

How the use of good Corporate Social Responsibility in a  
plant closure was a benefit in preparing employees in  
Company X

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## **Abstract**

**Title:** How the use of good Corporate Social Responsibility in a plant closure was a benefit in preparing employees in Company X

**Author:** Elizabeth Horan

“The Corporation has completed a review of its operations and has decided to cease production at Company X and separate it from the network”.

The words above are ones which it was thought, would never be heard at Company X. However, in March 2013, this is what was announced. The site closure would occur at the end of 2015 with the loss of 250 staff positions along with up to 100 contract positions. Manufacturing of existing products would be outsourced or transferred to other sites within the network where excess capacity existed.

An increasing number of studies have already investigated the various aspects of corporate social responsibility. However, relatively few have addressed it in the context of plant closure and its impact on preparing employees for same. The impact of a plant closure on employees can be substantial and it is in the company’s interest to do all that it can to minimise this impact to ensure a smooth closure, both for the company and the employees, in particular where there is a lengthy notice period.

The purpose of this research project is to determine whether demonstrations of good corporate social responsibility were recognised and is it of benefit in preparing employees for a plant closure. It is hoped that this research will contribute new knowledge to the area of corporate social responsibility and in particular, its impact on the main stakeholders’ i.e. the employees in a plant closures. The researcher conducted a survey and the findings from this demonstrated that Company X had demonstrated good CSR and these initiatives demonstrated were of benefit in preparing employees for the plant closure.

## Declaration

I hereby certify that this material, which I now submit for assessment of the programme of study leading to the award of BA (Hons) in Human Resource Management is my own work and has not been taken from the work of others, save and to the extent that such work has been cited and acknowledged within the text of my work.

Company X agreed for the researcher to carry out this research on the condition that the company and those participating would remain confidential.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

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## **Abbreviations**

CSR	-	Corporate Social Responsibility
HR	-	Human Resources
HRM	-	Human Resource Management
VHI	-	Voluntary Health Insurance
EAP	-	Employee Assistance Programme
KPI	-	Key Performance Indicators
SLT	-	Senior Leadership Team

## Chapter 1

### 1.0 Introduction

The researcher is employed by a global pharmaceutical company at one of its Irish sites. The site is involved in the manufacture of active pharmaceutical ingredients (API) which are shipped to other sites in the company's global network for forward processing. Approximately 250 people are employed directly on site. In recent years, the site has implemented several lean and right sizing initiatives including staff reductions. This has led to a reduction in staff numbers from 500 in 2003 to 250 in 2013. In March 2013, it was announced that the plant would cease operations by the end of 2015. Manufacturing of existing products would be outsourced or transferred to other sites within the network where, excess capacity existed.

The company which promotes itself as having a strong corporate social responsibility ethos extends this to the main stakeholders in plant closures, the employees. On this site, a number of measures were initiated to make the process of closure run more smoothly.

On the day of the announcement, people were given the opportunity to leave the site early to come to terms with the news. The company confirmed that the plant would close at the end of 2015 with no redundancies before December 2014. This long notice period demonstrated good social responsibility behaviour, as it could have been decided to delay the announcement until later or closed the site sooner. This long notice period gives employees and in general, the wider community, the opportunity to prepare themselves for the consequences of the closure. In the weeks that followed consultation groups were set up to agree on a redundancy package with the company. This culminated in a severance package which exceeded the statutory entitlements. This included six weeks' pay for every year worked; up to 10 weeks' pay in lieu of working statutory notice period; an extra 5 weeks' pay for those with over 17 years' service and the payment of private health insurance for up to twelve months after leaving the company.

The company recognized the importance of helping people gain new skills and knowledge to prepare them for future opportunities. To this end, the company

pledged two thousand euros to each employee to be put towards any training course they chose. On top of this, five additional paid holidays were given to allow employees to attend training. A training needs survey was compiled and distributed and following this, a working group was put together to generate a listing of courses which people could avail of and which could be held on site. To date there has been a 90% response rate from employees.

The company demonstrated commitment to supporting colleagues during the transition through the provision of a VHI professional to address any medical needs of the employees and a commitment was made to issue a timetable for employee exit dates based on the “last in-first out” principle in conjunction with business needs. In October, 2013, this timetable was issued. Flexibility has been shown also regarding this aspect of the closure; for example, if an employee is scheduled to exit in March 2015; he can volunteer to leave earlier if someone who is due to leave in December would like to swap. Site management has been provided with training to help identify where employees may be struggling to deal with the impending job loss and to encourage them to seek help. The company has three other sites in Ireland and it has agreed that if suitable employment opportunities arise on one of these sites, local employees will be given preference. New vacancies are posted weekly and a number of employees have benefitted from this initiative already.

As the time draws closer for the first employees to leave, the company has converted a large meeting room into a “Resource / Development Centre” complete with PCs, listings of useful websites and stationery, to help employees in the job seeking process. The company has also committed to provide full outplacement support services and independent financial advice.

The researcher works in the company and is very appreciative of the above demonstrations of good corporate social responsibility. What the researcher wanted to find out was did the employees, in a time of crisis, feel the same. It is

never easy when faced with job loss and studies have been carried out on the ‘Survivor employees’ but very little on if companies are recognized for demonstrating good social responsibility in a redundancy situation due to a plant closure. The researcher wanted to find out from the employees if all the above was recognized by them as the company demonstrating good corporate responsibility.

A literary review was carried out into the relevant aspects of corporate social responsibility, in particular during a plant closure. This research will be used to develop suitable hypotheses which will be tested. The test method will be in the form of a questionnaire which will be developed with the assistance of the HR Manager and validated using a pre-test with the Senior Leadership Team (SLT). By completing this research project, the researcher believes that new information will be generated to help employers in a plant closure.

## **1.2 Background of Study**

One of the main reasons why companies exist is to make money for their investors and with this, comes a constant drive for cost reduction. There are a number of ways in which a company can respond to these challenges including mergers and acquisitions, where two or more companies combine their assets; and outsourcing, where low value operations are moved to lower cost economies. Both options can, yield significant cost savings to a company and in turn to its shareholders.

In a merger, both parties can have excess production capacity and significant synergies exist. Savings are usually made through exploitation of these synergies and restructuring of the organisation. These savings often lead to downsizing or closure of plants within the new organisation.

To the employees, plant closure and lay-offs can be extremely stressful and can cause anger, depression, and uncertainty about the future. Job loss is associated not only with a loss of income, but also with a loss of identity for the displaced

worker, since personal identification with one's occupation is common (Blau, 2006). Plant closure and redundancy can have such a negative impact as to increase the mortality rate for male employees being laid off (Eliason & Storrie, 2009) and is listed in the top ten life events on the Social Readjustment Rating Scale (Holmes & Rahe, 1967). It is, therefore, in the company's interest to ensure that the plant closure is carried out ethically and in a way which minimises stress to the employees. This is particularly important where the company has other plants in the same country which are continuing to operate. A poorly managed closedown of one plant may damage the reputation of the remaining plants and decrease morale of surviving employees. This research project aims to identify if demonstrating good CSR benefits and assists in preparing them for a plant closure. In addition to its responsibilities to investors, companies also have a duty to act ethically towards all its stakeholders. Corporate Social Responsibility is part of business ethics and can be defined as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (Communities, 2001).

This project will identify the measures which the subject company has implemented as a direct result of its corporate social responsibility. The purpose of this research project is to determine whether these demonstrations of good corporate social responsibility assisted employees in preparing for a plant closure. In achieving this, it is hoped that this research could act as a future guide for other companies who find themselves in the position of having to downsize or lay-off employees.

## Chapter 2

### 2.0 Introduction to Literature Review

In this chapter, the researcher will discuss the history of Corporate Social Responsibility (CSR); review theories and frameworks and discuss CSR in a plant closure.

### 2.1 Literature Review

One of the main reasons why companies exist is to maximise shareholder wealth and with this, comes a constant drive for cost reduction. However, in addition to its responsibilities to shareholders, companies also have a duty to act ethically towards all its stakeholders. Corporate Social Responsibility is part of business ethics and can be defined as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (Communities, 2001). Different organisations address Corporate Social Responsibility in different ways depending on their stance. The Laissez-faire stance is where proponents argue that the only responsibility of a company is to make profit and that it will only meet the obligations set in legislation and no more. At the other end of the scale are companies who take the approach of a Shaper of Society. In a company of this persuasion, financial considerations are of secondary importance (Johnson, et al., 2011). In plant closures, the primary stakeholders are the employees and demonstrations of Corporate Social Responsibility (CSR) are concerned with issues such as generous severance pay, long advance notice, the possibility of transfer to other plants in the enterprise, retraining, job consulting, educational programs, and early retirement opportunities (Hansson & Wigblad, 2006). On the other hand, employees impacted by a plant closure where the organisation has a Laissez-faire attitude towards CSR are likely to only be offered statutory severance pay and minimum termination notice.

## 2.2 History of CSR

Bowen (1953) believed that all companies should take society into consideration when making decisions on their business processes and objectives. He argued that social responsibility would guide businesses into the future. Because of his early work, Carroll suggests that Howard Bowen should be called the “Father of Corporate Social Responsibility”. (Carroll, 1999). Bowen’s (1953) book *Social Responsibilities of the Businessman* claimed that every organisation had a responsibility to give back to the societies that supported them. He was concerned with the principle of social responsibility. He maintained that social responsibility is ‘no panacea’, but that it would be important for businesses to consider how they would conduct themselves in the future. He encouraged businesses to succeed but also to ensure praise from society. Bowen was a leader in introducing CSR to businesses and considered it a welcome development that should be embraced.

In the 1960s, more literature developed on CSR and Keith Davis (1960) argued that social responsibility is an ill-defined notion but should be seen in a management framework. He became popular for his views and believed that responsibility within society must correspond with the social firms’ power. (Davis, cited in Carroll, 1999). He believed that businesses should not only be concerned with the organisations success but should also be responsible and take action to protect the welfare of society and the environment. Davis (1967) delivered on the “Iron Law of Responsibility” and maintained that society grants power to business to operate and if the business does not use this power to help society, well then they will lose their power. McGurie (1963) elaborated more on the definition of social responsibility and was one of the first to mention the ‘happiness’ of its employees. McGuire (1963) encouraged businessmen to act “justly” as a proper citizen should. (McGuire, cited in Carroll, 1999).

While the authors listed above were welcoming the new development of CSR, it did have its critics. One main objection to CSR was the classical economic argument by Milton Friedman.

He argued that the responsibility of a business was to make money for its shareholders and that profit was more important than CSR. He opposed the idea of CSR and Friedman (1962) stated it was a costly burden on shareholders and maintained that it was more important for managers to be producing a profit for the business than worrying about society. He believed that a business should be focusing on profit and did not believe that Managers were trained to deal with social issues. Friedman believed that government was there to address social concerns. Businesses that follow Friedman's ideas on just making a profit will not focus on their stakeholders interests.

Freeman and Liedtka (1991) supported Milton Friedman's ideas on CSR. They questioned whether a company should even consider undertaking an approach to CSR before achieving profit for their business. They believed that CSR did not assist in creating a better society. They produced reasons to abandon CSR and go as far as to say it "is a dangerous idea". They believe CSR promotes incompetence. However, Freeman and Liedtka (1991) do discuss the 'language of care' in their paper and it is a new and interesting way of looking after the wellbeing of employees in a business. The fact that "we do care" not that "we have a responsibility to care" is an interesting argument on CSR.

### **2.3 Stakeholder Theory**

In 1963, a theory on 'stakeholders' was introduced by Edward Freeman, an economist. His stakeholder theory of CSR was based on the behaviours and values in the management of a business and the needs of the stakeholders. He defined a stakeholder as "any group or individual who can affect or is affected by the achievement of the organisations objectives". Freeman's stakeholder theory encouraged a relationship between the business and all its stakeholders. This

theory supports building relationships and behaving responsibly with all involved i.e. the shareholders; managers; employees; suppliers and the local communities.

## **2.4 The Pyramid of Corporate Social Responsibility**

In 1979, Archie B. Carroll, introduced the four-part model of corporate social responsibility. Carroll's model became very popular with theorists and became a base for further studies. Carroll specified four areas of CSR (economic, legal, ethical, philanthropic responsibilities). Carroll 1979 stated that the CSR business should aim to "make a profit; obey the law; be ethical and be a good corporate citizen". This is a very different approach to Friedman's view in which he argues that "social matters are not the concern of business people". Carroll's pyramid started with economic performance; followed by the principal that the business would be law abiding; be ethical by ensuring no harm to stakeholders and finally to be a good corporate citizen. Clarkson (1995) stated that this model defined how organisations should behave in society. Donna Wood (2010) was also very positive about Carroll's model of CSR and maintained that it would assist businesses in increasing profits but also it gave them a process of responsibilities to follow in conducting themselves.

## **2.5 Corporate Social Responsibility in Plant Closure**

In this section of the literature review, the researcher will take you through the legal requirements on redundancy followed by a review of CSR in Plant Closure.

### **2.5.1 Redundancy Overview**

Employers are obliged to follow certain procedures in relation to employee redundancies. These procedures are covered under Irish Law in The Redundancy Payments Acts 1967-2007 (Citizen's Information, 2013):

- a. An employer must act reasonably when dismissing an employee in a redundancy situation. This requires prior consultation with the employees before the decision is made. In addition, the employer should consider all options including possible alternatives.

- b. You are entitled to a minimum of 2 weeks' notice of redundancy. This notice period goes up depending on the period of service.
- c. If you are being made redundant, you are entitled to reasonable paid time off in order to look for a new job.
- d. You are entitled to any holidays that are outstanding or payment in lieu of holiday.
- e. The statutory redundancy payment is a lump-sum payment based on the pay of the employee. All eligible employees are entitled to:
  - i. Two weeks' pay for every year of service over the age of 16 and
  - ii. One further week's pay
- f. The amount of statutory redundancy is subject to a maximum earnings limit of €600 per week (€31,200 per year).

CSR is doing over and above what is required by law, and so for the purposes of this research, the implementation of the measures above will be taken as the base point for good CSR.

### **2.5.2 Overview of CSR in Plant Closure**

The majority of literature on the subject of Corporate Social Responsibility in closedowns concentrates on helping affected employees to find new employment. For instance, a study carried out by Rydell and Wigblad, titled: “The Quest for CSR in Closedowns” (Rydell & Wigblad, 2012) aimed to develop a model to create new employment for employees. The interpretive study was carried out using a number of case studies of corporate socially responsible plant closures in Sweden. The research showed that the earlier that the company adopts a CSR orientation towards the closure, the more benefit there is to the stakeholders. The study also distinguishes between Internal Human Resource Management (HRM) activities that focus on how to help employees cope with the process through various means and to support leaders to motivate the employees during

restructuring, and Outreach HRM, which focusses on offering education, retraining for new employment, business start-up education, and job search assistance.

The study did recognize that employees are the primary stakeholders in closedowns. However, there is a need to further recognize that employees' needs may vary depending on the situation, and in a plant closure, the needs of employees may vary depending on age, education, and capacity for change. The challenge for the management is to ensure that the employees' needs are met, while at the same time satisfying other stakeholders-or, in other words, creating win-win solutions (Carroll, 1991).

While almost all cases studied had a relatively good outcome, in one case there was limited impact due to decline in business cycle. This point is significant in the research under this proposal due to the economic conditions in Ireland at the time of the closure in this proposal. As the study does not measure the impact of the CSR measures implemented other than through re-employment figures, which in some cases may have happened anyway, it would be necessary to ask employees if the additional training undertaken was instrumental in preparing them for re-employment.

As far back as 1984, Carroll, wrote that companies needed to engage in the same kind of sensitive, thoughtful, and deliberate decision-making process when it was planning to leave a community as when it made the initial decision to enter the community. (Carroll,1984). His article suggested that CSR in plant closure was largely present to avoid the possibility of legislation which would do nothing to improve the business climate and which was strongly opposed by business leaders. The paper outlines the benefits of taking action before legislation; responsive corporate action could be justified on the grounds of an enlightened self-interest approach to CSR which, is one step up from the Laissez-faire view and helps to create a favourable public image for the corporation. The author puts forward a number of suggestions as to how companies can demonstrate good CSR before and after the decision has been made to close a plant, citing a number of examples such as providing advance notice to employees, providing transfer, relocation and outplacement benefits, gradually phasing out the business. The

article is thirty years old and there is a need to revisit the CSR aspect of plant closures given the changing economic climate, legislation, and current CSR expectations. The concept of Corporate Social Responsibility was still only emerging at the time and in response to the threat of legislation. The article looks at the actions which the business can take but the area of leadership during the closedown period is not mentioned.

