly agree and agree were added together to give an overall percentage. The same was done for responses of strongly disagree and agree.

Analysis of responses by gender.

Female

Female respondents made up 58% for the total responses to the survey. From this 28% of the female respondents were at entry or graduate level within their organisations. The remaining 72% of respondents were at management level with 26% of them in roles of senior management or director level with their organisation. The number of employees with over 10 years' work experience was extremely high at 86% and 47% of those respondents have been with the same organisation for the duration of their working careers to date. When asked if their organisation had a living CSR policy in place, 58% of the female respondents stated that there was. Over 50% of female respondents discussed their organisations CSR activities with people outside the organisation, with 82% of respondents stating that they feel motivated to support their organisation and resolve issues and 67% of the female respondents felt motivated to exceed through encouragement from their organisation to develop their skills. From the 79 females that responded to the survey 42% of them stated that they would not move to another organisation with a higher standard of CSR practices, however, 67% of them stated that they were happy to stay with their current organisation based on their CSR policies and practices. When met with questions in respect of what type of CSR activities their organisations commit to, 84% indicated that their organisation contributes to ongoing campaigns and projects to promote the wellbeing of society through their CSR commitments, 72% of female respondents stated that their organisation goes beyond their legal requirements and 82% of

respondents stated that their organisation provides full and accurate information on all of their products and services, including, environmental impacts, employee wellbeing and business in the community. A number of key CSR questions were answered positively with some percentages being above 70% and 80% which would indicate that CSR activities are taking place in their organisations, however their organisation may not have formal policies in place. Taking the high percentage of respondents at management level into account this could provide insight for management to instigate putting formal CSR policies in place within their organisations.

Male

Male respondents made up 42% for the total responses to the survey. From this 8% of the male respondents were at entry or graduate level within their organisations. The remaining 92% of respondents were at management level with 27% of them in roles of senior management or director level with their organisation. The number of employees with over 10 years' work experience was extremely high at 87% and 27% of those respondents have been with the same organisation for the duration of their working careers to date. When asked if their organisation had a living CSR policy in place, 69% of the male respondents stated that there was. Taking the high percentage of respondents at management level into account this could indicate they may be involved in policy making for CSR in their organisation. Over 50% of male respondents discussed their organisations CSR activities with people outside the organisation, with 80% of respondents stating that they feel motivated to support their organisation and resolve issues and 80% of the male respondents felt motivated to exceed through encouragement from their organisation to develop their skills. From the 58 males that responded to the survey 46% of them stated that they would not move to another organisation with a higher standard of CSR practices, however, 53% of them stated that they were happy to stay with their current organisation based on their CSR policies and practices. When met with questions in respect of what type of CSR activities their

organisations commit to, 64% indicated that their organisation contributes to ongoing campaigns and projects to promote the wellbeing of society through their CSR commitments, 63% of male respondents stated that their organisation goes beyond their legal requirements and 67% of respondents stated that their organisation provides full and accurate information on all of their products and services, including, environmental impacts, employee wellbeing and business in the community.

Age – under 44 years of age

To analyse the findings of the survey based on age, the responses were filtered to provide analysis based on ages 18-44 and 45+ to establish if there were any differences in responses from younger employees, with less experience in the workforce versus older employees with more work experience.

The number of respondents under the age of 44 was 75 (55%), with only 11 (22%) of them having less than 10 years' work experience. 66% of the respondents under the age of 44 reported that their work experience to date was with the same organisation and 50 (67%) stated that their organisation had a living CSR policy in place. Just over half of the respondents (51%) were at middle management level, with 10 (20%) at entry or graduate level within their organisation. A third (33%) of respondents stated that they have discussed their organisations CSR activities with people outside of the organisation and 47 (77%) felt motivated to support their organisation in resolving issues. 27 (43%) of the respondents stated that they would not move to another organisation with improved CSR policies and 33 (55%) felt included in their organisations CSR policies and practices.

In relation to CSR activities within their organisation, 26 (42%) stated that their organisations CSR policies had no impact on their motivation and 21 (34%) of respondents indicated that their organisations CSR policies did have an impact on their motivation. Reviewing the data from CSR activity

questions, over 50% of the respondents were either unsure if their organisation provided investment, supported non-governmental organisations or targeted sustainable growth through their CSR commitments. 38 (61%) of respondents did state that their organisation encouraged employees to carry out volunteer work, with 42 (67%) indicating that their organisation provides full and accurate information about products and services to their customers, including environmental impacts, employee wellbeing and business in the local community. 40 (64%) of respondents stated that they felt that their organisation treated them as an individual in the workplace, with 35 (56%) of respondents indicating that they felt motivated to exceed through encouragement to develop their skills in their organisation, 11 (17%) did not feel motivated and 16 (25%) indicated a neutral answer to this question. Overall 38 (71%) of all respondents under 44 years of age indicated that they would be happy to stay with their current organisation based on their CSR policies and practices.

Age – 45 years of age and above

The number of respondents over the age of 44 was 61 (45%), with only 2 (5%) of them having less than 20 years' work experience. 36 (57%) stated that their organisation had a living CSR policy in place. Just under 80% of the respondents were at management level, with 42% at senior management or director level within their organisation. Over 40% of respondents stated that they have discussed their organisations CSR activities with people outside of the organisation and 46 (84%) felt motivated to support their organisation in resolving issues. 23 (42%) of the respondents stated that they would not move to another organisation with improved CSR policies, 13 (23%) indicated that they would move and 25 (45%) did not feel included in their organisations CSR policies and practices.

In relation to CSR activities within their organisation, 20 (36%) stated that their organisations CSR policies had no impact on their motivation and 21

(34%) of respondents indicated that their organisations CSR policies did have an impact on their motivation. Reviewing the data from CSR activity questions, over 50% of the respondents their organisations provided investment, supported non-governmental organisations or targeted sustainable growth through their CSR commitments. 38 (70%) of respondents did state that their organisation encouraged employees to carry out volunteer work, with 35 (63%) indicating that their organisation provides full and accurate information about products and services to their customers, including environmental impacts, employee wellbeing and business in the local community. 41 (74%) of respondents stated that they felt that their organisation treated them as an individual in the workplace, with 46 (77%) of respondents indicating that they felt motivated to exceed through encouragement to develop their skills in their organisation, 8 (14%) did not feel motivated and 1 (1.8%) indicated a neutral answer to this question. Overall 32 (58%) of all respondents over 45 years of age indicated that they would be happy to stay with their current organisation based on their CSR policies and practices.

7. Discussion

The aim of this research study was to establish if there is a direct link between an employee's motivation and their employers Corporate Social Responsibility policies and practices.

As has been discussed as part of the literature review, in recent years Corporate Social Responsibility has come to the forefront in business around the world, with extensive research and publications on this phenomenon from a perspective of law and regulation and to a wider extent, responsibility, sustainability and governance (Horrigan, 2010;).

The majority of the literature reviewed focuses on leadership and employee commitment (Crane et al, 2008; Donaldson and Preston, 1995; Pavlos et al, 2013; Skudiene and Auruskeviciene, 2012; Lee and Yoon, 2018; Prutina, 2016), with some authors and research going further to explore the role of employee motivation with organisations as a factor in

CSR notably (Basil and Weber, 2009; Branco and Rodrigues, 2006; Cornwell, 2018; Ferrell, 2011; Killian, 2012; Sweeney, 2008) providing insight into the positive impact motivated employees can have on an organisations CSR credentials. Engagement was also touched on in the literature review (Choong, 2007; Gill, 2011; Welch and Jackson, 2007).

The literature indicates what organisations need their employees to do in respect of driving CSR, has been mastered, what was touched on but also lacking was how they were going to do it and what impact did the changes have from the perspective of keeping employees motivated and engaged. This area appears relatively unexplored in detail.

The results from the online survey for this study did indicate 62.77% of respondents were aware that their organisation had living CSR policies in place and that their organisation did support CSR activities both within the organisation through fair practices, volunteering and flexible working arrangements and externally to communities, government and other stakeholders. The results also indicated that 23.23% of respondents stated that their organisations did not have a living CSR policy yet an average of 20% indicated that their organisation participates in CSR activity. This gives rise to the reliability of the responses received. Is it the view that there is no CSR policy in place in these organisations or is it that there is but communication on the subject is not something that the organisations have paid much attention to. Another element of this is the responses to questions relating to employees themselves, do they feel valued, are their flexible working policies in place, are they encouraged to develop their skills and are they treated as individuals within their organisations? A large percentage of responses (over 50% on average) would indicate yes, so one question could be does the HR team communicated this information only and could it be incorporated into the organisations CSR policy showing stakeholders both inside and outside the organisation that they take the responsibility from Corporate Social Responsibility seriously. Overall over 50% of all respondents stated that they would be happy to stay with their organisation based on their CSR policies and practices.

8. Conclusion and Recommendations for further research

The first hypothesis is in relation to a direct link between an employer's CSR and employee motivation. The hypothesis is:

H1: An employer's Corporate Social Responsibility credentials directly affect their employees' motivation to do their job well.

Conclusion: From the research conducted and results of the online survey, the researcher accepts that there is insufficient evidence to support H1 and therefore must reject this hypothesis.

The second hypothesis is in relation to the extent, if any that communication on Corporate Social Responsibility has on an employee's motivation to perform well in their role. The hypothesis is:

H2: Employees feel that open communication about CSR, motivates them to perform well.

