



The Impact of Corporate Social Responsibility on Employee Organizational Commitment: A Study in Ireland

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Abstract

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During the past few decades stakeholders' expectation for businesses and organizations to behave ethically and to act responsible towards their society has grown vastly. At the same time, growing number of studies in the field of corporate social responsibility (CSR) have investigated the needs, effects and benefits of CSR. However, majority of the studies are concerned with CSR from the perspectives of company reputation, relationship with customers or from the aspect of financial performance. Reasonably limited number of studies have focused on the effects of CSR on employees, and amongst these studies there is almost no evidence of such study being carried out in Ireland. The purpose of this study is to investigate the extent of which CSR effects on employees' commitment to the organization. Social identity theory (SIT) was used as the base in explaining the relationship between the CSR and the employee organizational commitment (EOC). In this study quantitative research method is employed. Survey in the form of self-completed questionnaires was conducted on a sample of 100 working professionals in Ireland and the collected data was analysed using the SPSS. Results from the analysis indicated that CSR to social and non-social stakeholders, CSR to employees, and CSR to customers were all significant factors in influencing EOC.

Key words:

Corporate social responsibility, stakeholders, Employee organizational commitment, Social identity theory, Ireland

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List of Abbreviations

CR: Corporate responsibility

CSR: Corporate social responsibility

CSR1: CSR to social and non-social stakeholders

CSR2: CSR to employees

CSR3: CSR to customers

EOC: Employee organizational commitment

SIT: Social identity theory

OCQ: Organizational commitment questionnaire

Chapter One : INTRODUCTION

1.1. Topic Introduction

The Corporate social responsibility (CSR) is one of the hotly debated topics in today's highly competitive business world. The concept has long evolved from being merely a "nice but optional" activity to virtually mandatory for many companies, and as such, these companies nowadays exercise increased willingness to act responsible towards key social issues. Reputation, brand image, ethical consideration, economic considerations, increased shareholder value, improved relationship with suppliers and government, and risk management are amongst many reasons for companies actively integrating CSR with their business plan (KPMG, [2011](#)). In light with such gained popularity of CSR, many studies have explored the effects of CSR on various aspect of organizations such as public relations and advertising, competitive contexts (Porter and Kramer, [2002](#)), relationships with external and internal stakeholders (Snider, Hill and Martin, [2003](#)), and financial performance (Brammer and Millington, [2008](#)).

The concept of employee organizational commitment (EOC) has been an area of interest amongst scholars for many years. Variations of definitions of the concept have emerged since the early 1970's. Sheldon ([1971](#)) defined commitment to organization as:

"...an attitude or an orientation toward the organization which links or attaches the identity of the person to the organization." (p.143)

Mowday, Steers and Porter ([1979](#)) discussed organizational commitment across two trends, namely *commitment-related behaviours* and *attitudinal commitment*. According

to the authors, the former is concerned with the employees' behaviours that exceed normal expectations of commitment to the organization. The latter represents a scenario whereby identify and goals of an individual becomes strongly integrated with identify and goals of the organization.

With the importance of both CSR and EOC apparent, investigating the link, if any, between the two concepts is bound to be subject worthy of study.

1.2. Objectives of the Study

Utilizing their CSR efforts, companies can enable opportunities not only to increase brand awareness and strengthen their relationship with suppliers and government bodies, but also to influence their employees' commitment and motivation to the organization. The impact of CSR on employees' commitment to the organization, is studied across various geographical boundaries including Malaysia (Viswesvaran, Deshp & Milman, [1998](#)), USA (Peterson, [2004](#)), UK (Brammer *et al.*, [2007](#)), Chile (Rodrigo & Arenas, [2008](#)), Turkey (Turker, [2009a](#)), Romania (Stancu, Grigore & Rosca, [2011](#)), Greece (Samanta, Kyriazopoulos, & Pantelidis, [2013](#)), and South Korea (Moon, Hur, Ko, Kim, & Yoon, [2014](#)). However, existing literatures provide little evidence of study on the link between CSR and employees' commitment to work in Ireland. This perhaps is partially due to the immaturity of the development of CSR in Ireland relative to the rest of the world (Sweeney, [2007](#)).

The purpose of this study is to examine the impact of CSR on employees' organizational commitment (EOC) in Ireland based on the social identity theory (SIT).

To investigate the validity of the impact of CSR on EOC, the researcher conducted a survey on working professionals in Ireland through a self-completed questionnaires.

1.3. Contribution of the Study

The author is hopeful that the study would make a two-fold contribution. Firstly, this study is to provide a contribution towards filling the apparent gap in the existing literature with regards to the study of impact of CSR on EOC in Ireland. Secondly, the researcher is hopeful that the result from this study would provide insights to business practitioners with regards to influencing and motivating their employees through the practice of CSR.

1.4. Overview

The study is arranged in the following order:

Chapter One: Introduction. Topic introduction, the objectives and the contribution of the study.

Chapter Two: Literature review. Brief overview of developments of CSR concept and the SIT theory, and existing literatures around the impact of CSR on current and prospective employees.

Chapter Three: Research question and hypotheses. Development of the hypotheses for the current study is discussed in details.