In contrast with the two previous reviews, research has also been undertaken into the impact of non-CSR closures. "Pyrrhic victories – anticipating the closedown effect" (Hansson & Wigblad, 2006) was carried to explore how productivity changes during organizational closedowns where there were poor industrial relations. The "closedown effect" is the phenomenon whereby productivity increases in the period leading up to a plant closure. While the closedown effect, is not the subject of this study, the research did offer some insight into the stages of a plant closure and highlights the importance of completing any negotiations with stakeholders as early and quickly as possible. The research showed that the closedown effect appears in non CSR closedowns during the countdown period. This is the period from the end of negotiations between management and employee representatives until the plant closure. Because of this, the presence of a closedown effect is not proof that a CSR approach has been taken during the closure. It also contradicts the argument for shorter notice periods due to the risk of decreases in productivity.

In the literature reviewed, several case studies were examined and it is clear that there is no standard approach or set of measures which a company can implement to ensure a corporate socially responsible closure. The level of measures implemented will depend on a number of factors including the financial status of the company, the economic climate at the time, the location of the company, current legislation, leadership capabilities within the company, and the employees' needs. This research aims to find out whether the demonstrations of good corporate social responsibility shown at Company X were recognised by its employees and to what extent have the measures implemented by the company gone to prepare them for the closure.

## 2.6 Leadership in Plant Closure

There are different leadership approaches which could be appropriate for plant closures. Transformational leadership refers to the process of moving the follower beyond immediate self-interest through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration. (Bass, 1999). The result of this style of leadership would be to minimize the negative impact of the site closure on employees through increased presence in the workplace, promoting team spirit, and creating a positive outlook on the future. Authentic leadership is more concerned with the emotions and feelings of employees. Leaders displaying this style create transparent, trusting relationships with workers while at the same time projecting a sense of resilience, hope, and optimism for the future (Norman, et al., 2010). Evidence of this style of leadership in a plant closure may be demonstrated by displaying empathy with employees, provision of emotional support, and delivering to employees clear and honest information. As can be seen by their definitions, there is a place for both types of leadership styles in a plant closure. However, the stage of the shutdown process may determine the most appropriate style to use. For instance, a transformational style, promoting team spirit, may not be appropriate directly after the closure announcement.

#### 4. The Theoretical Framework

The Theoretical Framework which will be utilized in this dissertation will be that of the Pyramid of Corporate Social Responsibility (Carroll, 1991) which characterises a company's corporate social responsibilities. This will be utilized in this research to link CSR to the main stakeholders in plant closures, the employees and to aid in the generation of data to allow for the level of CRS demonstrated by the company to be identified.

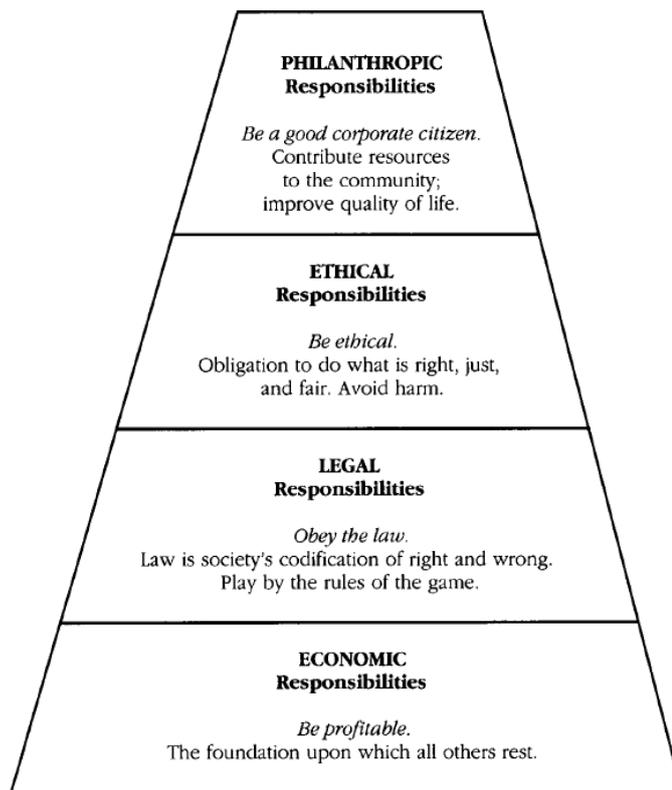


Figure 1: The Pyramid of Corporate Social Responsibility

#### 2.8 Company Profile

Company X is a well know healthcare company and is known for 'working to help the world be well'. Company X has over 2000 employees in Ireland and demonstrates commitment to research and increasing access to healthcare for all people worldwide. Company X is known by their communities for contributing to local society as this is central to what they do. They have relationships built

and provide support to local clubs and projects which improve the environment, support education and contribute to the local community.

They are a very successful company and deliver high CSR throughout their companies. While Company X is going through a plant closure they continued to demonstrate good CSR and the researcher wanted to find out from the employees if they recognized this and was it preparing them for plant closure.

In this chapter, the researcher has reviewed the literature review and concentrated on CSR in plant closure. In the next chapter, the researcher will discuss the research aims and objectives.

## Chapter 3

### 3.0 Aims and Objectives

#### 3.1 Research Aims

The overall aim of this study is to determine if the employees of Company X recognised and acknowledged that good Corporate Social Responsibility was demonstrated in preparing them for a plant closure. The researcher works in the HR area of the company and has observed that the employees of Company X were still performing and carrying out their duties as required. Absenteeism levels were not on the increase and the company targets were been met. Employees of Company X were taking on new tasks; some had commenced their training; some their outplacement and it became clear their goals had changed. The company were holding more departmental meetings; communicating more frequently at open forums and Managers were been flexible in allowing employees take time to attend training and outplacement sessions. The researcher felt the company were behaving very favourably towards their employees and whilst the plant closure is a terrible shock and very sad for the employees the researcher wanted to find out did the employees appreciate and acknowledge that the Company had handled the plant closure in a social responsible manner.

#### 3.2 Research Objectives

The researcher wanted to find out from employees did they agree the company had treated them with dignity and respect and did Company X demonstrate good CSR in the plant closure. The following areas were reviewed and taken into consideration when preparing the survey:

1. Communication
2. Training Provision
3. Ex-gratia package level
4. Outplacement Support
5. Demonstration of Dignity & Respect

This chapter reviewed the aims and objectives. In the next chapter, the researcher will take you through the research methodology.

## Chapter 4

### 4.0 Research Methodology

#### 4.1 Introduction

This chapter will outline the research methodology and method being used in this research study. According to Collins & Hussey (2014) research is “*a systematic and methodical process of inquiry and investigation with a view to increasing knowledge*”. In explaining the reasons for the chosen methodology, other approaches will be discussed.

#### 4.2 The Two Main Paradigms

Collins et al (2014) states that a research paradigm is a framework that guides how research should be carried out, based on people’s philosophies and their assumptions about the world and the nature of knowledge. Research philosophy is the expression that relates to the development of knowledge and the nature of that new knowledge. There are two different approaches within the two main paradigms:-

<b>Positivism</b>	<b>Interpretivism</b>
Quantitative	Qualitative
Objective	Subjective
Scientific	Humanist
Traditionalist	Phenomenological

**Table 1.** Adapted from Collins et al (2014:p46)

##### 4.2.1 Positivism

Positivist research is concerned with hypothesis testing and producing precise, objective, quantitative data with high reliability but low validity. Positivist researchers are objective, detached and outside of the research.

##### 4.2.2 Interpretivism

Interpretivist research, on the other hand, can be concerned with generating theories; will produce subjective, qualitative data and findings with low reliability

but high validity. When carrying out Interpretivist research, the researcher generates a conclusion from empirical evidence or past studies.

### 4.3 Assumptions of Positivism and Interpretivism

There are different ways to view research philosophy. Each philosophy is different and this will influence how the research is undertaken. The following table lists the philosophical assumption and clearly states how it is observed by the positivist and the interpretivist.

<b>Philosophical assumption</b>	<b>Positivism</b>	<b>Interpretivism</b>
Ontological assumption (the nature of reality)	Social reality is objective and external to the researcher.	Social reality is subjective and socially constructed.
	There is only one reality.	There are multiple realities.
Epistemological assumption (what constitutes valid knowledge)	Knowledge comes from objective evidence about observable and measurable phenomena.	Knowledge comes from subjective evidence from participants.
	The researcher is distant from phenomena under study.	The researcher interacts with phenomena under study.
Axiological assumption (the role of values)	The researcher is independent from phenomena under study.	The researcher acknowledges that the research is subjective.
	The results are unbiased and value-free.	The findings are biased and value-laden.
Rhetorical assumption (the language of research)	The researcher uses the passive voice, accepted quantitative words and set definitions.	The researcher uses the personal voice, accepted qualitative terms and limited a priori definitions.
Methodological assumption (the process of research)	The researcher takes a deductive approach.	The researcher takes an inductive approach.
	The researcher studies cause and effect, and uses a static design where categories are identified in advance.	The researcher studies the topic within its context and uses an emerging design where categories are identified during the process.
	Generalizations lead to prediction, explanation and understanding.	Patterns and / or theories are developed for understanding.
	Results are accurate and reliable through validity and reliability.	Findings are accurate and reliable through verification.

**Table 2.** Adapted from Collins et al (2014:p46)

It is important to consider the philosophical assumptions before you design the research study. The positivist philosophy is where the researcher develops a hypotheses based on existing theory. The hypothesis is then tested during the research study. With this in mind the proposed research paradigm which will be adopted for this research will be positivist. One of the primary reasons for choosing this approach is fact that the researcher is employed as a Human

Resource Specialist by Company X and there is a need for the researcher to take an independent and objective stance in relation to the research.

#### **4.4 Theories and hypotheses**

The methodology proposed is to use the theoretical framework of Carroll, along with the existing secondary data collected to develop relevant hypotheses.

*H1: Did employees recognise and agree that good Corporate Social Responsibility was demonstrated by Company X in preparing them for a Plant closure.*

The hypotheses will be tested following data collection. Primary data collection will be in the form of a survey, in which all employees on site (250) will be asked to participate. A survey will be compiled to measure levels of the dependant variable, Corporate Social Responsibility. One problem which is associated with positivist research is its potential lack of validity. This will be overcome by means of a pre-test, where the survey will be reviewed with a small representative group, the 7 seven members of the Senior Leadership Team, to ensure that the survey questions are understood. Once the survey questions are finalised, and agreement has been obtained from the Senior Leadership Team, the survey will be carried out using survey monkey. The data collected will be analysed using excel and a software called Minitab to determine if the data collected can prove or disprove the hypothesis.

#### **4.5 Rationale for Selecting Qualitative Data**

There are advantages and disadvantages to all approaches in collecting data for your research. What is important is choosing the approach suitable to your research. Qualitative data research may gather open ended responses from participants and is usually carried out by conducting interviews. Conducting interviews with all employees on site would have taken up too much time and as the researcher is employed and located on the site, employees may have tried to give answers to please the researcher.

As the researcher is employed by Company X, initially a case study was been considered. This would involve conducting qualitative data. However, on reflection of the methodologies and in focusing on what the researcher was trying to prove, a qualitative data was decided upon. This is based on the philosophy of positivism.

#### **4.6 Sample Size**

The researcher was delighted to get permission to send the Questionnaire to all employees on site (250). In a positivist study it is important to have a large scale sample.

#### **4.7 Location**

The location will be in a natural setting, in other words in the employees workplace.

#### **4.8 Designing the Survey**

*“A survey is a methodology designed to collect primary or secondary data from a sample, with a view to generalizing the results to a population”.*

(Collis & Hussey, 2014)

Before the researcher set about designing the survey, the researcher reviewed “PsysTESTS” to see if there was a suitable questionnaire available to use. An example of one reviewed was:

- “Job Loss Grieving Stage Scale. Source: Blau, Gary 2007. This process model would gain an understanding from employees as to how they were responding to the plant closure”.

The researcher did not deem this accurate for the research in question as it did not cover the aspects of Corporate Social Responsibility and plant closure.

The researcher prepared the Survey questions and reviewed with the HR Manager to ensure they were appropriate for distribution across the company. The researcher went with closed questions, which allowed the participants to choose from a list of predetermined answers. The researcher did not go with any ‘open questions’ as time was a constraint and analysing the results of ‘closed questions’ are more convenient to analyse.

#### **4.9 Query Response Range**

The test format used was on a 6-point response scale, where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = slightly agree, 5 = agree and 6 = strongly agree.

#### **4.10 Validity and Reliability**

The survey was sent to the local Site Leadership Team for review and testing before sending to the larger population. Their feedback allowed the researcher to determine the length of time for completion of the survey. The seven Members of the Leadership Team were not invited to participate in the Survey. This could have impacted the response rate. Following on from this, some changes were made and an advance email was then sent to make the SLT aware it was going to be sent out to their employees. See Appendix 1.

#### **4.11 Research Ethics**

*“Research ethics is concerned with the manner in which research is conducted and how the results or findings are reported”.*

Collins et al, 2014

Whether you are conducting quantitative or qualitative research, ethical considerations must apply. All participants were invited to participate. The researcher respects the wishes of those who do not want to participate.

Anonymity and confidentiality was given to all participants of the survey. As the researcher is known by all employees on site, the researcher clearly stated on the invitation email it was part of her up-skilling project.

The aim of this chapter was to identify the method and methodology to use. As the researcher is located at the workplace of Company X, the researcher was able to review some secondary data and carry out a survey inviting all employees impacted by the plant closure to participate. As this was a positivist approach, a large scale sample was used.

In the next chapter the researcher will outline the results and findings of the survey conducted.

## Chapter 5

### 5.0 Findings

#### 5.1 Introduction

In this chapter, the researcher will outline the analysis of the primary data from the questionnaire (Appendix 3). The researcher will give an overview of what the findings were.

The researcher wanted to find out did employees recognize and agree that good corporate social responsibility was demonstrated by Company X in preparing them for a plant closure and did it meet their needs. This research was conducted using a qualitative approach.

#### 5.2 Results of Primary Data

The process for analyzing the data from the questionnaire was through the use of Excel spreadsheets and a software programme called Minitab. The researcher sent the questionnaire out using 'Survey Monkey' to all 250 employees. 158 employees participated in the survey, giving a 63.2% return rate.

#### 5.3 Scoring of the Survey

The data collected will now be reviewed in two formats. The first one is to review the findings through the use of the survey monkey and excel tool. The second format will use histograms to compare some questions against service and age.

#### 5.4 Questionnaire Findings and Results

**5.4.1 Demogratphics:** The survey collected demographic details on the employees of Company X. It looked for their gender; age profile and length of service. The researcher looked for this information so that comparisons could be made between the different groups when reviewing the data.

## 5.4.2 Question 1 - Announcement of the Company Closure

### Corporate Social Responsibility - Q1

Back in March 2013, the site leadership team communicated the Company Closure Announcement in a professional manner		
Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	1.3%	2
Slightly disagree	3.8%	6
Slightly agree	5.7%	9
Agree	69.6%	110
Strongly agree	19.6%	31
<i>answered question</i>		<b>158</b>
<i>skipped question</i>		<b>0</b>

The results received gave a positive response to this statement and 141 employees out of the 158 that responded felt the company had communicated the closure in a professional manner. This finding demonstrates that Company X did act socially responsible in preparing for the plant closure announcement.

Company X prepared and planned for the announcement day. They ensured all colleagues were communicated to at the same time; they organized the VHI Employee Assistance Programme (EAP) Representatives to be on site on the day; had extra security in place to prevent media and photographers from coming directly on to the site. The announcement was followed directly by employees attending their own departmental meetings where they were given more information concerning their own areas. At these meetings, employees were amongst their closest work colleagues and were in a safer environment to ask questions directly from their Senior Leadership Team Manager. Company X issued media statements and spoke to the local community to ensure the town was given the correct information.