Conclusion: From the research conducted and the results of the online survey, some evidence was provided that communication in relation to CSR activities did affect employee's motivation, specifically around external activities of organisations. The researcher accepts that there is sufficient evidence to support this hypothesis.

The final hypothesis of this study relates to the employee profile of age, gender, length of service, tenure, position and type of organisation. The hypothesis is:

H3: The level of motivation from employees arising from their employers CSR policies and practices, will be influenced by the profile of the respondents

The research and responses to the online survey provide limited evidence to support influences depending on the employee's profile. Although in general employees under the age of 44 indicated they had a clear understanding of CSR and 71% of these respondents did indicated that they would be happy to stay with their current organisation based on their CSR policies and practices, the researcher accepts that there is overall insufficient evidence to support H3 and therefore must reject this hypothesis.

Recommendations for further research.

The overall aim of this study was to establish if there was a direct link between an employee's motivation and their organisations CSR policies and practices. The findings of this study have overall failed to establish if there is a direct link. The researcher accepts that the method of data collection through an online survey gave limited results failing to align with elements of the previous research on this topic. Further research in this area would be warranted using a qualitative or mixed data collection method which may provide an opportunity to establish a direct link between employee motivation and Corporate Social Responsibility.

Diversity and Inclusion has become a subject of research recently, with organisations putting policies and practices in place and this was touched on as part of the literature review, however, this subject remains relatively unexplored in academic research and would be worthy of further study in the area of employee motivation and CSR policies and practices.

Limitations of Research

The main limitation to this research study was both the method and the quality of the questions set for the online survey.

The researcher accepts that a number of the questions used for the survey were insufficient to deliver enough evidence to support their hypothesis. More time could have been spent on researching potential previously validated questionnaires. The researcher also accepts that a qualitative approach to this research topic may have provided sufficient evidence from a cross section of employees within organisations as well as a narrowed focus on

organisations within a specific industry as opposed to inviting participants from the general employment population.

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10. Appendices

Appendix 1. Online Survey Questionnaire

Dissertation Research Survey

About the survey

Thank you for taking the time to complete this survey questionnaire, the results of which will be used as part of my research dissertation on "If there is a direct link between an employee's motivation and their employers Corporate Social Responsibility (CSR) policies and practices

The questionnaire should take no more than 5 minutes to complete, your responses will be completely anonymous and will be available only to my dissertation supervisor and me. Your name will not be captured and all data will be saved securely, password protected and erased upon completion of my dissertation

Please note that your participation is voluntary and you have the right to withdraw your consent to participate at any time.

If you have any queries or wish to withdraw your consent to your completed questionnaire being used as part of this research, please email me at X16149882@student.ncirl.ie

Thank you for your participation

For questions 1-8, please tick the box that corresponds to your answer.

1. Gender

Male Female

2. Your current age

Under 20 21-30 31-40 41-50 Over 50

3. Your working experience

Less than 2 year's 2-5 years 5-10 years 10-20 years
Over 20 years

4. Tenure with your current organization

- Less than 2 year's 2-5 years 5-10 years 10-20 years over 20 years

5. Your position in the organization

- Entry Level Graduate level Middle management Level Senior management Level Director Level

6. Number of employees in your organization

- Less than 10 10-49 50-249 250+

7. Type of organization you are employed

- Private sector/Business
- Public Sector/Civil Service
- Social Service/Non-Profit, Charity

Other (please specify) /.....

8. Does your organisation have a living Corporate Social Responsibility (CSR) policy in place

Yes No

For questions 9-27, please indicate the extent to which you agree or disagree to the statements by clicking on the corresponding number.

9. I enjoy discussing what my organization does as part of CSR with people outside it.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

10. I would consider moving to another organisation, if their CSR practices were of a higher standard than my current organisation.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

11. I do not feel “part of the family” relating to CSR in my organization.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

12. My organisation’s CSR policy has no impact on my motivation to do well in my work

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

13. The organization I work for participates in activities which aim to protect and improve the quality of the natural environment through their CSR commitments.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

14. The organization I work for makes investment to create a better life for future generations through their CSR commitments.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

15. The organization I work for implements special programs to minimize its negative impact on the natural environment through their CSR commitments.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

16. The organization I work for targets sustainable growth which considers future generations through their CSR commitments.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

17. The organization I work for supports non-governmental organizations working in problematic areas through their CSR commitments.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

18. The organization I work for contributes to campaigns and projects that promote the well-being of the society through their CSR commitments.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

19. The organization I work for encourages its employees to participate in volunteer activities.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

20. I am motivated to exceed in my work through encouragement within my organization to develop my skills.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

21. I feel motivated to support my organization and resolve issues.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

22. The management of my organization prioritises its employees' needs and wants.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

23. My current organization treats me as an individual.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

24. The organization I work for implements flexible policies to provide a good work & life balance for its employees.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

25. The organization I work for respects consumer rights beyond the legal requirements through their CSR commitments.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

26. The organization I work for provides full and accurate information about its products and services to its customers, including environmental impacts, wellbeing of employees and business in the local community.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

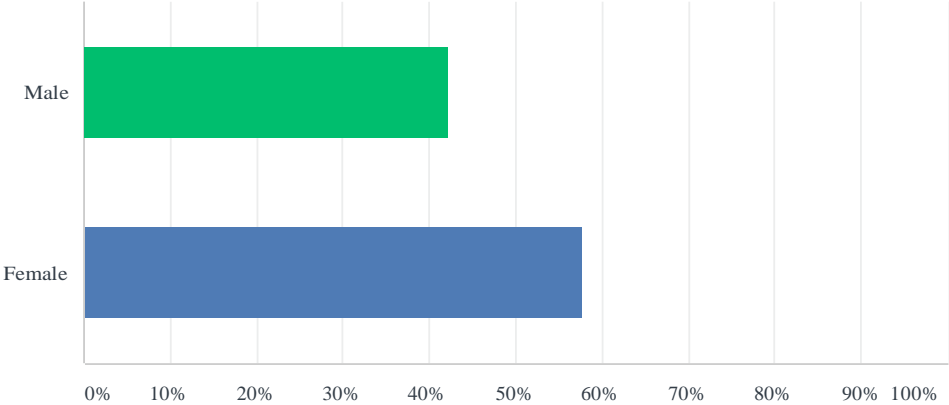
27. Based on their CSR policy I am happy to stay working with my current organization.

1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

Appendix 2 – Survey response summary

Q1 Gender

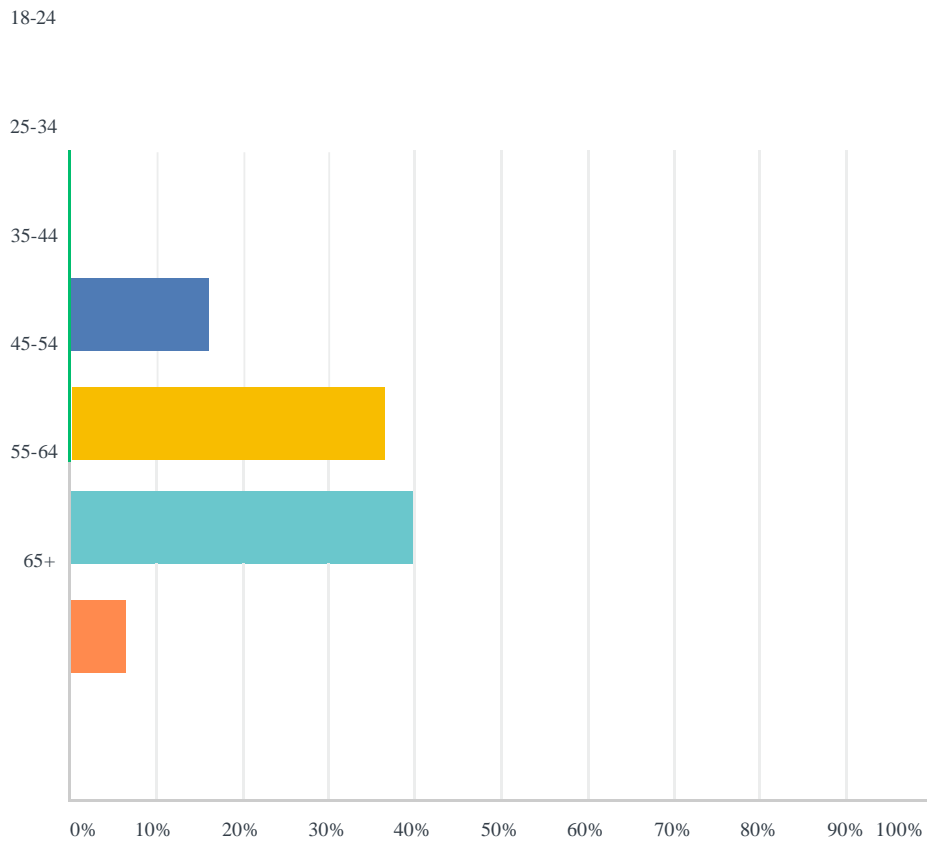
Answered: 137 Skipped: 0



ANSWER CHOICES	RESPONSES	
Male	42.34%	58
Female	57.66%	79
Total Respondents: 137		

Q2 Current Age

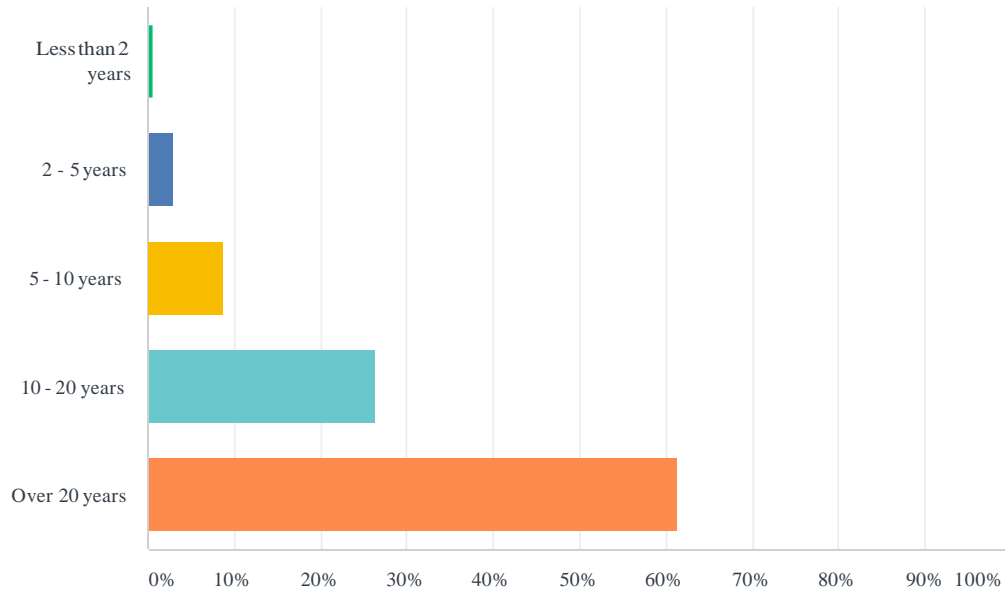
Answered: 137 Skipped: 0



	RESPONSES	
	1.46%	2
	16.06%	22
	36.50%	50
ANSWER CHOICES	39.42%	54
18-24	6.57%	9
25-34	0.00%	0
35-44		
45-54		
55-64		
65+		
Total Respondents: 137		

Q3 Working experience

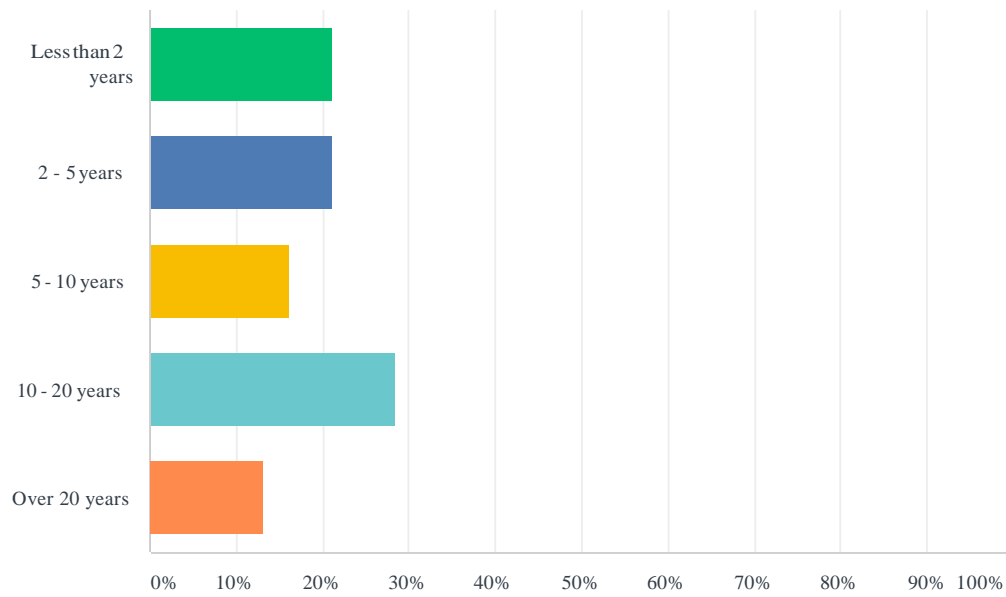
Answered: 137 Skipped: 0



ANSWER CHOICES	RESPONSES
Less than 2 years 2	0.73% 1
- 5 years	2.92% 4
5 - 10 years	8.76% 12
10 - 20 years	26.28% 36
Over 20 years	61.31% 84
Total Respondents: 137	

Q4 Tenure with you current organisation

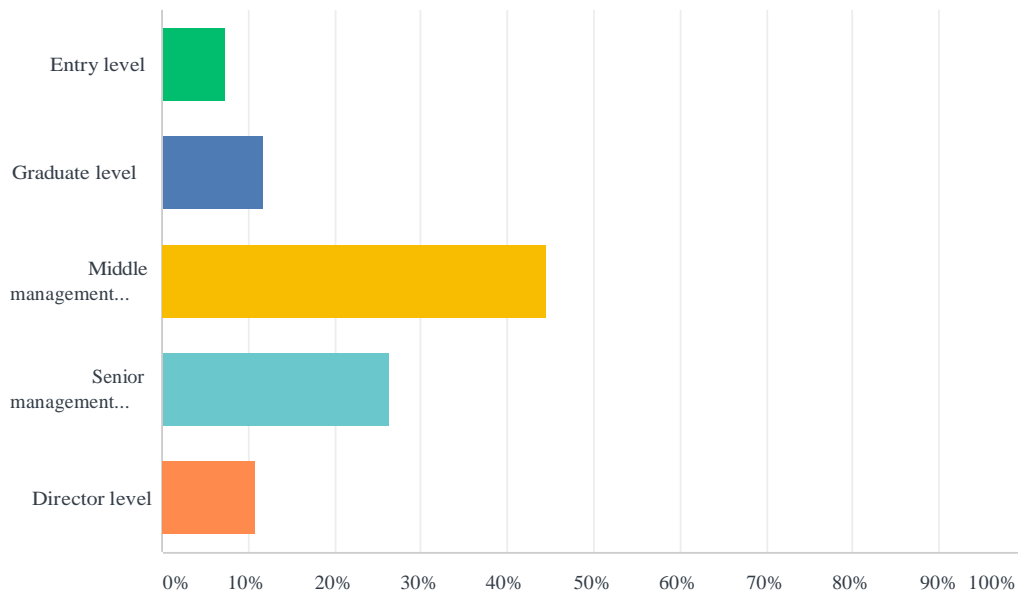
Answered: 137 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 2 years	21.17%	29
2 - 5 years	21.17%	29
5 - 10 years	16.06%	22
10 - 20 years	28.47%	39
Over 20 years	13.14%	18
Total Respondents: 137		

Q5 Position in your current organisation

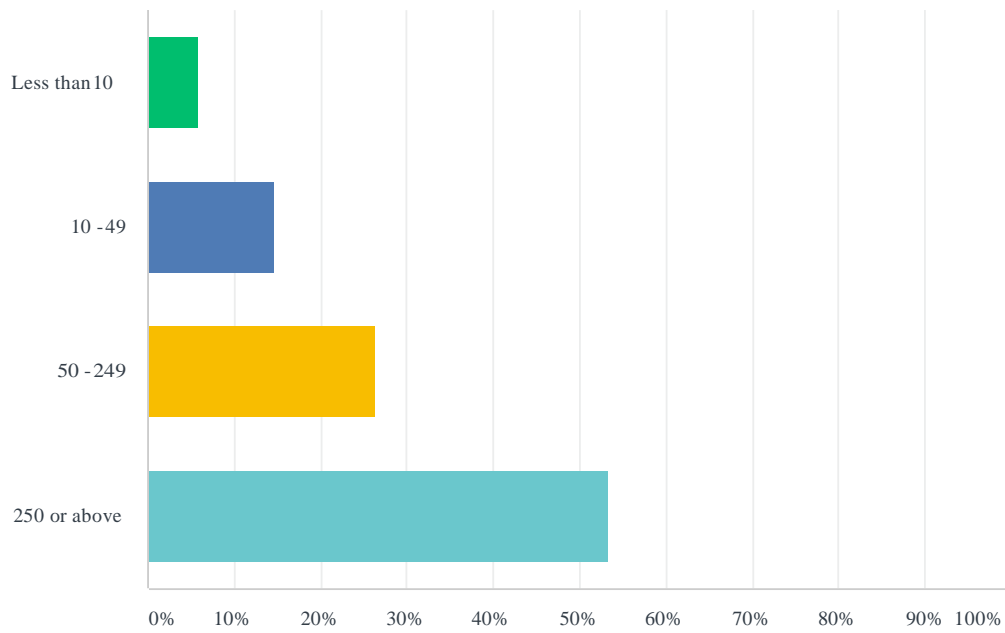
Answered: 137 Skipped: 0



ANSWER CHOICES	RESPONSES	
Entry level	7.30%	10
Graduate level	11.68%	16
Middle management level	44.53%	61
Senior management level	26.28%	36
Director level	10.95%	15
Total Respondents: 137		