### 5.4.3 Question 2 to 5 – Communication

#### Corporate Social Responsibility - Q2

Since the announcement, the coffee morning sessions are of benefit in sustaining open communication		
Answer Options	Response Percent	Response Count
Strongly disagree	0.6%	1
Disagree	7.7%	12
Slightly disagree	7.1%	11
Slightly agree	26.9%	42
Agree	52.6%	82
Strongly agree	5.1%	8
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>

#### Corporate Social Responsibility - Q3

Since the announcement, departmental meetings are a benefit in sustaining open communication		
Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	5.7%	9
Slightly disagree	3.2%	5
Slightly agree	22.8%	36
Agree	61.4%	97
Strongly agree	7.0%	11
<i>answered question</i>		<b>158</b>
<i>skipped question</i>		<b>0</b>

#### Corporate Social Responsibility - Q4

Since the announcement, the All Colleague Forums are of benefit to you in keeping you updated on the progress of the plant closure		
Answer Options	Response Percent	Corporate Social Responsibility - Q4
Strongly disagree	0.0%	0
Disagree	8.3%	13
Slightly disagree	3.2%	5
Slightly agree	19.9%	31
Agree	59.6%	93
Strongly agree	9.0%	14
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>

### Corporate Social Responsibility - Q5

Overall the communication approach is a benefit and kept you informed on the plant closure

Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	3.2%	5
Slightly disagree	4.5%	7
Slightly agree	15.3%	24
Agree	70.7%	111
Strongly agree	6.4%	10
<i>answered question</i>		<b>157</b>
<i>skipped question</i>		<b>1</b>

From the above data, it is clear that Company X has continued to ensure communication is strong on the site. Senior Leadership Team (SLT) put in place a communication schedule from the day of the announcement and they have continued to deliver on this. Again, the results demonstrate that employees are appreciative of these communication methods and feel they are a benefit in keeping them informed on the progress of the plant closure. This links back to Carroll's pyramid of social responsibility as again Company X has demonstrated that by acting ethically and doing what is right can enhance the relationship with their stakeholders i.e. the employees. Communication is important to employees and the continuous commitment to deliver on updates demonstrates that Company X is being socially responsible.

#### 5.4.4 Question 6 to 10 – Training

##### Corporate Social Responsibility - Q6

The training allowance offered is of benefit to you in assisting with up skilling for the future

Answer Options	Response Percent	Response Count
Strongly disagree	1.3%	2
Disagree	1.3%	2
Slightly disagree	2.5%	4
Slightly agree	7.0%	11
Agree	54.1%	85
Strongly agree	33.8%	53
<i>answered question</i>		157
<i>skipped question</i>		1

##### Corporate Social Responsibility - Q7

The Training Catalogue offers a varied selection of relevant training courses

Answer Options	Response Percent	Response Count
Strongly disagree	2.6%	4
Disagree	7.1%	11
Slightly disagree	7.7%	12
Slightly agree	21.2%	33
Agree	47.4%	74
Strongly agree	14.1%	22
<i>answered question</i>		156
<i>skipped question</i>		2

##### Corporate Social Responsibility - Q8

The Resource Room facility is a benefit to you in preparing for the future

Answer Options	Response Percent	Response Count
Strongly disagree	1.3%	2
Disagree	7.0%	11
Slightly disagree	8.2%	13
Slightly agree	34.2%	54
Agree	44.3%	70
Strongly agree	5.1%	8
<i>answered question</i>		158
<i>skipped question</i>		0

### Corporate Social Responsibility - Q9

The information sessions scheduled are a benefit to you e.g. Adult Guidance Information Session, Dealing with stress during a time of change -Building Resilience (VHI)

Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	4.5%	7
Slightly disagree	8.9%	14
Slightly agree	24.8%	39
Agree	52.9%	83
Strongly agree	8.9%	14
<i>answered question</i>		<b>157</b>
<i>skipped question</i>		<b>1</b>

### Corporate Social Responsibility - Q10

Overall the various training initiatives are a benefit to you for the future

Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	3.2%	5
Slightly disagree	5.1%	8
Slightly agree	17.9%	28
Agree	59.0%	92
Strongly agree	14.7%	23
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>

Q6 to Q10 have received very favorable responses to the training initiatives introduced by SLT in Company X.

- 149 employees out of 158 responses appreciate and are in agreement that the training allowance offered is of benefit in assisting with up skilling for the future.
- 129 employees out of 158 responses are content with the selection of training courses offered.
- 132 employees out of 158 responses are in agreement that the Resource Room facility will be of benefit in preparing for the future.
- 136 out of 158 responses are finding the information sessions a benefit in preparing for the future.

In summary, the company demonstrated good corporate social responsibility by going over and above the legal requirements. The training initiative introduced in a plant closure is preparing employees for the future and has assisted employees.

## 5.4.5 Question 11 to 12 - Ex-gratia & Closure Bonus

### Corporate Social Responsibility - Q11

The ex-gratia package offered is at an appropriate level		
Answer Options	Response Percent	Response Count
Strongly disagree	3.2%	5
Disagree	6.4%	10
Slightly disagree	12.7%	20
Slightly agree	12.1%	19
Agree	52.9%	83
Strongly agree	12.7%	20
<i>answered question</i>		<b>157</b>
<i>skipped question</i>		<b>1</b>

- 35 employees out of 158 responses do not feel the ex-gratia package offered is at an appropriate level.
- 122 employees out of 158 responses are in agreement that the ex-gratia package offered is at an appropriate level.

### Corporate Social Responsibility - Q12

The design elements of the closure bonus is an effective incentive programme to ensure continued site wide performance		
Answer Options	Response Percent	Response Count
Strongly disagree	3.2%	5
Disagree	14.1%	22
Slightly disagree	13.5%	21
Slightly agree	20.5%	32
Agree	39.7%	62
Strongly agree	9.0%	14
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>

- 48 employees out of 158 responses are not in agreement
- 108 employees out of 158 responses are in agreement with the design elements of the closure bonus

Q11 and Q12 Based on the responses, the researcher can advise that the majority of employees felt the ex-gratia package is at an appropriate level. The design elements of the closure bonus got a positive response too. The researcher believes that once again Company X did demonstrate good CSR in designing the ex-gratia package and the elements of the closure bonus. Company X demonstrated good

social responsibilities by ensuring employees were compensated over and above the required statutory redundancy payment.

#### 5.4.6 Question 13 – Healthcare Coverage

##### Corporate Social Responsibility - Q13

<b>Continued VHI coverage from exit date up until renewal and a further 12 month cash payment is an important element of my overall severance package</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly disagree	0.0%	0
Disagree	5.1%	8
Slightly disagree	3.8%	6
Slightly agree	10.8%	17
Agree	58.6%	92
Strongly agree	21.7%	34
<b><i>answered question</i></b>		<b>157</b>
<b><i>skipped question</i></b>		<b>1</b>

Healthcare coverage is very important to everyone. The Company went over and beyond the legal requirements in designing a redundancy package that offers health cover from time of exit up to renewal and a further 12 month cash payment towards the employees' future healthcare costs.

The responses from the employees demonstrate that they too agree that Company X demonstrated good CSR in the ex-gratia payment; the design of the closure bonus elements and the continued VHI cover. These demonstrations of good CSR assist employees in dealing with and preparing for their future.

## 5.4.7 Question 14 to 15 - Outplacement

### Corporate Social Responsibility - Q14

The Career Transition programme will be of benefit in assisting you to prepare for your future		
Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	5.2%	8
Slightly disagree	2.6%	4
Slightly agree	23.9%	37
Agree	53.5%	83
Strongly agree	14.8%	23
<i>answered question</i>		<b>155</b>
<i>skipped question</i>		<b>3</b>

### Corporate Social Responsibility - Q15

The 5 x 1:1 individual coaching sessions will be of benefit to you in preparing you for your future		
Answer Options	Response Percent	Response Count
Strongly disagree	0.7%	1
Disagree	2.6%	4
Slightly disagree	1.3%	2
Slightly agree	15.0%	23
Agree	61.4%	94
Strongly agree	19.0%	29
<i>answered question</i>		<b>153</b>
<i>skipped question</i>		<b>5</b>

- 26 employees out of 158 responses are not in agreement
- 143 employees out of 158 responses are in agreement with the outplacement provision.

Both questions are related to outplacement. The survey reveals that employees agree the career transition programme and individual coaching sessions are of benefit in preparing them for the future. The company adopted a one size fits all approach with the outplacement provider and all employees receive the same services.

The researcher believes that this does demonstrate good social responsibility in preparing employees for a plant closure.

## 5.4.8 Question 16 to 17 - Dignity & Respect

### Corporate Social Responsibility - Q16

The site leadership team has handled the plant closure in a fair and consistent manner		
Answer Options	Response Percent	Response Count
Strongly disagree	2.0%	3
Disagree	7.2%	11
Slightly disagree	10.5%	16
Slightly agree	15.7%	24
Agree	51.0%	78
Strongly agree	13.7%	21
<i>answered question</i>		<b>153</b>
<i>skipped question</i>		<b>5</b>

### Corporate Social Responsibility - Q17

The site leadership team have treated individuals with dignity and respect		
Answer Options	Response Percent	Response Count
Strongly disagree	2.6%	4
Disagree	3.8%	6
Slightly disagree	7.1%	11
Slightly agree	16.0%	25
Agree	51.9%	81
Strongly agree	18.6%	29
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>

The researcher asked the above two questions to find out if employees agreed that the Site Leadership Team have demonstrated good CSR in dealing with them through a plant closure.

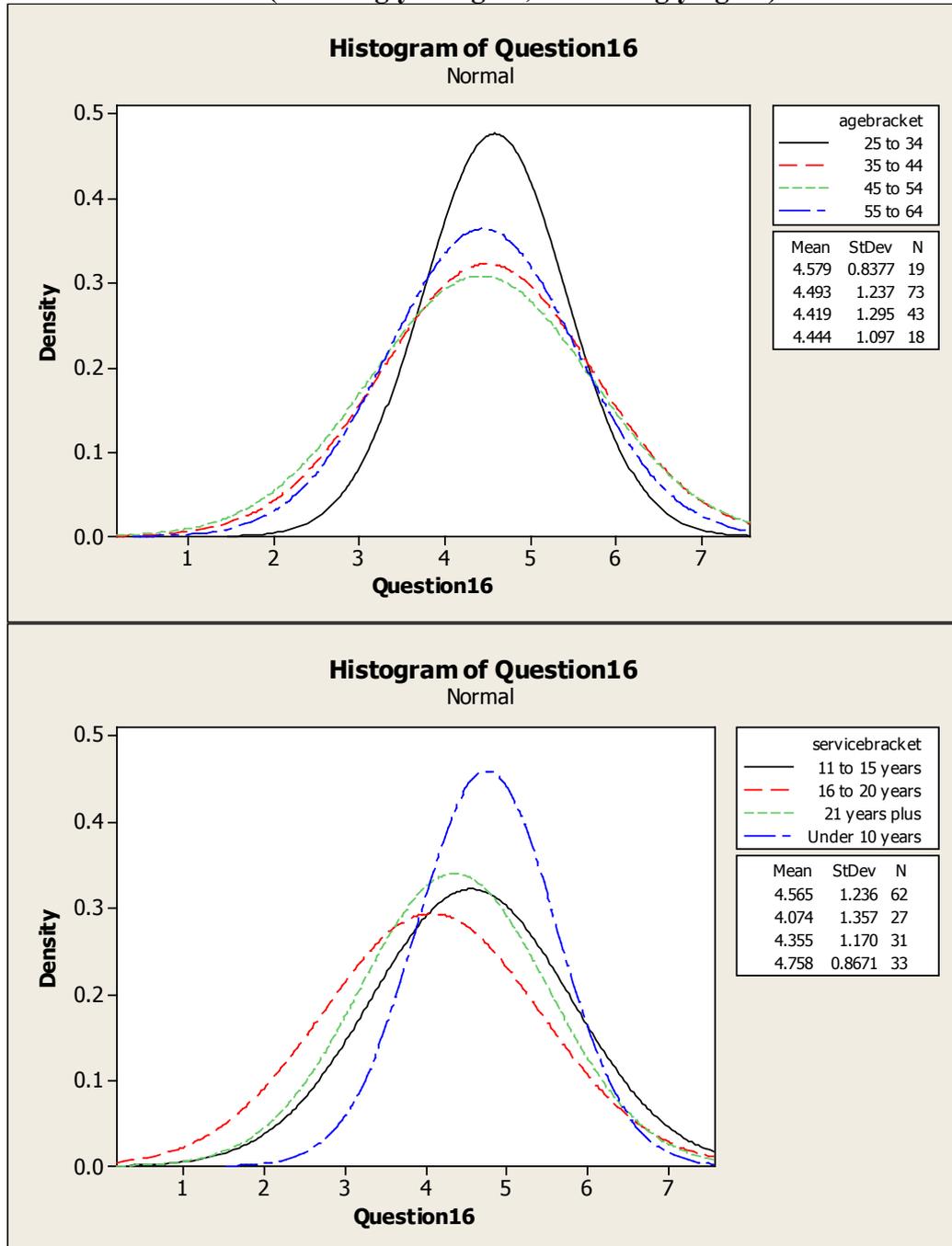
- 123 employees out of 158 responses believe the SLT team has handled the plant closure in a fair and consistent manner
- 135 employees out of 158 responses agree they have been treated with dignity and respect.

This outcome is important to the research as it clearly demonstrates that by using good CSR in a plant closure you can still maintain a good working relationship and by preparing employees for the future in an ethical manner creates a respectful situation for all.

## 5.5 Histogram

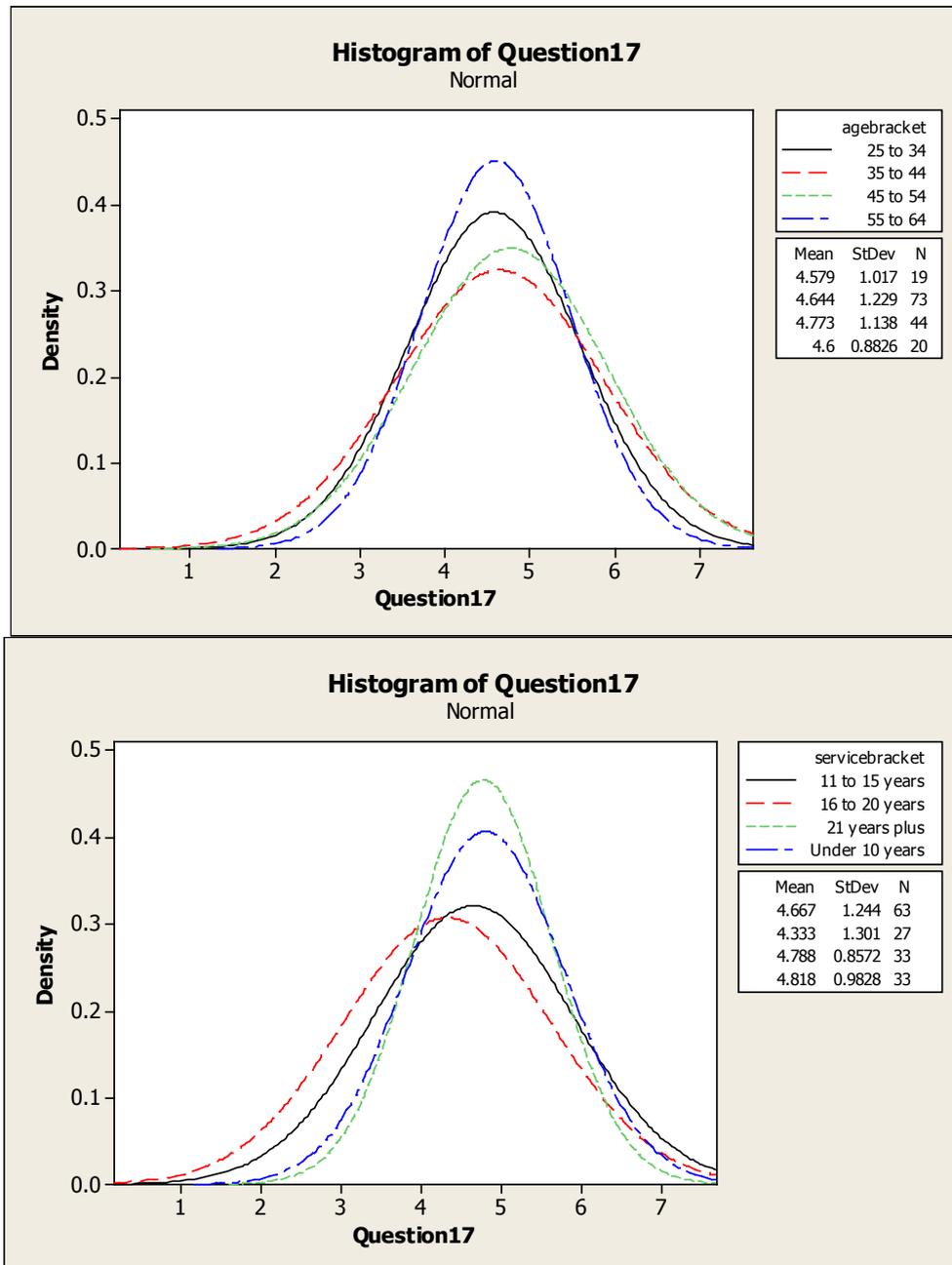
### 5.4.9 Histogram of Q16 - The site leadership team has handled the plant closure in a fair and consistent manner

Overall distribution (1=strongly disagree, 6 is strongly agree)



### 5.4.10 Histogram of Q17 - The site leadership team have treated individuals with dignity and respect

Overall distribution (1=strongly disagree, 6 is strongly agree)

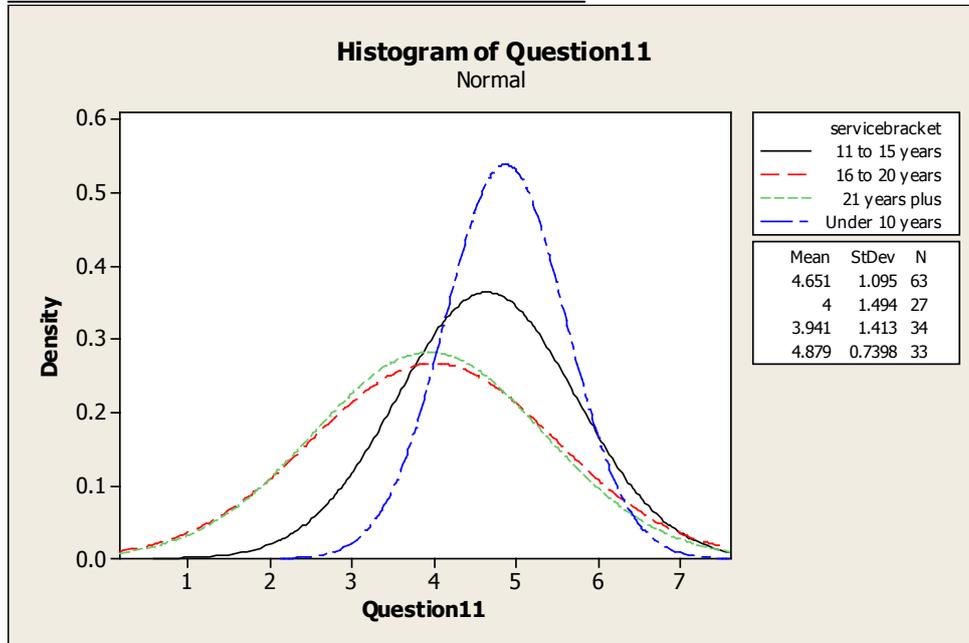


The researcher found it interesting to see that all employees in the age bracket were pretty much at the same peak in the histogram above. This demonstrates that all employees, regardless of age or service, felt the SLT had treated individuals with dignity and respect.

### 5.4.11 Histogram of Q11 - The ex-gratia package offered is at an appropriate level

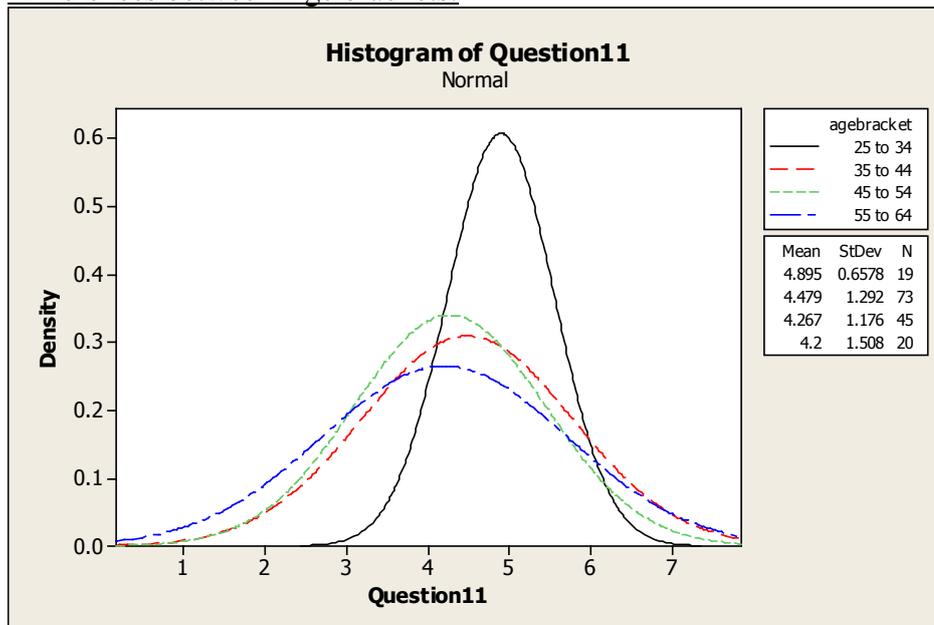
Overall distribution (1=strongly disagree, 6 is strongly agree)

Differences between Service Years brackets:



Those with Under 10 years were more in agreement that the ex-gratia package offered is at an appropriate level.

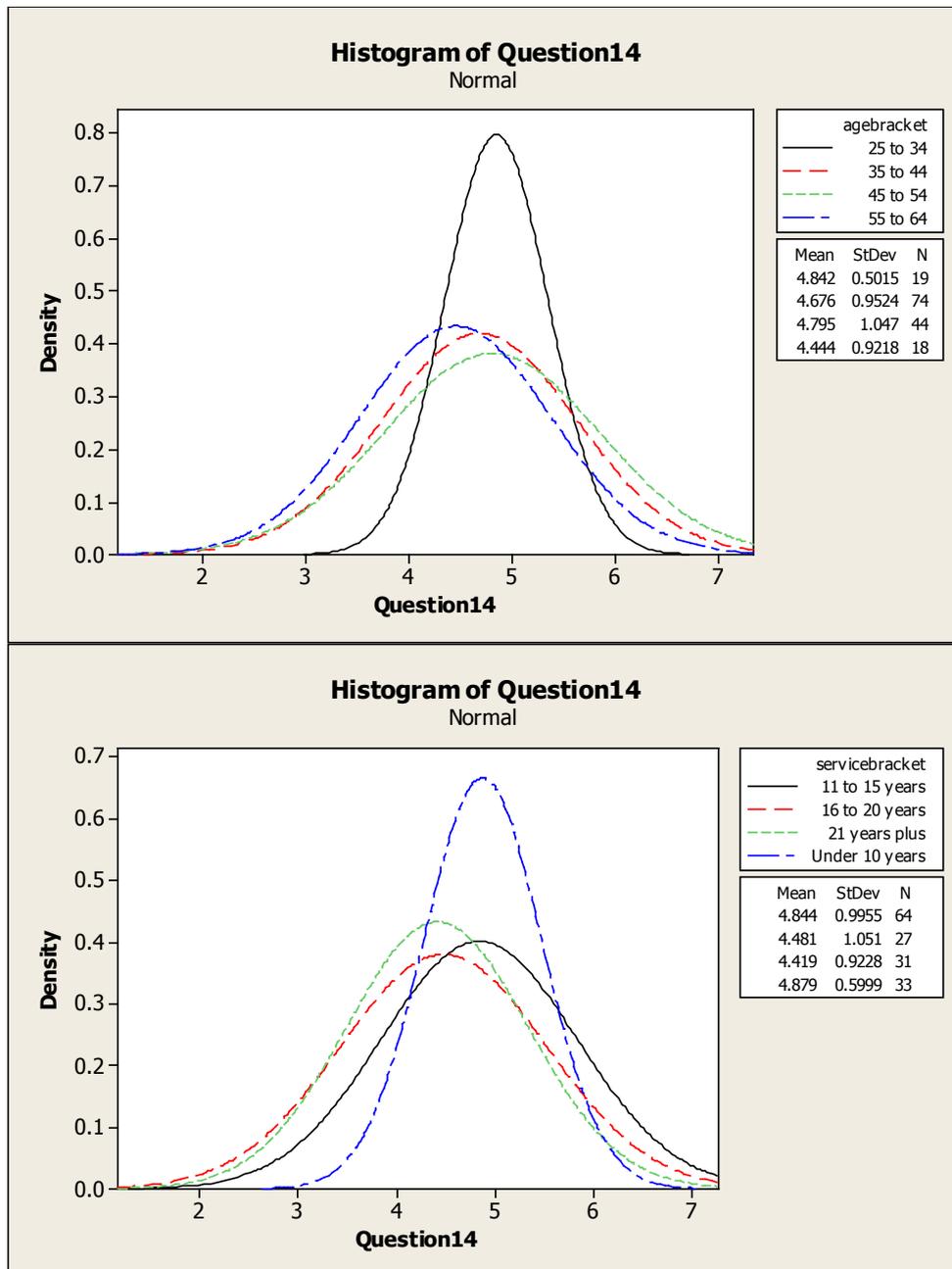
Differences between Age brackets:



Age bracket 25 to 34 years were more in agreement that the ex-gratia package offered is at an appropriate level.

### 5.4.12 Histogram of Q11 - The Career Transition programme will be of benefit in assisting you to prepare for your future

Overall distribution (1=strongly disagree, 6 is strongly agree)



As can be seen above, the younger employees felt the career transition programme more of a benefit in assisting them to prepare for their future. This is a possible limitation as the older populations' needs were perhaps not met to their requirements.

## Chapter 6

### 6.1 Conclusion

Good corporate social responsibility is vital for the success of a company. Stakeholders need to be able to trust the companies who manufacture the goods which they rely on. Employees also need to be able to trust their employers, but this trust can be damaged in the case of plant closure and redundancies. Plant closure and lay-offs can be extremely stressful and can cause anger, depression, and uncertainty about the future. Job loss is associated not only with a loss of income, but also with a loss of identity for the displaced worker, since personal identification with one's occupation is common (Blau, 2006). Plant closure and redundancy can have such a negative impact as to increase the mortality rate for male employees being laid off (Eliason & Storrie, 2009) and is listed in the top ten life events on the Social Readjustment Rating Scale (Holmes & Rahe, 1967). It is, therefore, in the company's interest to ensure that the plant closure is carried out ethically and in a way which minimises stress to the employees. This is particularly important where the company has other plants in the same country which are continuing to operate. A poorly managed closedown of one plant may damage the reputation of the remaining plants and decrease morale of surviving employees.

From a review of the history of both the local site and of the Global Parent Company, it is safe to say that both have a culture of strong Leadership, Ethics, and Corporate Social Responsibility. In difficult economic conditions, it is sometimes the corporate social responsibility aspect of company leadership and ethics which is the first to be cut.

From the findings and analysis in the previous chapter, it can be said that employees did recognize and agree that the company did demonstrate good corporate social responsibility in the plant closure and are preparing the

employees for same. The hypothesis was tested and proof was demonstrated in the findings above.

*H1: Did employees recognise and agree that good Corporate Social Responsibility was demonstrated by Company X in preparing them for a Plant closure.*

Also, from the findings and analysis of the questionnaire, it is clear that Company X has not taken the Laissez-faire attitude towards its employees' well-being and has extended its good ethical values, strong leadership, and its excellent corporate social responsibility in how it deals with and prepares employees for a plant closures.

## **6.2 Limitations of the Research**

Company X requested to remain anonymous; therefore sharing secondary data on their Annual Reports and Corporate Strategy was not allowed. The researcher did try to blank out the names so that they could be included in the Appendix however; there was reference in the material to other sites which were not appropriate to share. The researcher found this frustrating as Company X had some good material on their social responsibility in the community. The researcher would have liked to link this secondary data to Carroll's model especially to focus on the economic and philanthropic responsibilities.

In the analysis, the researcher came across responses by a number of employees where they ticked 'strongly disagree' or chose 'disagree'. The researcher would like to follow up with these employees to further enquire as to why they felt this way. Again as the researcher stated it would be confidential, this follow up cannot happen. However, it did make the researcher realise that no matter what Company X implemented or what initiatives were demonstrated, some needs were not met.

As stated, the Senior Leadership Team did not participate in the survey as they as a group planned and prepared for the plant closure. The researcher feels interviews should have been conducted with them to get their opinions on the plant closure and the findings. This would have greatly benefited the research.

The researcher is also aware that the vast majority of employees are not due to leave until 2015 therefore; the research is only able to demonstrate the findings now. Further research would be interesting to conduct as the reality of the plant closure gets closer and becomes more real for employees.

### **6.3 Validity of the Research**

The researcher believes that the aim and objective of this study has been adequately met and sufficient data gathered and analysed. Therefore, the results can be said to have external validity.

### **6.4 Recommendations**

Based on the above findings, the researcher feels that Company X has gone over and beyond their legal requirements and acted ethically. However; for some employees, their needs are not being met. The researcher would recommend that at the next departmental meeting, the Senior Leadership Team should open up for discussion if there are other requirements that employees would like to see happening. Perhaps, the older employees need more assistance in planning for their future; in picking their training course.

The researcher will share these findings with the HR Manager and hopefully the positive feedback on their CSR will encourage Company X to maintain the demonstration of good CSR as all the employees get closer to the Plant Closure.

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## Appendix 1 - Email to Site Leadership Team

**The Members of the Leadership Team were not included in the Survey. Having discussed the research with them and validated the survey, they were given the following advance notice of the survey to be conducted.**

---

**From:** Horan, Elizabeth  
**To:** SLT Team (Site Leadership Team)  
**Subject:** Advance Notice about a Survey  
**Importance:** High

<< File: FINAL Draft Questions.docx >>

All, as part of my up skilling, I am doing an Honours Degree in Human Resource Management. I am completing my final college assignment which involves me carrying out a brief employee survey.

I just wanted to share with the SLT before I send out later this afternoon. I have received approval from Plant Manager and HR Manager.

Kind regards, Liz

## Appendix 2 - Email to Employees

**Subject:** Please read and complete a Survey as part of my up skilling

**Importance:** High

All, as part of my up skilling, I am doing a BA (Hons) in Human Resource Management. I am completing my final college assignment which involves me carrying out a brief employee survey. I would really appreciate your cooperation in completing the survey which will take no more than 5 minutes. Thank you all in advance.

Participation is not compulsory and your responses will remain confidential.

Kind regards, Liz

See link below

<https://www.surveymonkey.com/s/Q9NMNYJ>

## Appendix 3 – Survey: Monkey Survey

### Gender

- Gender Male
- Female

### What is your age?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64

### Length of Service

- Under 10 years
- 11 to 15 years
- 16 to 20 years
- 21 years plus

### **1. Back in March 2013, the site leadership team communicated the Company Closure Announcement in a professional manner**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

### **2. Since the announcement, the coffee morning sessions are of benefit in sustaining open communication**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**3. Since the announcement, departmental meetings are a benefit in sustaining open communication**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**4. Since the announcement, the All Colleague Forums are of benefit to you in keeping you updated on the progress of the plant closure**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**5. Overall the communication approach is a benefit and kept you informed on the plant closure**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**6. The training allowance offered is of benefit to you in assisting with up skilling for the future**

- The training allowance offered is of benefit to you in assisting with up skilling for the future Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**7. The Training Catalogue offers a varied selection of relevant training courses**

- The Training Catalogue offers a varied selection of relevant training courses Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**8. The Resource Room facility is a benefit to you in preparing for the future**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**9. The information sessions scheduled are a benefit to you e.g. Adult Guidance Information Session, Dealing with stress during a time of change -Building Resilience (VHI)**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**10. Overall the various training initiatives are a benefit to you for the future**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**11. The ex-gratia package offered is at an appropriate level**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**12. The design elements of the closure bonus is an effective incentive programme to ensure continued site wide performance**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**13. Continued VHI coverage from exit date up until renewal and a further 12 month cash payment is an important element of my overall severance package**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**14. The Career Transition programme will be of benefit in assisting you to prepare for your future**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**15. The 5 x 1:1 individual coaching sessions will be of benefit to you in preparing you for your future**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**16. The site leadership team has handled the plant closure in a fair and consistent manner**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

**17. The site leadership team have treated individuals with dignity and respect**

- Strongly disagree
- Disagree
- Slightly disagree
- Slightly agree
- Agree
- Strongly agree