Q6 How many employees in your organisation

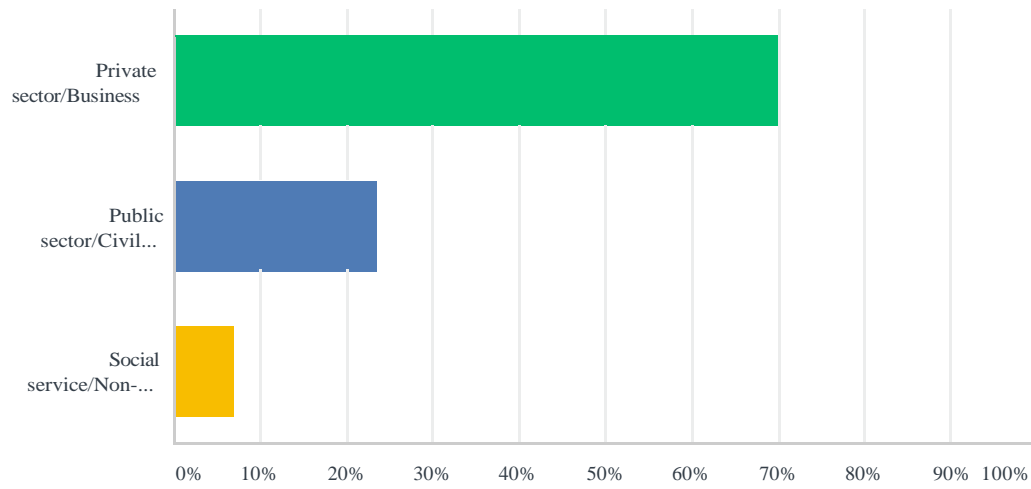
Answered: 137 Skipped: 0



ANSWER CHOICES	RESPONSES	
Less than 10	5.84%	8
10 - 49	14.60%	20
50 - 249	26.28%	36
250 or above	53.28%	73
Total Respondents: 137		

Q7 What type of orgainsation do you work for

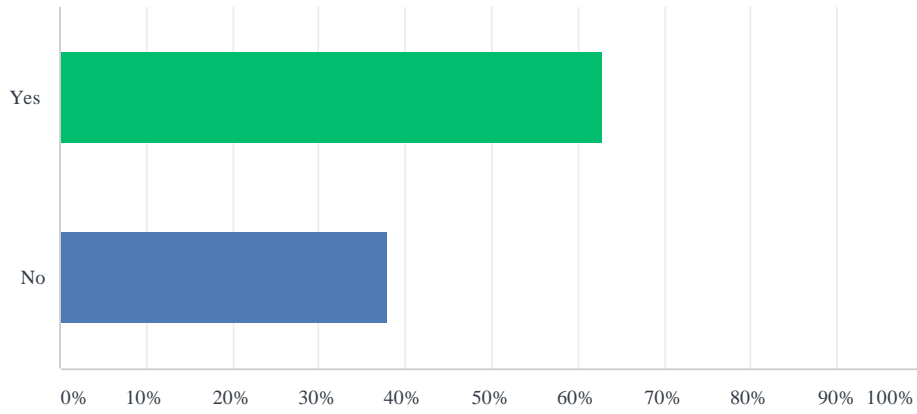
Answered: 132 Skipped: 5



ANSWER CHOICES	RESPONSES	
Private sector/Business	69.70%	92
Public sector/Civil service	23.48%	31
Social service/Non-profit/Charity	6.82%	9
Total Respondents: 132		

Q8 Does your organisation have a living Corporate Social Responsibility (CSR) policy in place?

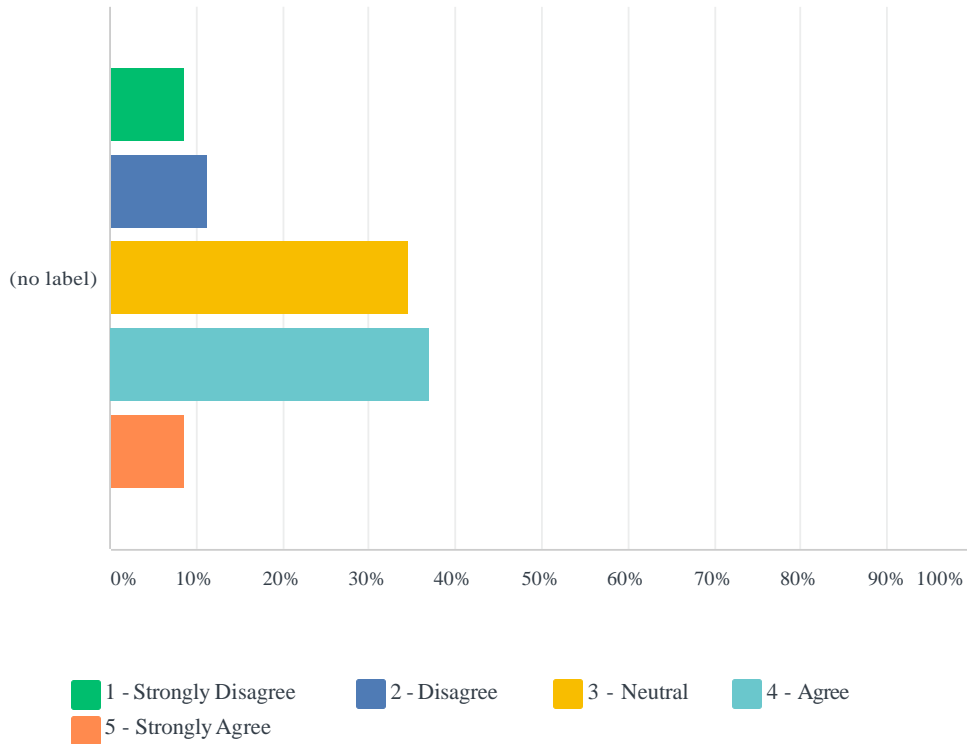
Answered: 137 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	62.77%	86
No	37.96%	52
Total Respondents: 137		

Q9 I enjoy discussing what my organisation does as part of CSR with people outside of my organisation

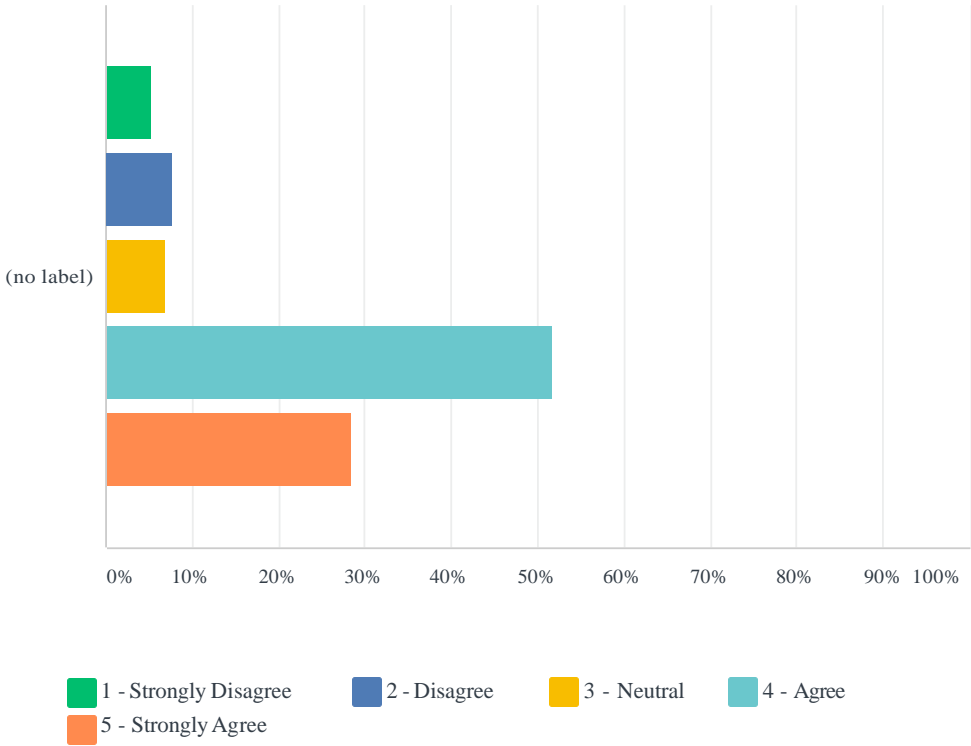
Answered: 116 Skipped: 21



	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	8.62% 10	11.21% 13	34.48% 40	37.07% 43	8.62% 10	116	3.26

Q10 I feel motivated to support my organisation and resolve issues

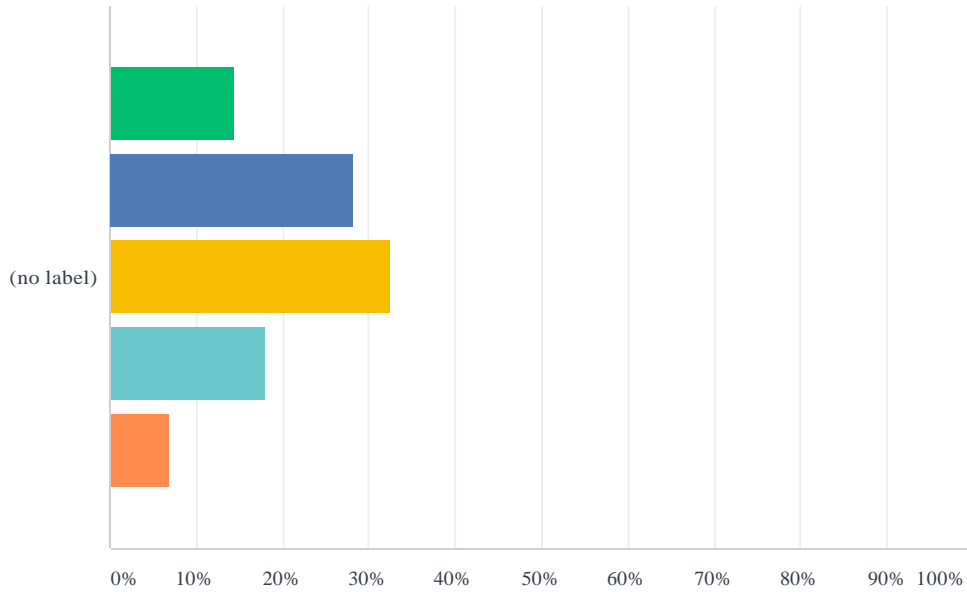
Answered: 116 Skipped: 21



	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.17% 6	7.76% 9	6.90% 8	51.72% 60	28.45% 33	116	3.91