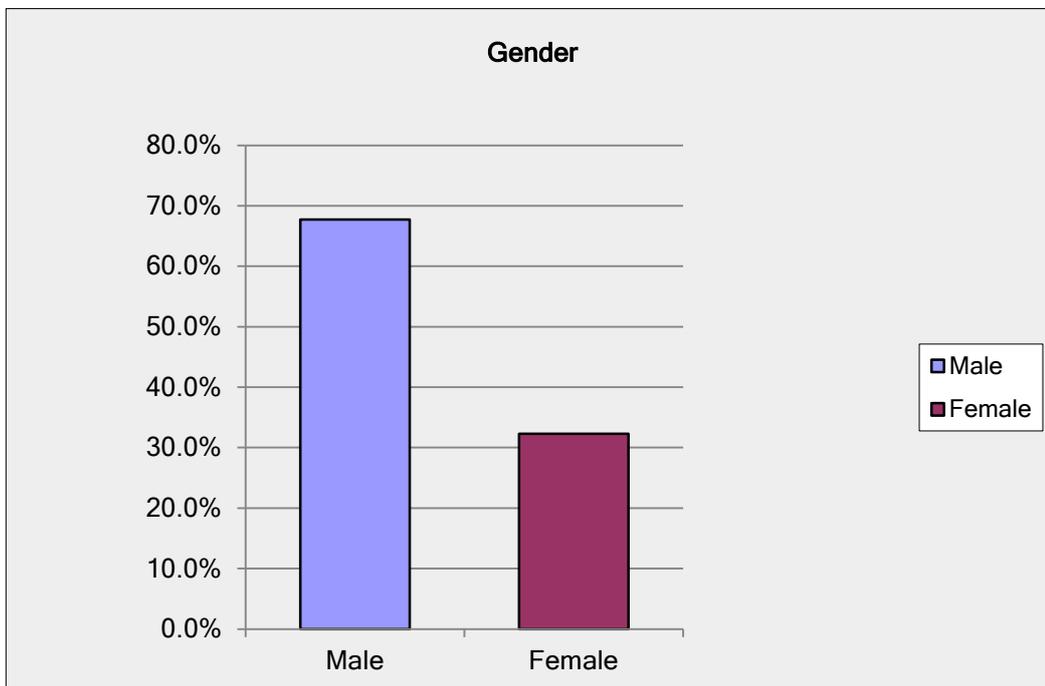
Done

Powered by [SurveyMonkey](#)

## Appendix 4 - Charts Directly Downloaded from Survey Monkey

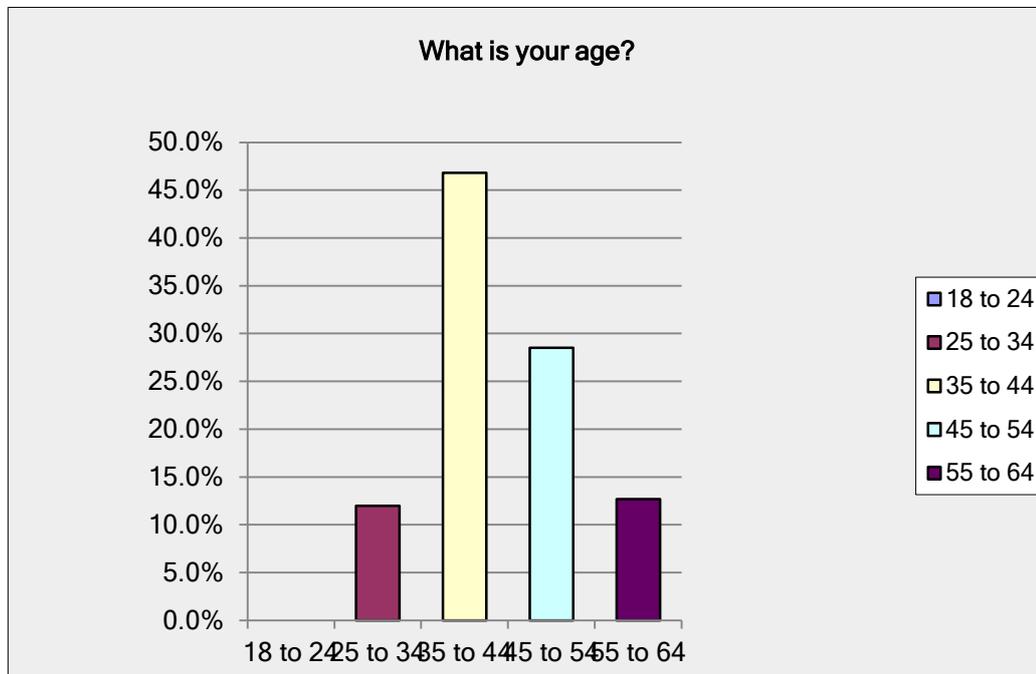
### Corporate Social Responsibility - Gender

Gender		
Answer Options	Response Percent	Response Count
Male	67.7%	107
Female	32.3%	51
<i>answered question</i>		<b>158</b>
<i>skipped question</i>		<b>0</b>



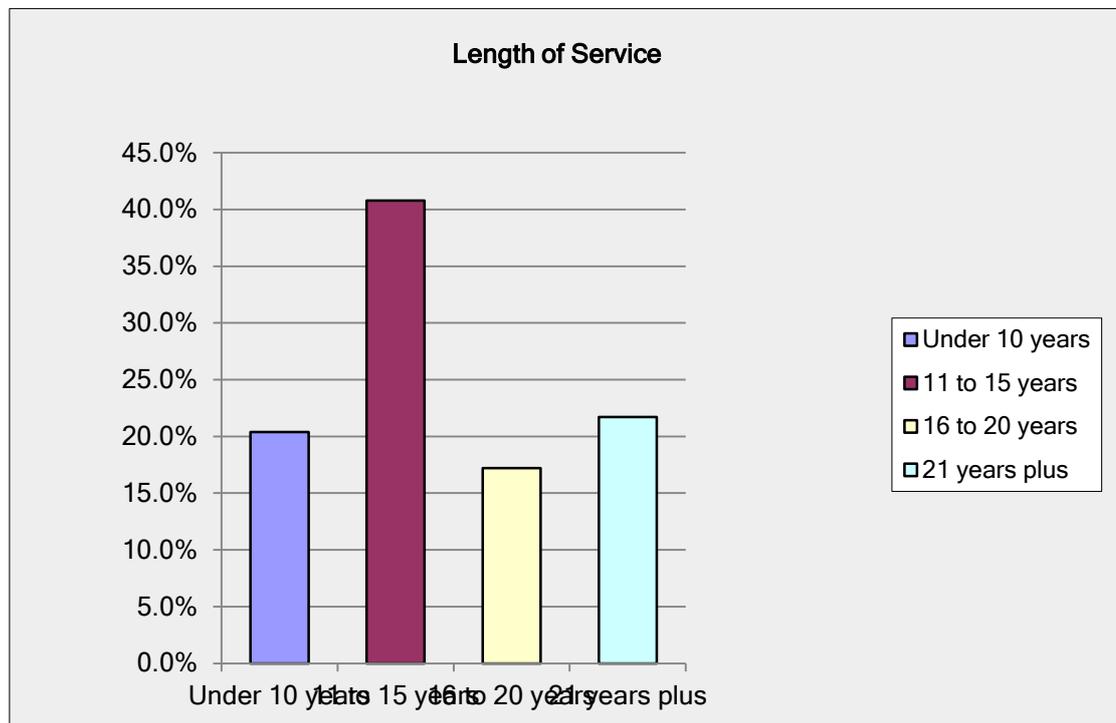
## Corporate Social Responsibility - Age

What is your age?		
Answer Options	Response Percent	Response Count
18 to 24	0.0%	0
25 to 34	12.0%	19
35 to 44	46.8%	74
45 to 54	28.5%	45
55 to 64	12.7%	20
<i>answered question</i>		<b>158</b>
<i>skipped question</i>		<b>0</b>



## Corporate Social Responsibility - Length of Service

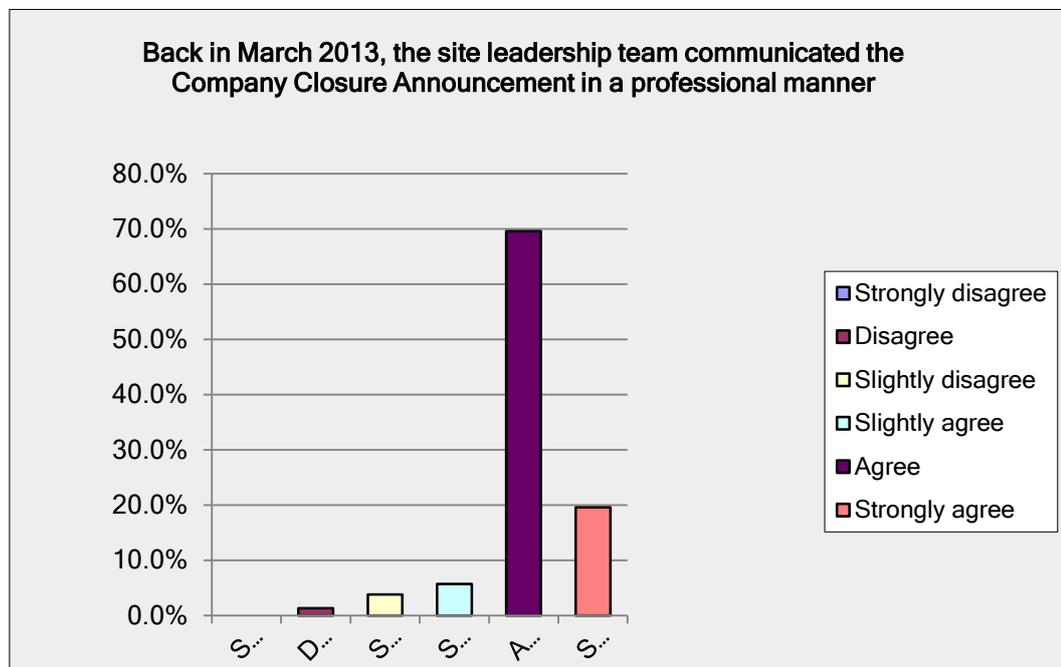
Length of Service		
Answer Options	Response Percent	Response Count
Under 10 years	20.4%	32
11 to 15 years	40.8%	64
16 to 20 years	17.2%	27
21 years plus	21.7%	34
<i>answered question</i>		<b>157</b>
<i>skipped question</i>		<b>1</b>



## Corporate Social Responsibility - Q1

Back in March 2013, the site leadership team communicated the Company Closure Announcement in a professional manner

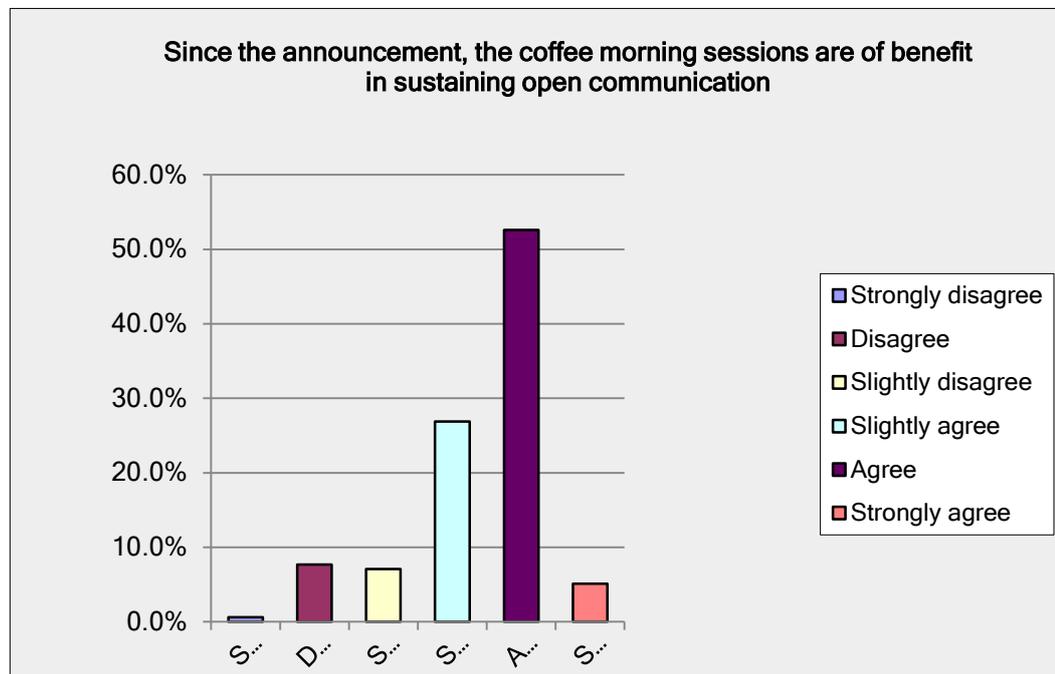
Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	1.3%	2
Slightly disagree	3.8%	6
Slightly agree	5.7%	9
Agree	69.6%	110
Strongly agree	19.6%	31
<i>answered question</i>		<b>158</b>
<i>skipped question</i>		<b>0</b>



## Corporate Social Responsibility - Q2

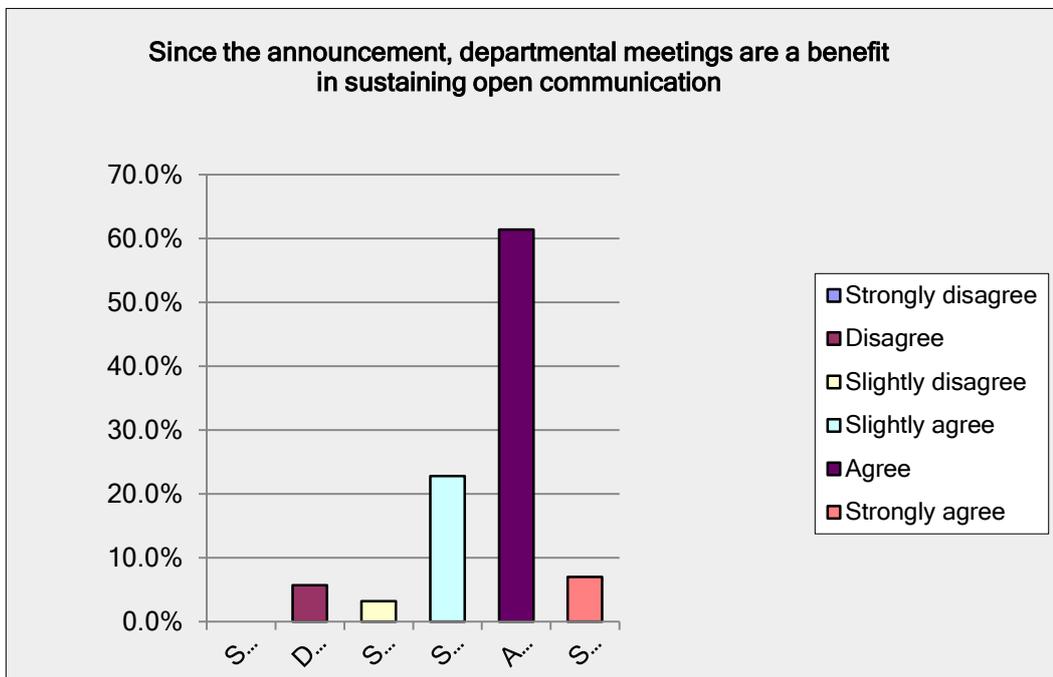
Since the announcement, the coffee morning sessions are of benefit in sustaining open communication

Answer Options	Response Percent	Response Count
Strongly disagree	0.6%	1
Disagree	7.7%	12
Slightly disagree	7.1%	11
Slightly agree	26.9%	42
Agree	52.6%	82
Strongly agree	5.1%	8
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>



### Corporate Social Responsibility - Q3

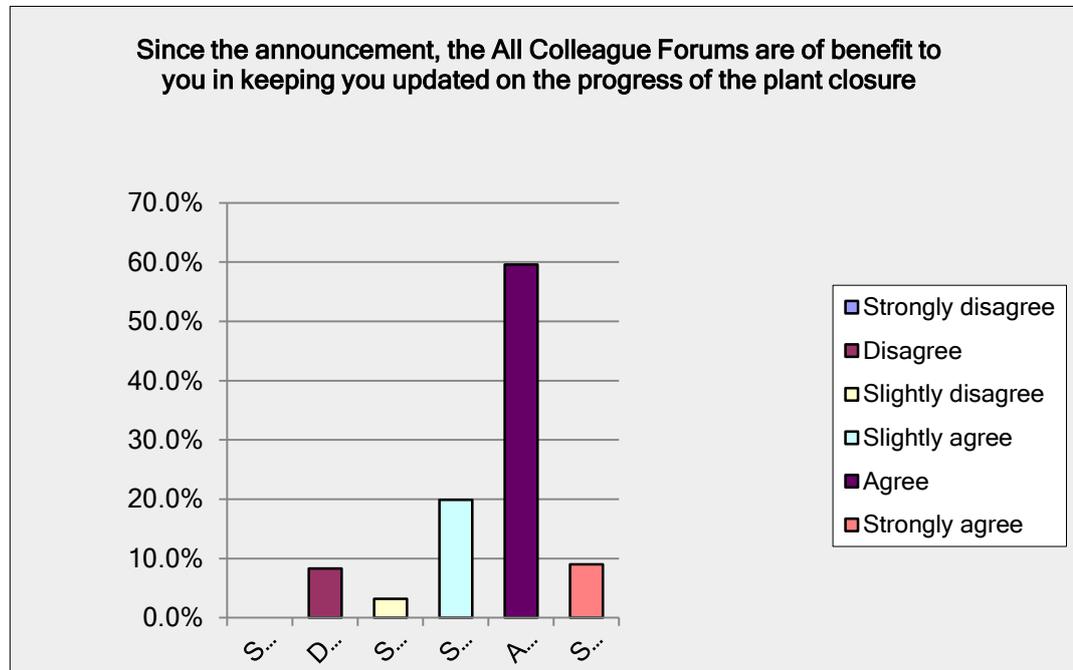
Since the announcement, departmental meetings are a benefit in sustaining open communication		
Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	5.7%	9
Slightly disagree	3.2%	5
Slightly agree	22.8%	36
Agree	61.4%	97
Strongly agree	7.0%	11
<i>answered question</i>		<b>158</b>
<i>skipped question</i>		<b>0</b>



## Corporate Social Responsibility - Q4

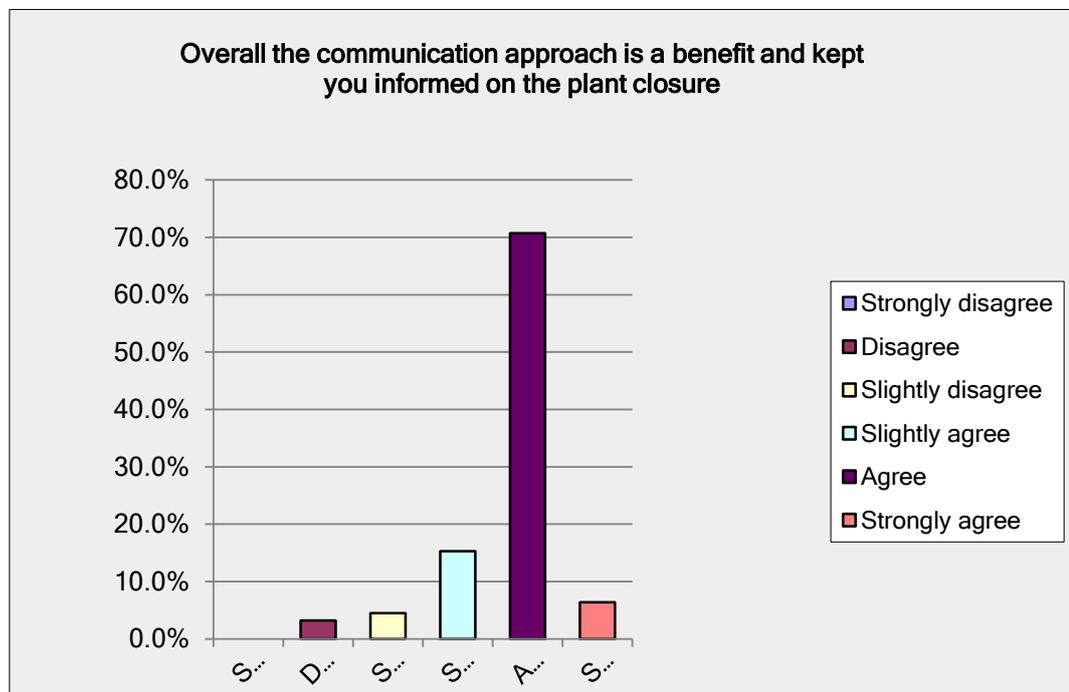
Since the announcement, the All Colleague Forums are of benefit to you in keeping you updated on the progress of the plant closure

Answer Options	Response Percent	Corporate Social Responsibility - Q4
Strongly disagree	0.0%	0
Disagree	8.3%	13
Slightly disagree	3.2%	5
Slightly agree	19.9%	31
Agree	59.6%	93
Strongly agree	9.0%	14
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>



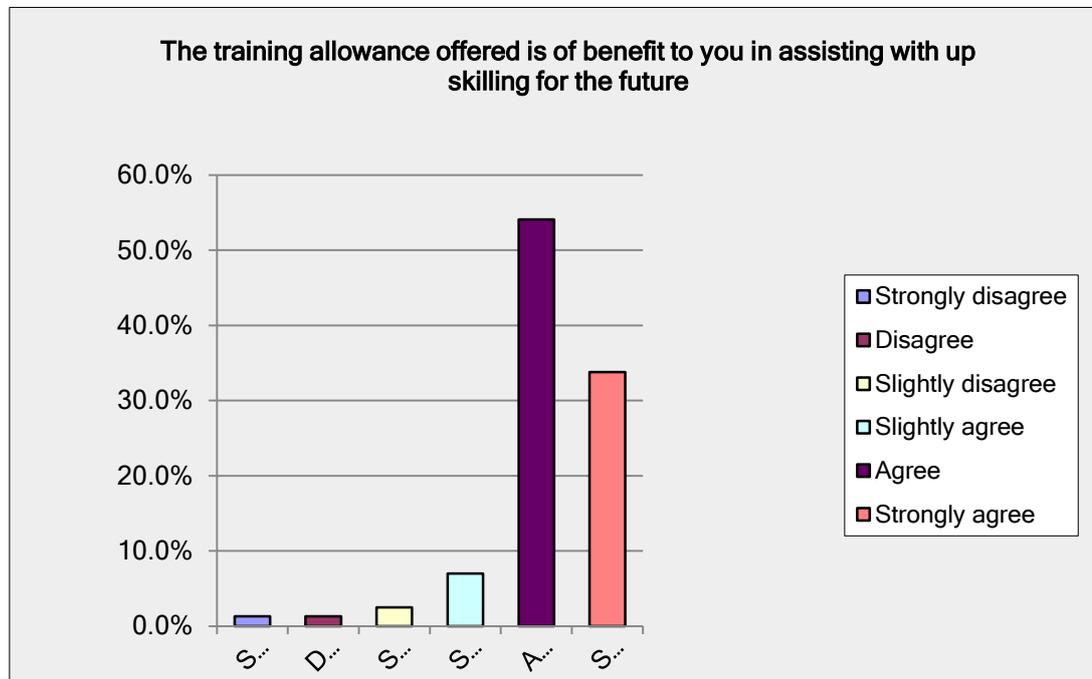
## Corporate Social Responsibility - Q5

Overall the communication approach is a benefit and kept you informed on the plant closure		
Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	3.2%	5
Slightly disagree	4.5%	7
Slightly agree	15.3%	24
Agree	70.7%	111
Strongly agree	6.4%	10
<i>answered question</i>		<b>157</b>
<i>skipped question</i>		<b>1</b>



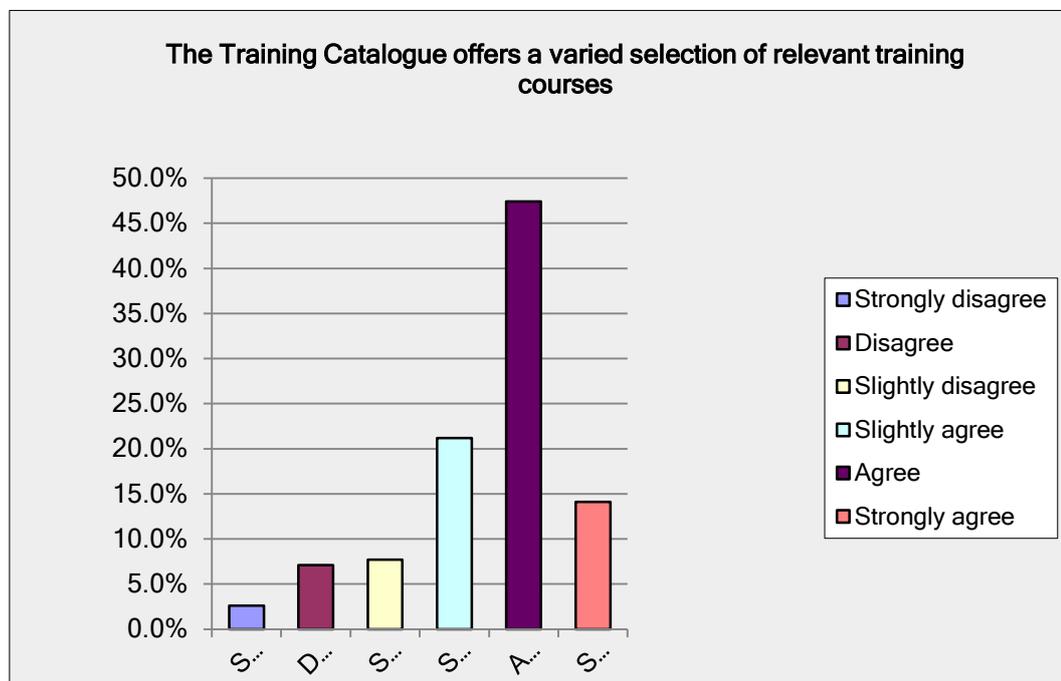
## Corporate Social Responsibility - Q6

The training allowance offered is of benefit to you in assisting with up skilling for the future		
Answer Options	Response Percent	Response Count
Strongly disagree	1.3%	2
Disagree	1.3%	2
Slightly disagree	2.5%	4
Slightly agree	7.0%	11
Agree	54.1%	85
Strongly agree	33.8%	53
<i>answered question</i>		<b>157</b>
<i>skipped question</i>		<b>1</b>



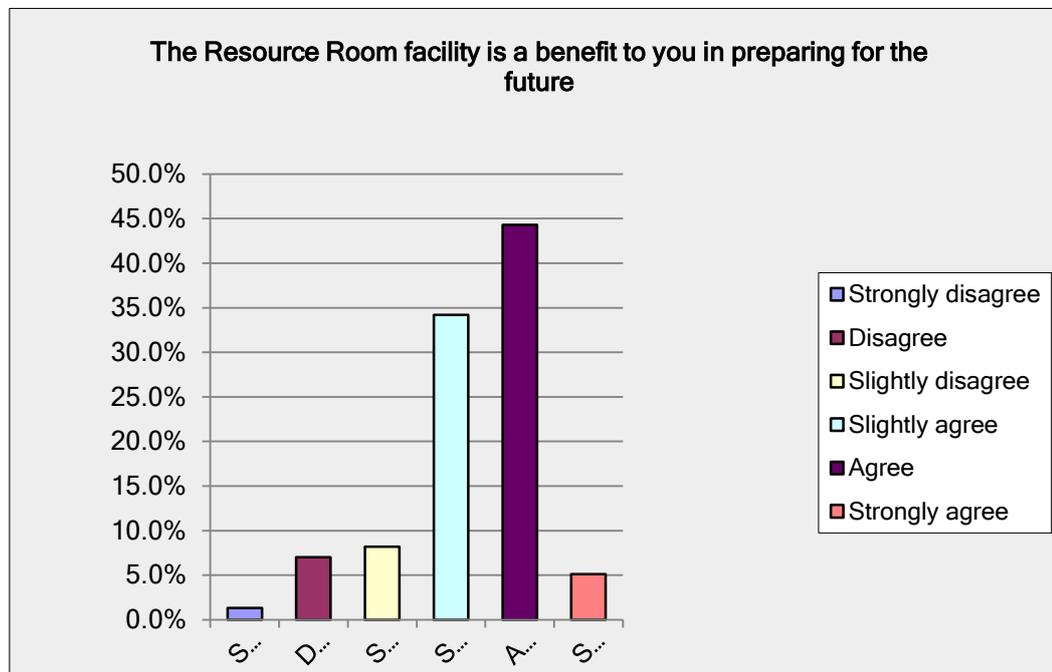
## Corporate Social Responsibility - Q7

The Training Catalogue offers a varied selection of relevant training courses		
Answer Options	Response Percent	Response Count
Strongly disagree	2.6%	4
Disagree	7.1%	11
Slightly disagree	7.7%	12
Slightly agree	21.2%	33
Agree	47.4%	74
Strongly agree	14.1%	22
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>



## Corporate Social Responsibility - Q8

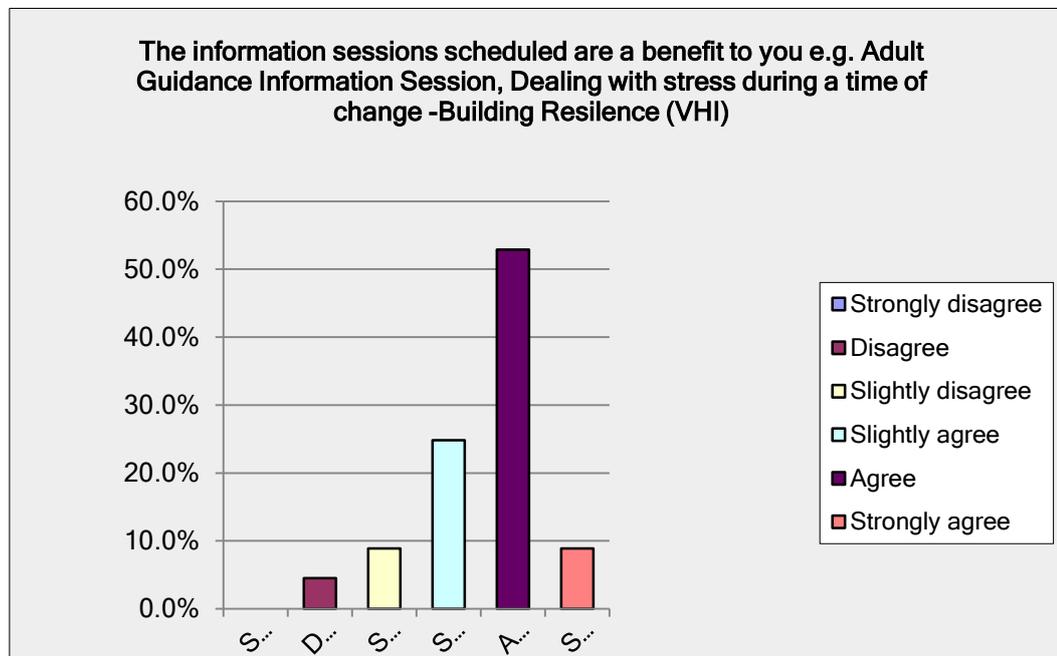
The Resource Room facility is a benefit to you in preparing for the future		
Answer Options	Response Percent	Response Count
Strongly disagree	1.3%	2
Disagree	7.0%	11
Slightly disagree	8.2%	13
Slightly agree	34.2%	54
Agree	44.3%	70
Strongly agree	5.1%	8
<i>answered question</i>		<b>158</b>
<i>skipped question</i>		<b>0</b>



## Corporate Social Responsibility - Q9

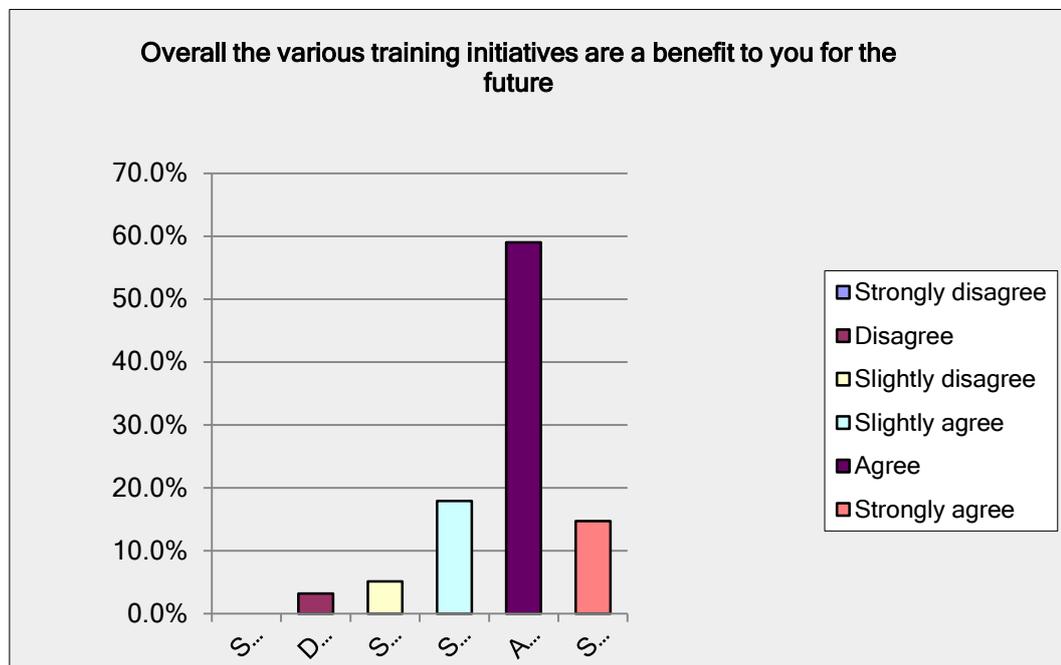
The information sessions scheduled are a benefit to you e.g. Adult Guidance Information Session, Dealing with stress during a time of change -Building Resilience (VHI)

Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	4.5%	7
Slightly disagree	8.9%	14
Slightly agree	24.8%	39
Agree	52.9%	83
Strongly agree	8.9%	14
<i>answered question</i>		<b>157</b>
<i>skipped question</i>		<b>1</b>