Q11 I would consider moving to another organisation, if their CSR practices were of a higher standard than my current organisation

Answered: 117 Skipped: 20

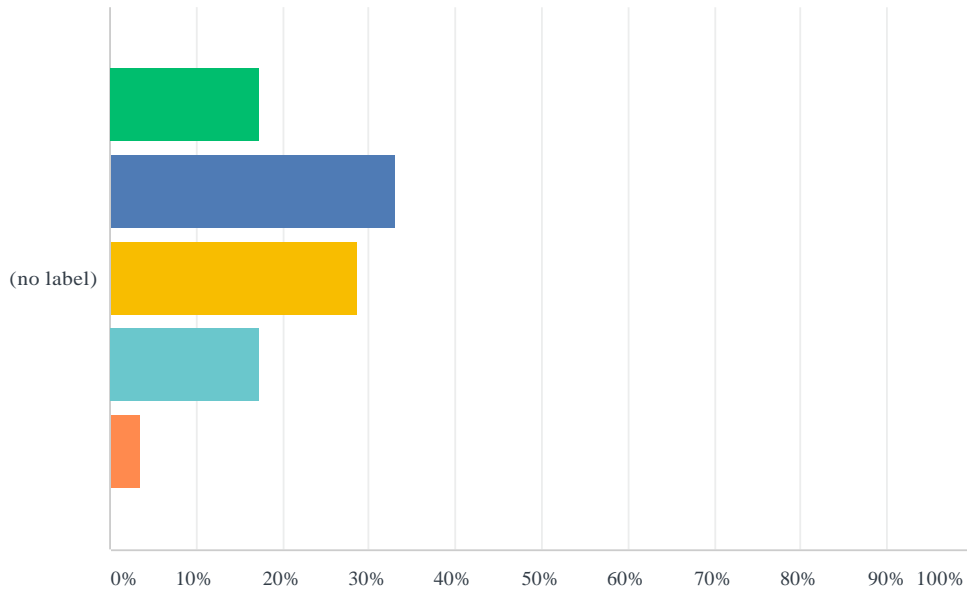


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	14.53% 17	28.21% 33	32.48% 38	17.95% 21	6.84% 8	117	2.74

Q12 I do not feel "part of the family" relating to CSR in my organisation

Answered: 115 Skipped: 22

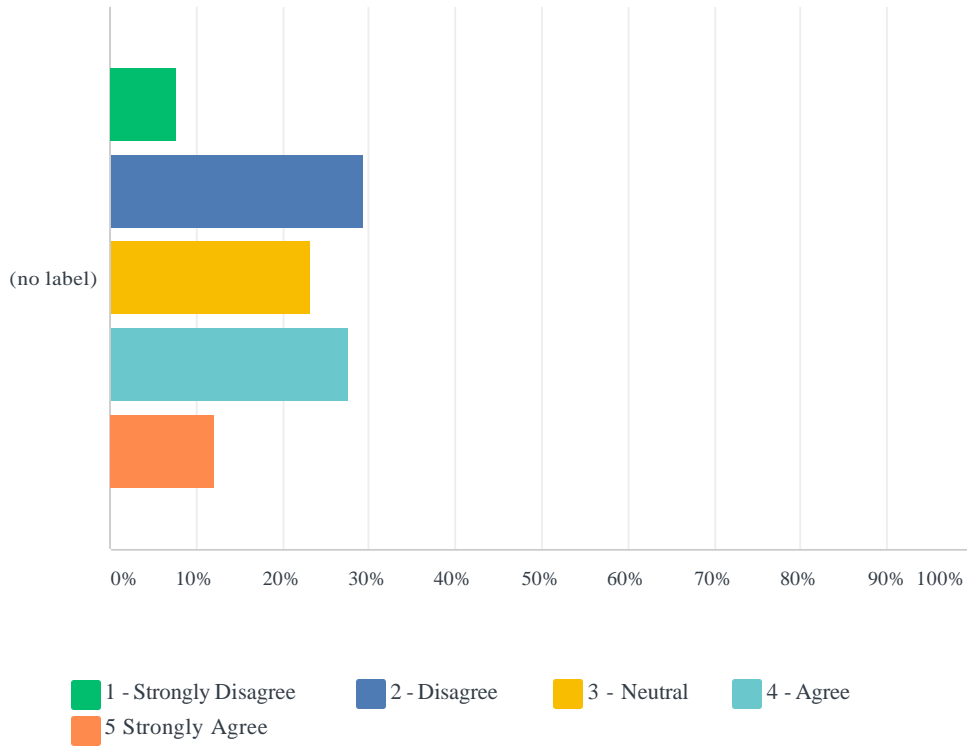


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	17.39% 20	33.04% 38	28.70% 33	17.39% 20	3.48% 4	115	2.57

Q13 My organisation's CSR policy has no impact on my motivation to do my work well

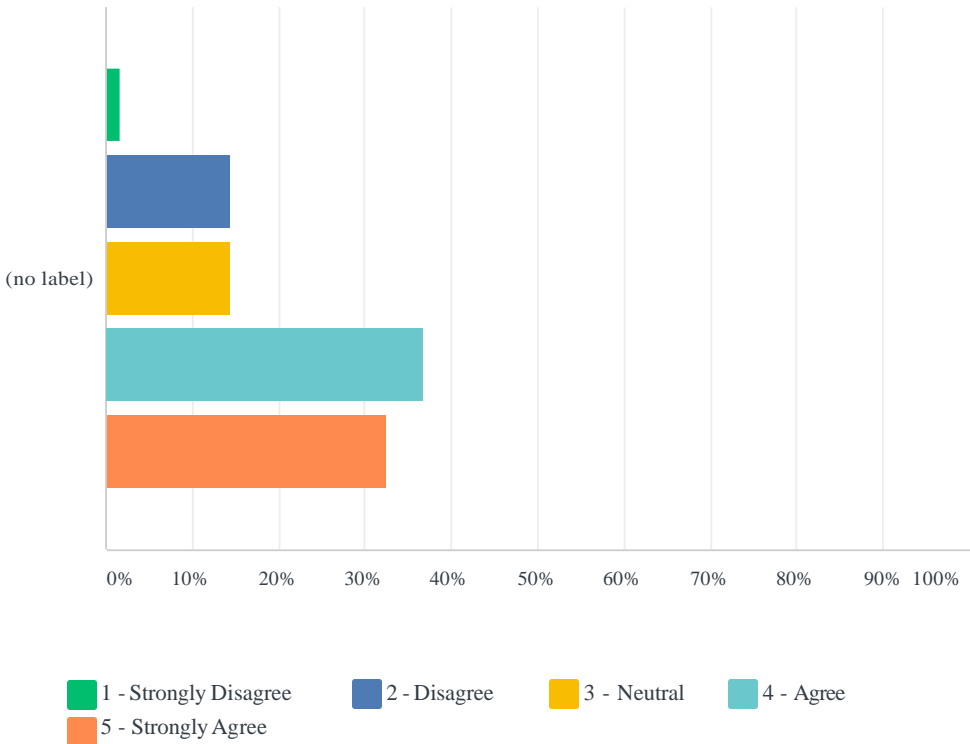
Answered: 116 Skipped: 21



	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.76% 9	29.31% 34	23.28% 27	27.59% 32	12.07% 14	116	3.07

Q14 My organisation treats me as an individual

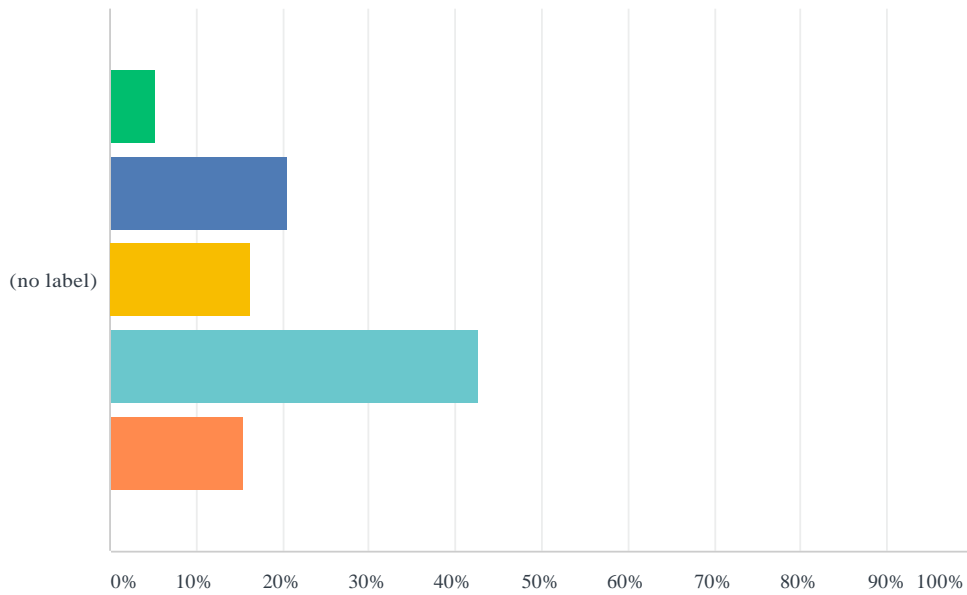
Answered: 117 Skipped: 20



	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	1.71% 2	14.53% 17	14.53% 17	36.75% 43	32.48% 38	117	3.84