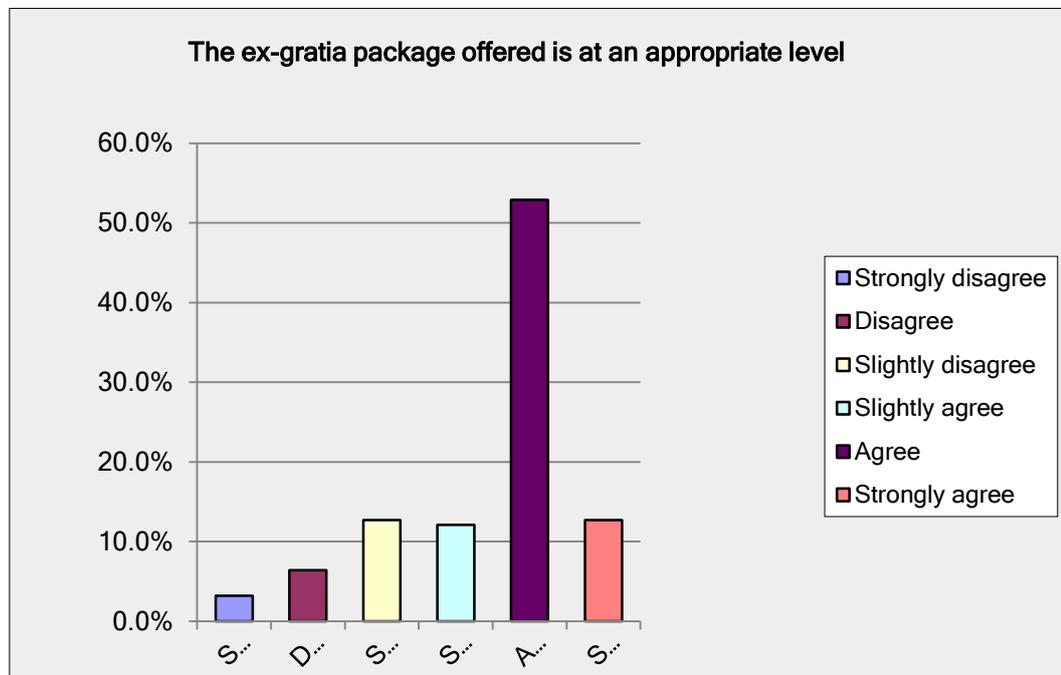
## Corporate Social Responsibility - Q10

Overall the various training initiatives are a benefit to you for the future		
Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	3.2%	5
Slightly disagree	5.1%	8
Slightly agree	17.9%	28
Agree	59.0%	92
Strongly agree	14.7%	23
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>



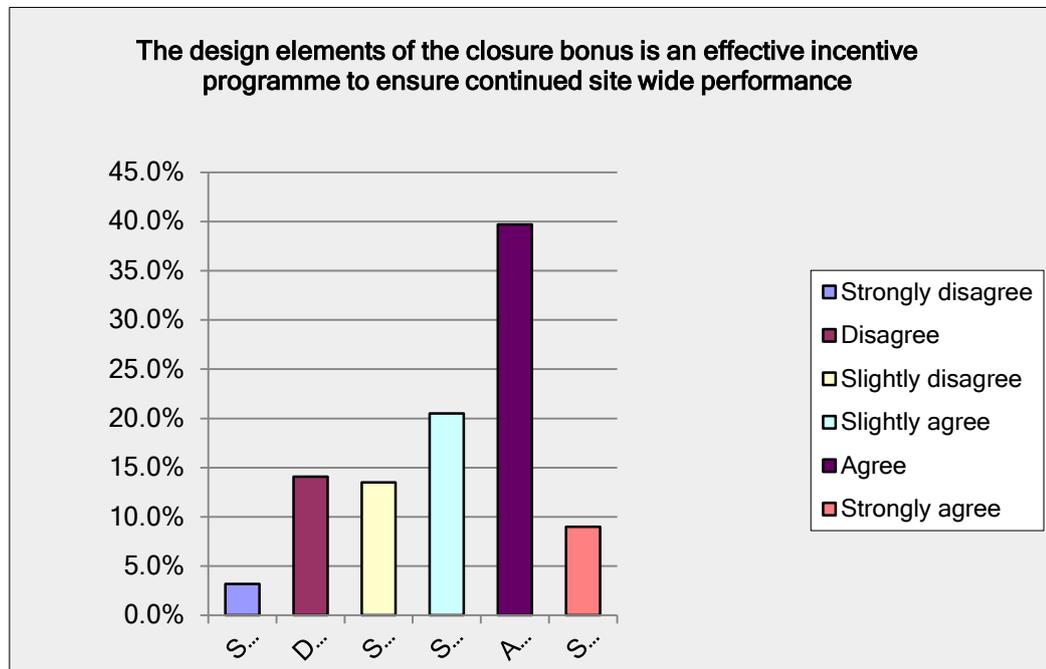
## Corporate Social Responsibility - Q11

The ex-gratia package offered is at an appropriate level		
Answer Options	Response Percent	Response Count
Strongly disagree	3.2%	5
Disagree	6.4%	10
Slightly disagree	12.7%	20
Slightly agree	12.1%	19
Agree	52.9%	83
Strongly agree	12.7%	20
<i>answered question</i>		<b>157</b>
<i>skipped question</i>		<b>1</b>



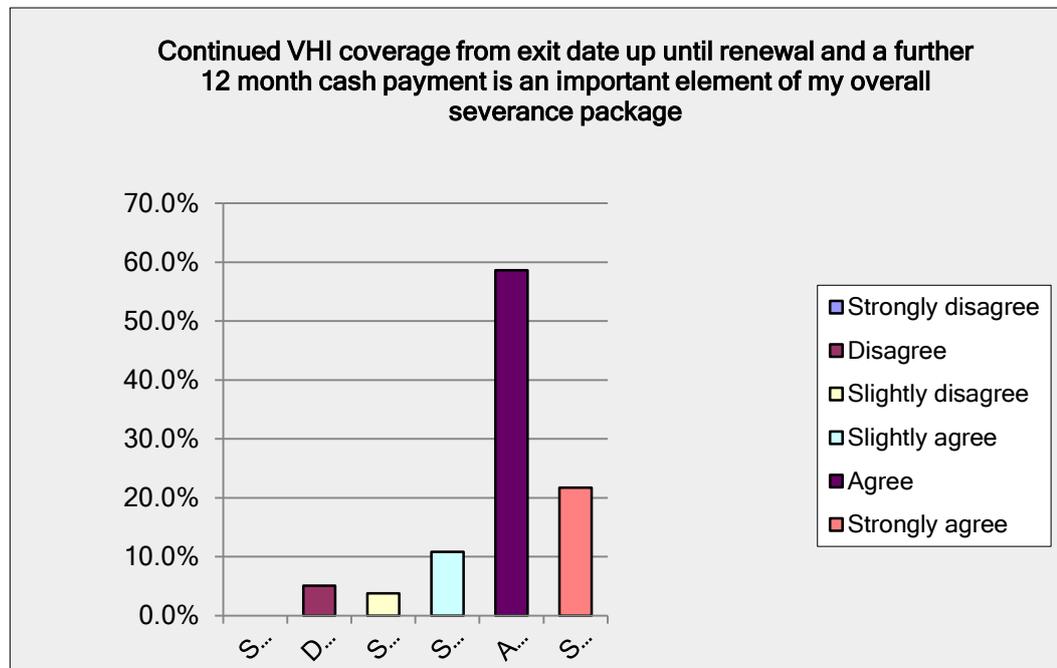
## Corporate Social Responsibility - Q12

The design elements of the closure bonus is an effective incentive programme to ensure continued site wide performance		
Answer Options	Response Percent	Response Count
Strongly disagree	3.2%	5
Disagree	14.1%	22
Slightly disagree	13.5%	21
Slightly agree	20.5%	32
Agree	39.7%	62
Strongly agree	9.0%	14
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>



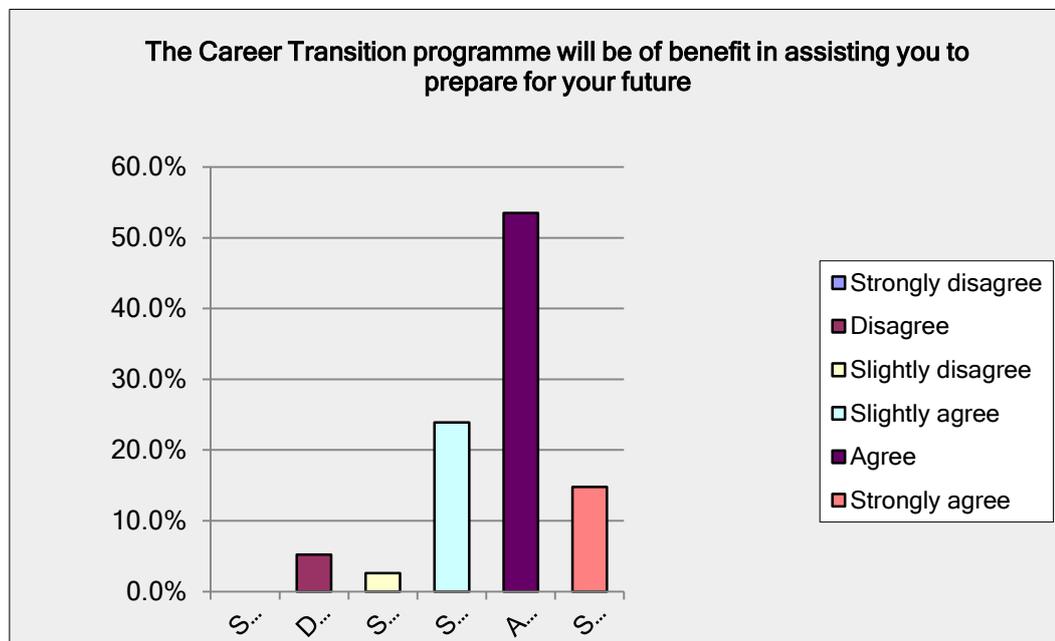
## Corporate Social Responsibility - Q13

Continued VHI coverage from exit date up until renewal and a further 12 month cash payment is an important element of my overall severance package		
Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	5.1%	8
Slightly disagree	3.8%	6
Slightly agree	10.8%	17
Agree	58.6%	92
Strongly agree	21.7%	34
<i>answered question</i>		<b>157</b>
<i>skipped question</i>		<b>1</b>



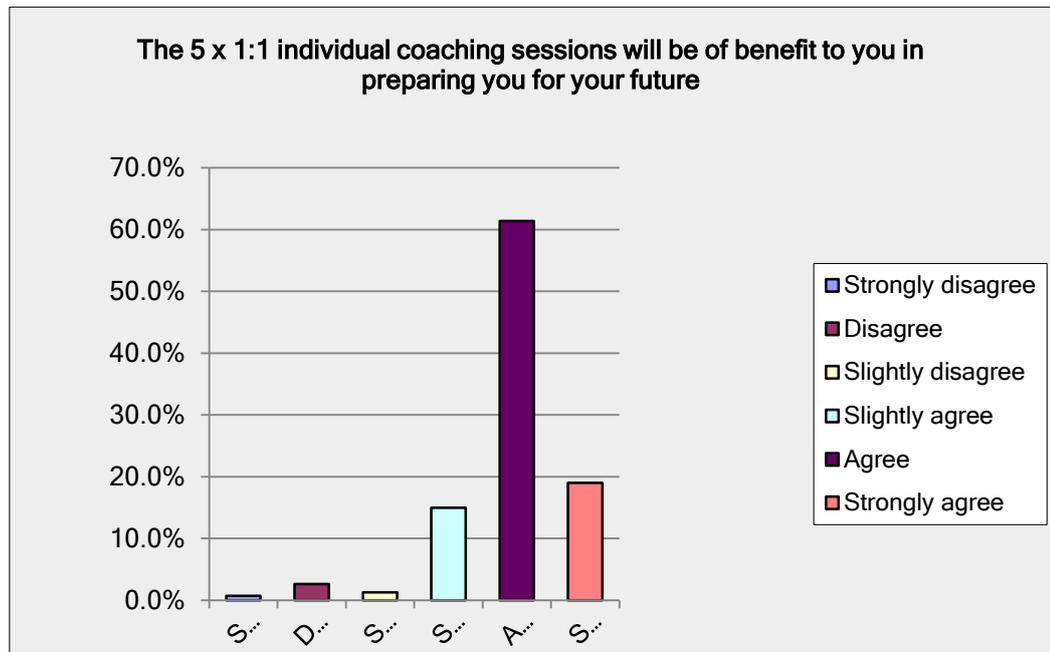
## Corporate Social Responsibility - Q14

The Career Transition programme will be of benefit in assisting you to prepare for your future		
Answer Options	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	5.2%	8
Slightly disagree	2.6%	4
Slightly agree	23.9%	37
Agree	53.5%	83
Strongly agree	14.8%	23
<i>answered question</i>		<b>155</b>
<i>skipped question</i>		<b>3</b>



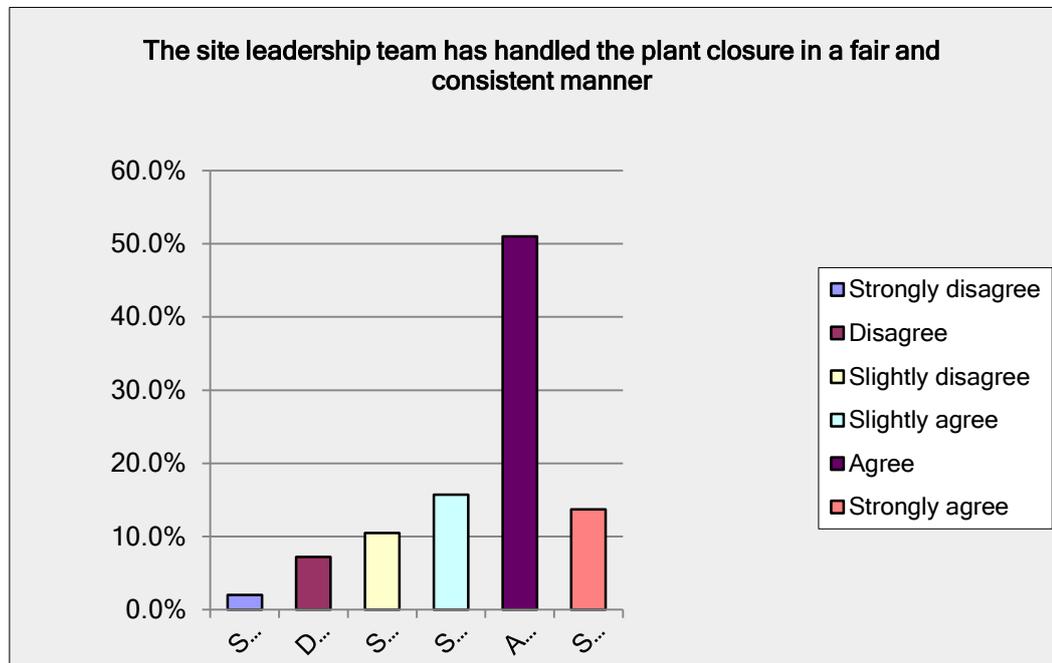
## Corporate Social Responsibility - Q15

The 5 x 1:1 individual coaching sessions will be of benefit to you in preparing you for your future		
Answer Options	Response Percent	Response Count
Strongly disagree	0.7%	1
Disagree	2.6%	4
Slightly disagree	1.3%	2
Slightly agree	15.0%	23
Agree	61.4%	94
Strongly agree	19.0%	29
<i>answered question</i>		<b>153</b>
<i>skipped question</i>		<b>5</b>