Q15 The organisation I work for participates in activities which aim to protect and improve the quality of the natural environment through their CSR commitments

Answered: 117 Skipped: 20

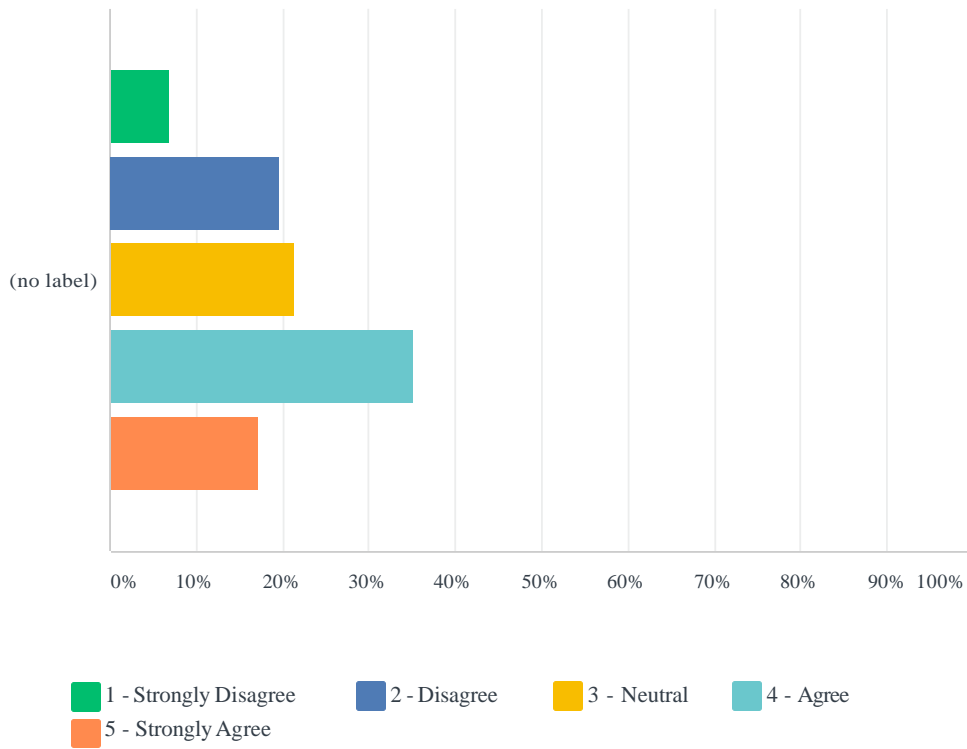


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.13% 6	20.51% 24	16.24% 19	42.74% 50	15.38% 18	117	3.43

Q16 The organisation I work for provides investment to create a better life for future generations through their CSR commitments

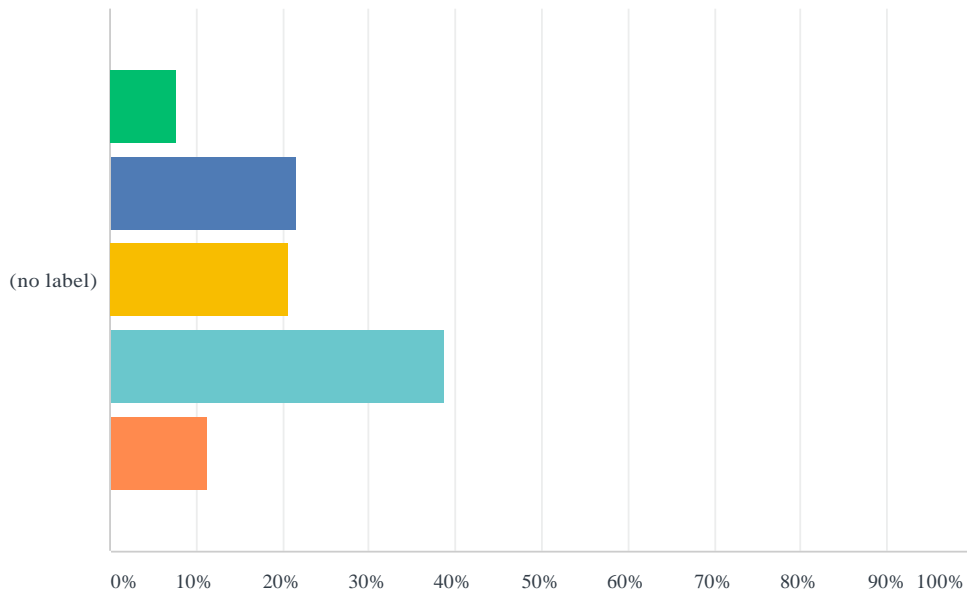
Answered: 117 Skipped: 20



	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	6.84% 8	19.66% 23	21.37% 25	35.04% 41	17.09% 20	117	3.36

Q17 The organisation I work for implements special programs to minimise its negative impact on the natural environment through their CSR commitments

Answered: 116 Skipped: 21

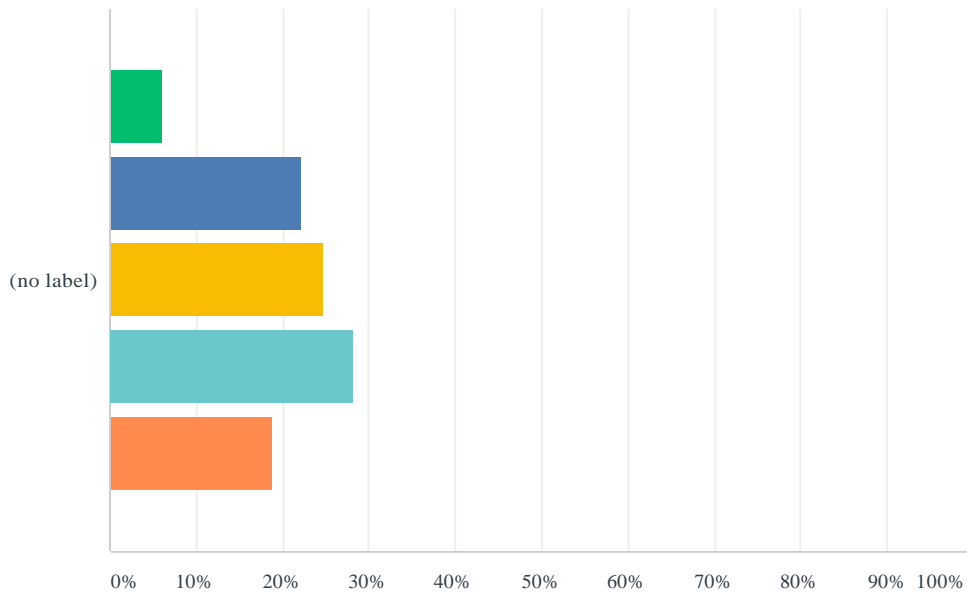


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.76% 9	21.55% 25	20.69% 24	38.79% 45	11.21% 13	116	3.24

Q18 The organisation I work for targets sustainable growth which considers future generations through their CSR commitments

Answered: 117 Skipped: 20

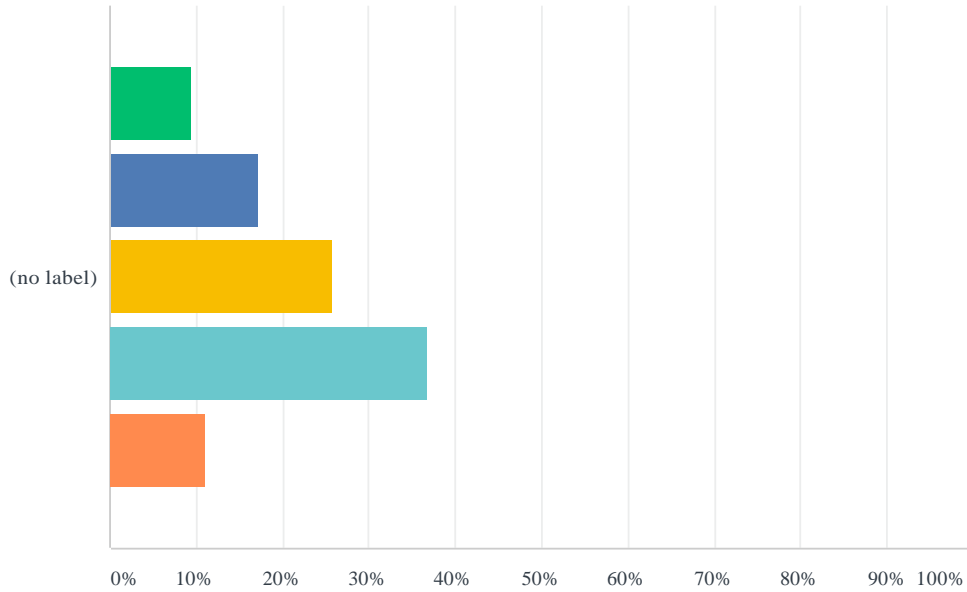


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.98% 7	22.22% 26	24.79% 29	28.21% 33	18.80% 22	117	3.32

Q19 The organisation I work for supports non-governmental organisations working in problematic areas through their CSR commitments

Answered: 117 Skipped: 20

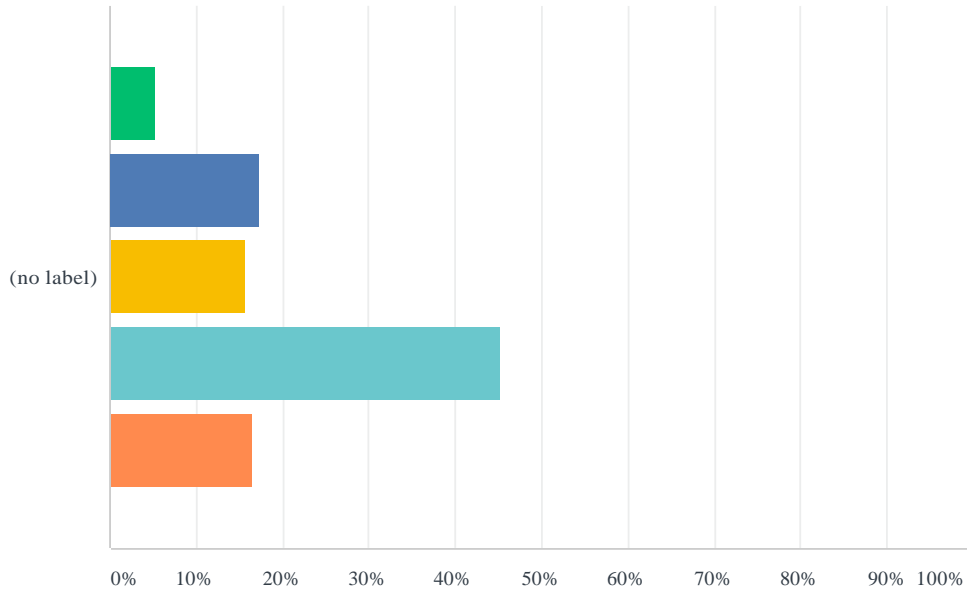


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	9.40% 11	17.09% 20	25.64% 30	36.75% 43	11.11% 13	117	3.23

Q20 The organisation I work for contributes to campaigns and projects that promote the well being of society through their CSR commitments

Answered: 115 Skipped: 22

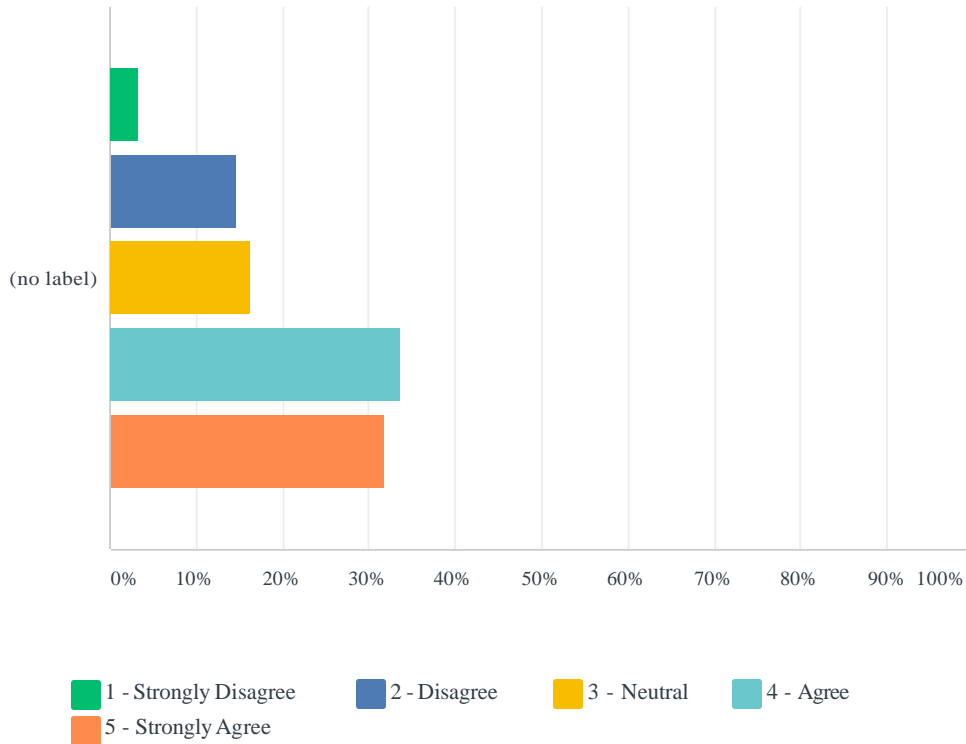


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.22% 6	17.39% 20	15.65% 18	45.22% 52	16.52% 19	115	3.50

Q21 The organisation I work for encourages its employees to participate in volunteer activities

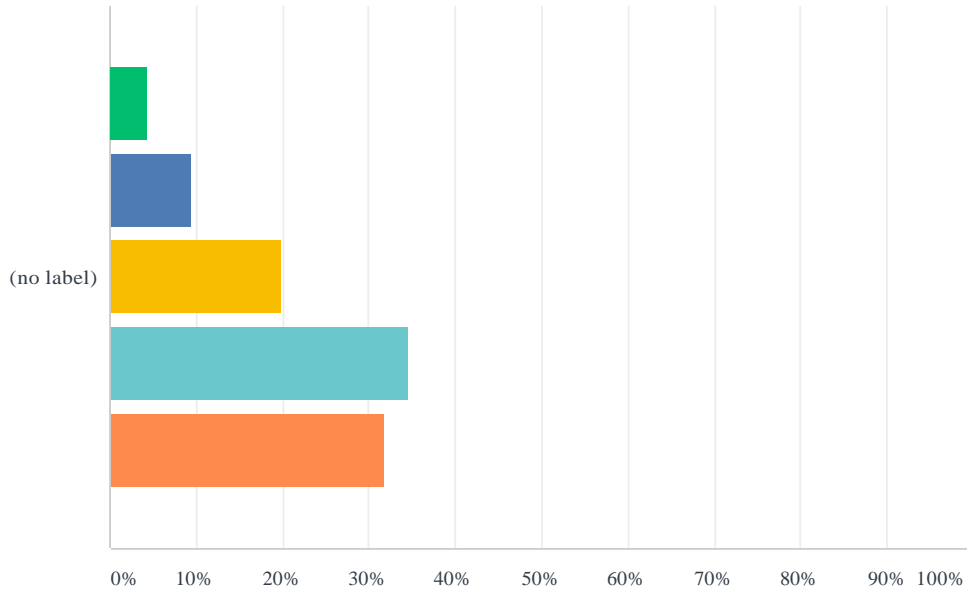
Answered: 116 Skipped: 21



	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	3.45% 4	14.66% 17	16.38% 19	33.62% 39	31.90% 37	116	3.76

Q22 I am motivated to exceed in my work through encouragement within my organisation to develop my skills

Answered: 116 Skipped: 21

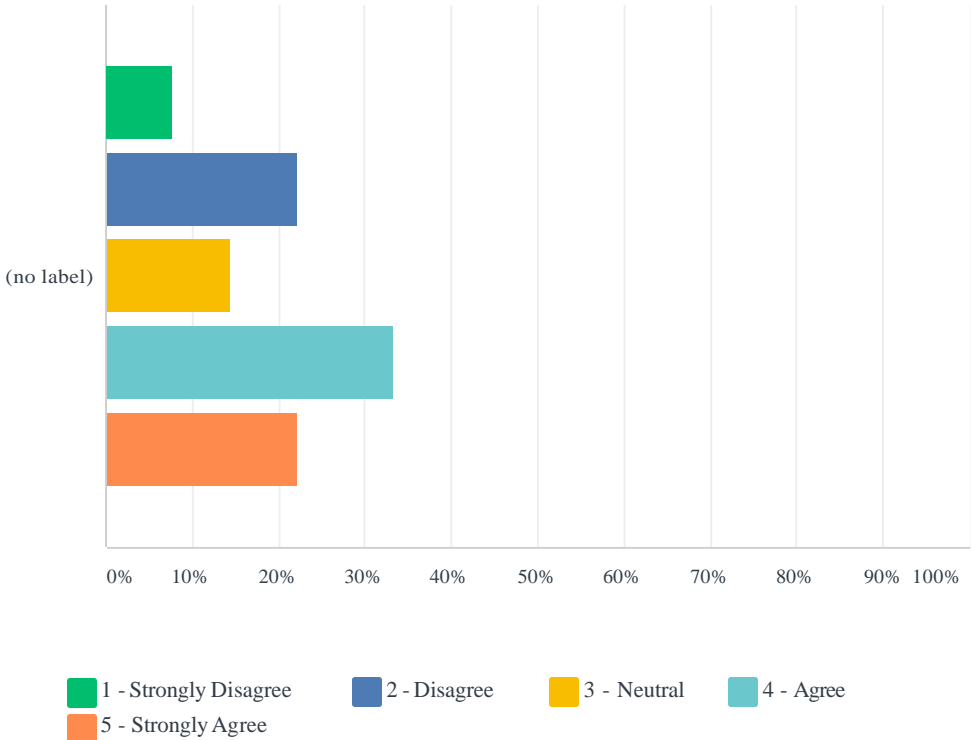


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	4.31% 5	9.48% 11	19.83% 23	34.48% 40	31.90% 37	116	3.80