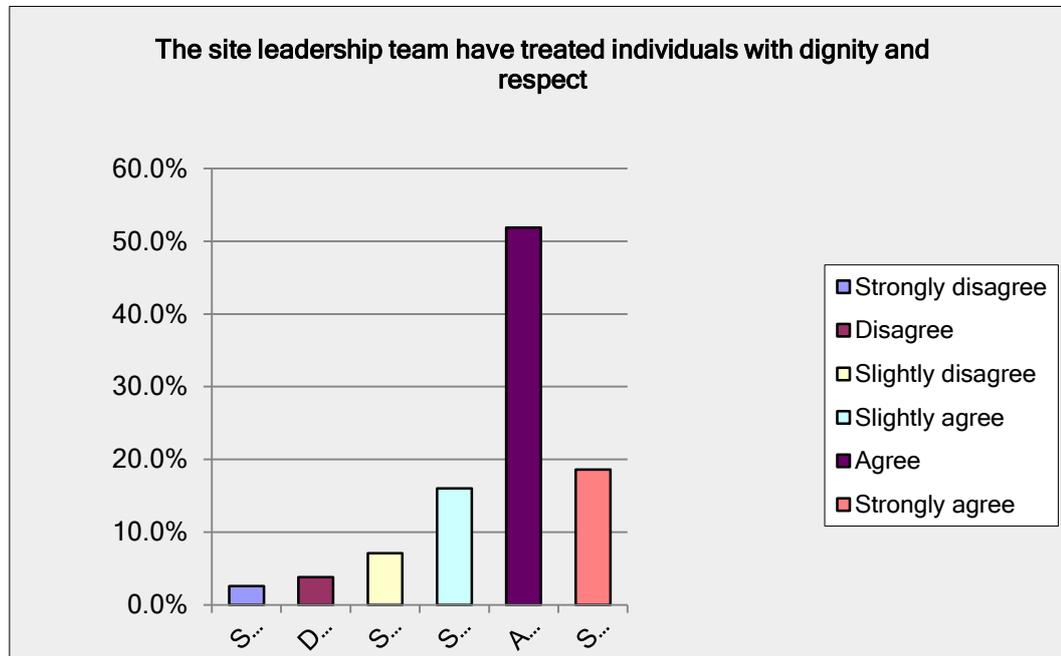
## Corporate Social Responsibility - Q16

The site leadership team has handled the plant closure in a fair and consistent manner		
Answer Options	Response Percent	Response Count
Strongly disagree	2.0%	3
Disagree	7.2%	11
Slightly disagree	10.5%	16
Slightly agree	15.7%	24
Agree	51.0%	78
Strongly agree	13.7%	21
<i>answered question</i>		<b>153</b>
<i>skipped question</i>		<b>5</b>



## Corporate Social Responsibility - Q17

The site leadership team have treated individuals with dignity and respect		
Answer Options	Response Percent	Response Count
Strongly disagree	2.6%	4
Disagree	3.8%	6
Slightly disagree	7.1%	11
Slightly agree	16.0%	25
Agree	51.9%	81
Strongly agree	18.6%	29
<i>answered question</i>		<b>156</b>
<i>skipped question</i>		<b>2</b>



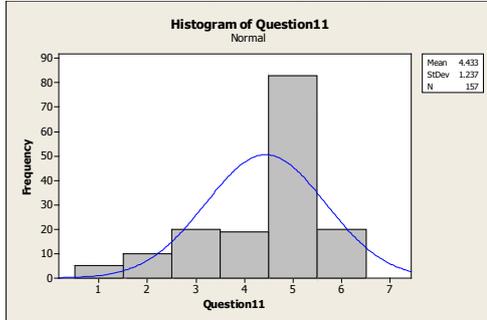
## Appendix 5 – Histogram of Questions

Graphs for Survey:

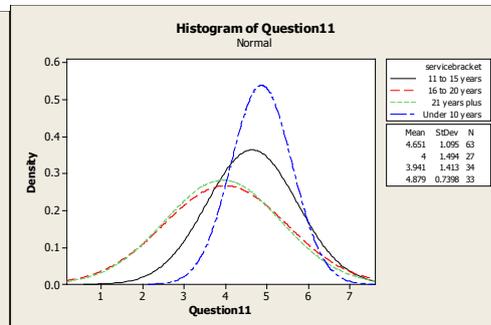
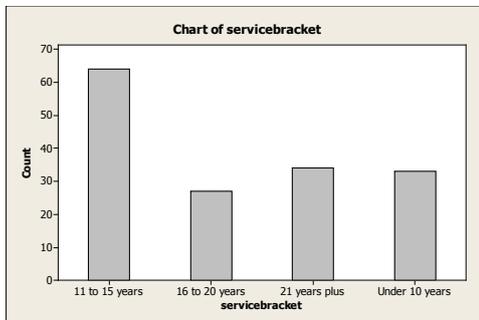
Ex gratia package: Q11

The ex-gratia package offered is at an appropriate level

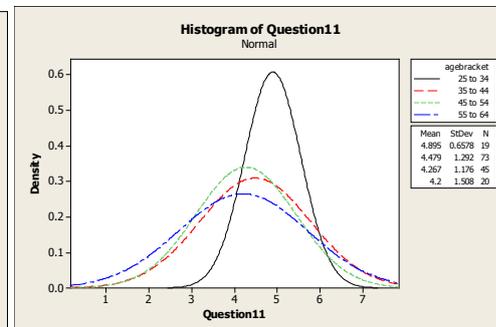
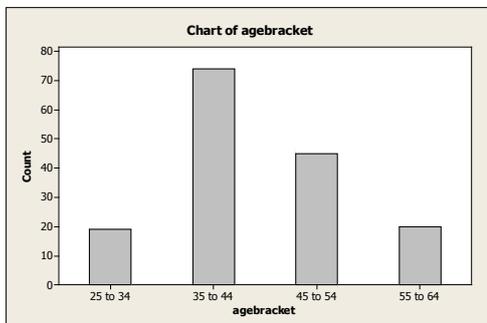
Overall distribution (1=strongly disagree, 6 is strongly agree)



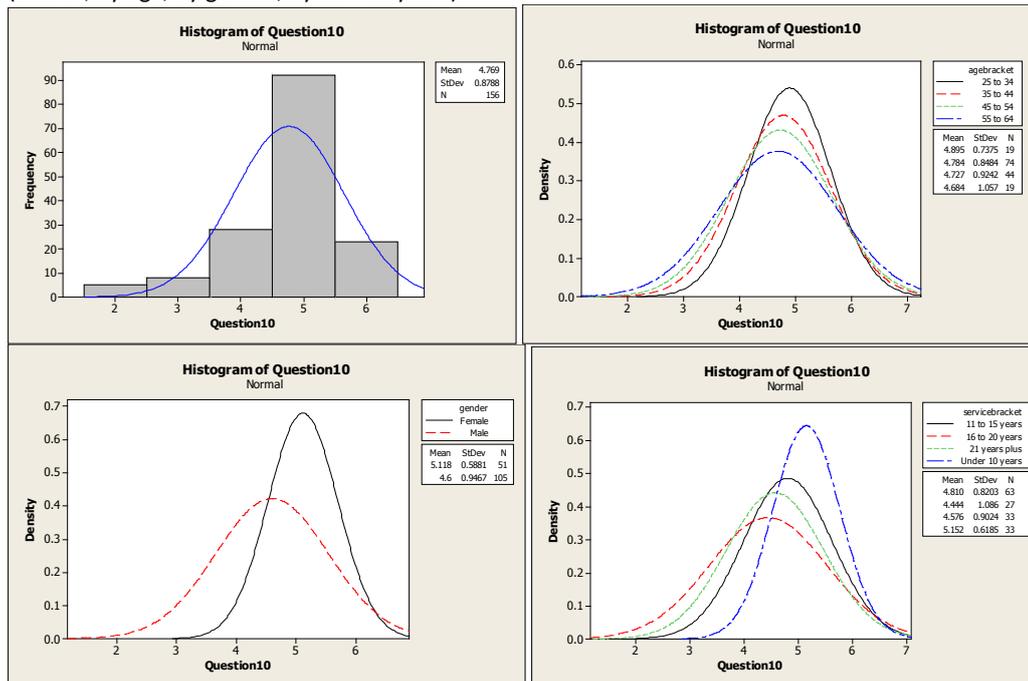
Differences between service years brackets:



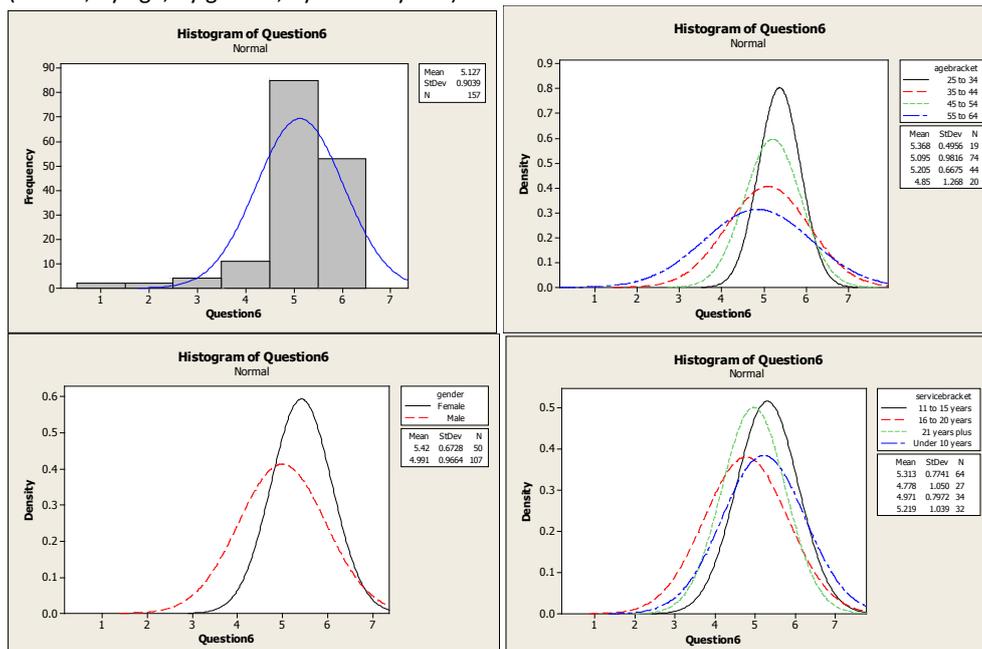
Differences between age brackets:



Q10: Overall the various training initiatives are a benefit to you for the future (overall, by age, by gender, by service years)

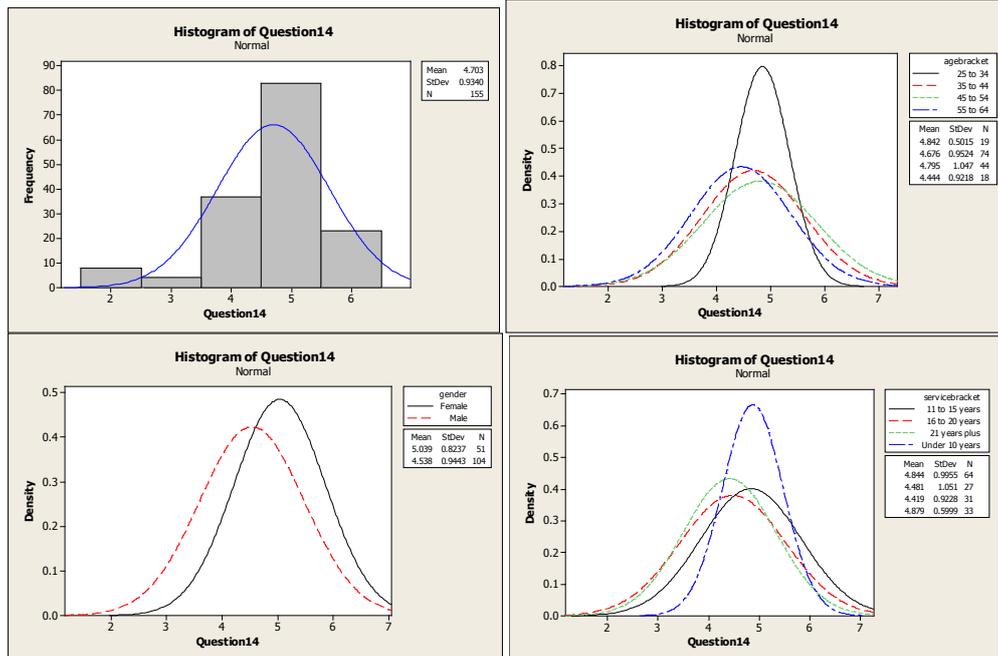


Q6: The training allowance offered is of benefit to you in assisting with up skilling for the future (overall, by age, by gender, by service years)

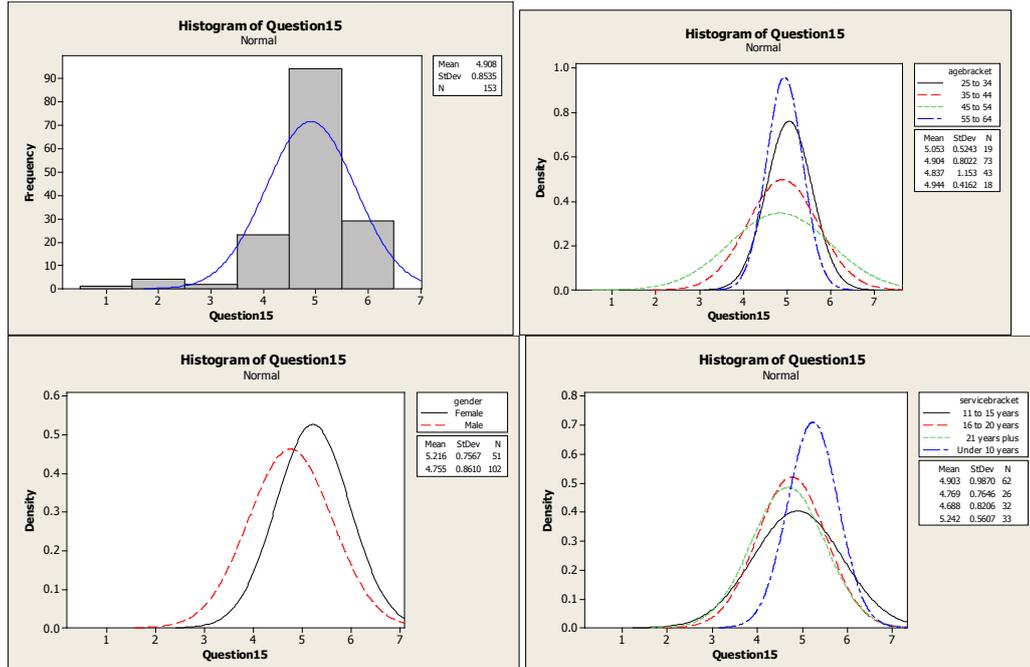


Outplacement; Q14

Q14: The Career Transition programme will be of benefit in assisting you to prepare for your future

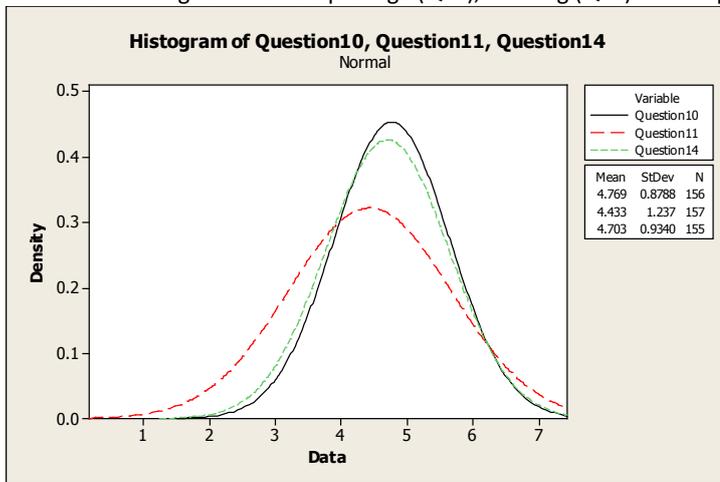


Q15: The 5 x 1:1 individual coaching sessions will be of benefit to you in preparing you for your future

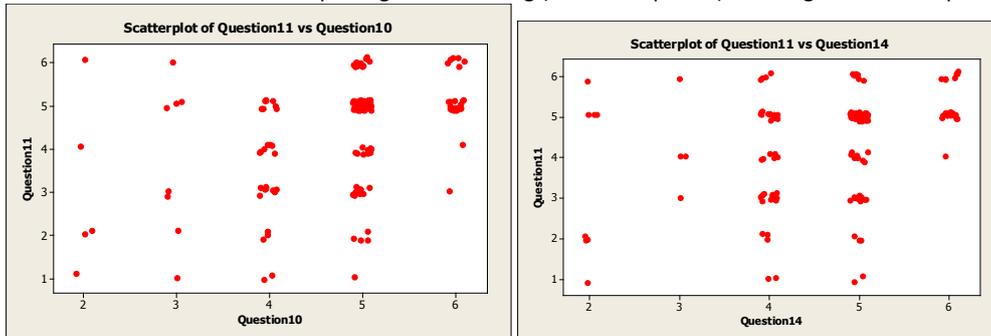


Correlations

Satisfaction rating for Ex Gratia package (Q11), Training (Q10) and outplacement (Q14)



Correlation between Ex Gratia package and Training (individual points) and Ex gratia and outplacement



Correlation between Respect (Q17) and Training (Q10) and Respect and outplacement (Q14)