Q23 The management of my organisation prioritises its employees needs and wants

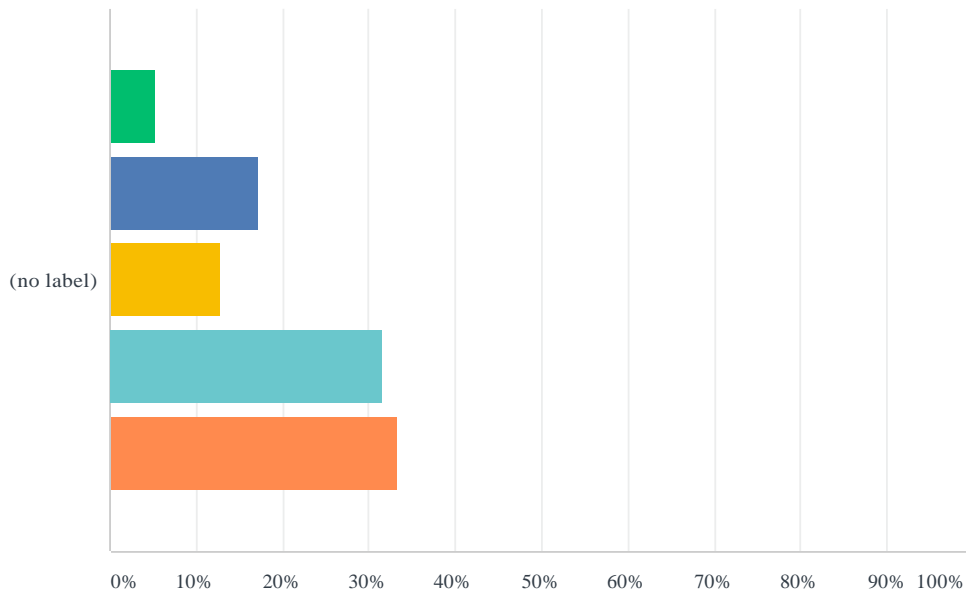
Answered: 117 Skipped: 20



	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	7.69% 9	22.22% 26	14.53% 17	33.33% 39	22.22% 26	117	3.40

Q24 The organisation I work for implements flexible policies to provide a good work life balance for its employees

Answered: 117 Skipped: 20

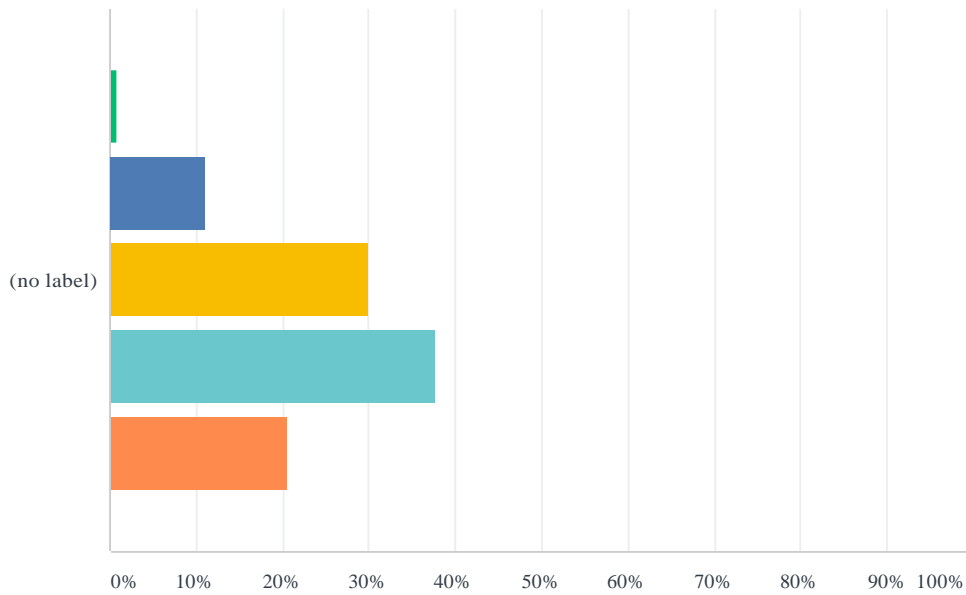


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.13% 6	17.09% 20	12.82% 15	31.62% 37	33.33% 39	117	3.71

Q25 The organisation I work for respects consumer rights beyond its legal requirements through their CSR commitments

Answered: 117 Skipped: 20

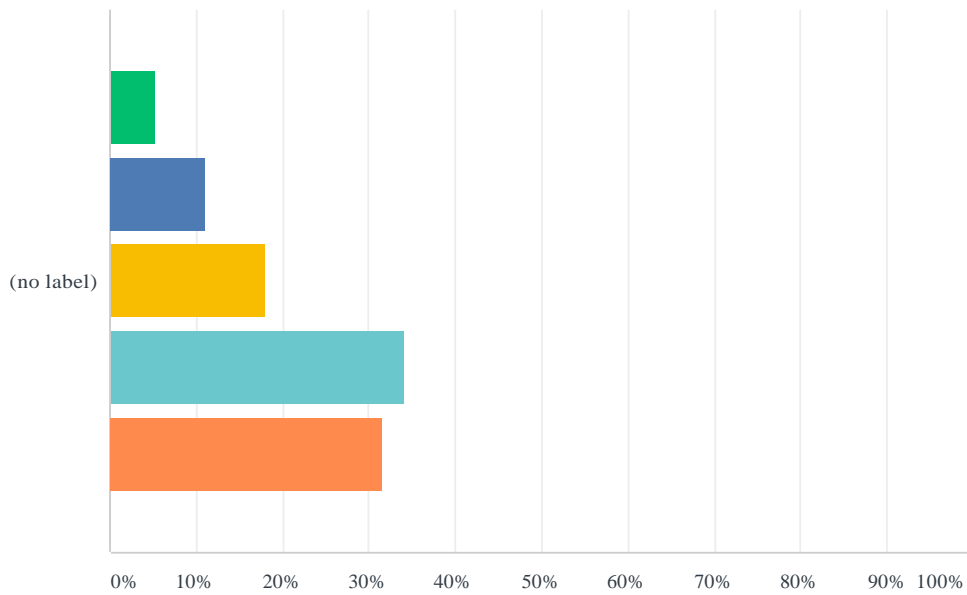


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	0.85% 1	11.11% 13	29.91% 35	37.61% 44	20.51% 24	117	3.66

Q26 The organisation I work for provides full and accurate information about its products and services to its customers, including environmental impacts, wellbeing of employees and business in the local community

Answered: 117 Skipped: 20

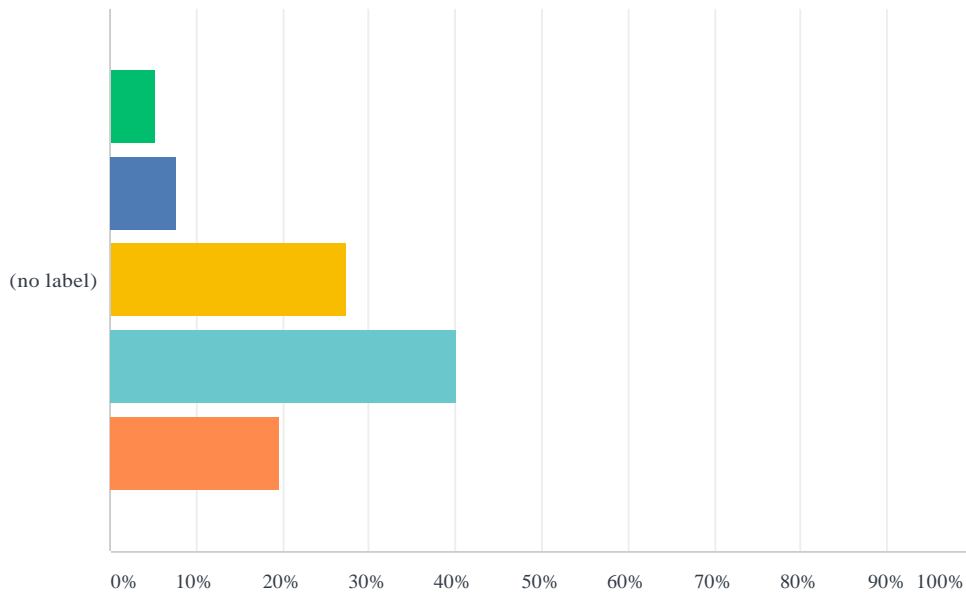


■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.13% 6	11.11% 13	17.95% 21	34.19% 40	31.62% 37	117	3.76

Q27 Based on their CSR policies and practices, I am happy to stay working in my current organisation

Answered: 117 Skipped: 20



■ 1 - Strongly Disagree
 ■ 2 - Disagree
 ■ 3 - Neutral
 ■ 4 - Agree
■ 5 - Strongly Agree

	1 - STRONGLY DISAGREE	2 - DISAGREE	3 - NEUTRAL	4 - AGREE	5 - STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
(no label)	5.13% 6	7.69% 9	27.35% 32	40.17% 47	19.66% 23	117	3.62