Chapter Four: Research methodology. The research method employed for the research, the variables of the research, sampling and data collection, the pretesting of the validity

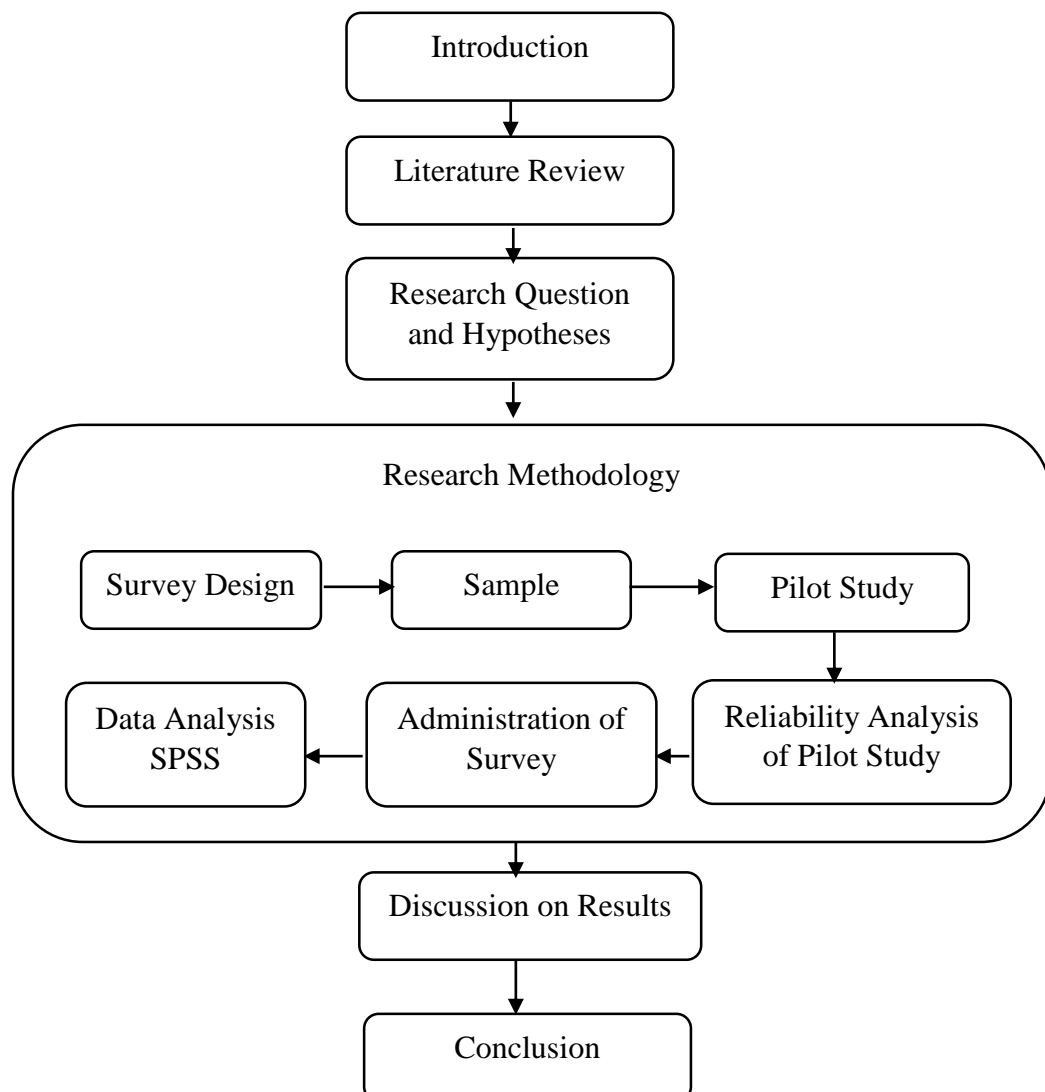
of the survey, and ethical considerations of the study are discussed in details in this chapter.

Chapter Five: Data analysis. Results of the data analysis with the use of SPSS detailed in this chapter.

Chapter Six: Discussion: The empirical evidences produced from the data analysis are critically assessed. Possible explanations to the findings are offered in this chapter.

Conclusion: Summaries of the findings, limitations of the study, and suggestions for future research direction are discussed in the concluding section of the study.

Research procedure is outlined in the figure below.



Chapter Two : LITERATURE REVIEW

2.1. Corporate Social Responsibility

The concept and the definition of corporate social responsibility (CSR) have evolved extensively in the past couple of decades. Amongst many scholars who have studied the concept, Carroll ([1979](#)) defined CSR as:

“The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has on organizations at a given point in time.” (p. 500)

The author later presented the four components of CSR: *economic, legal, ethical, and discretionary*, in the form of a four-layer pyramid. In order of weighing factor, placed at the base of the pyramid as the core responsibility, is the economic rationale of being profitable. Next, is the legal responsibility of obeying the law, followed with the ethical responsibility of doing what's right, just and fair and avoid harm. At the top the pyramid, comes the philanthropic responsibility of being a good corporate citizen by contributing recourses to the community and improving quality of life (Carroll [1991](#), p. 42).

As more and more emphasis is placed on the corporate responsibility beyond the economic obligation of making profit for the benefit of their shareholders, theories and concept of organizations' obligations to stakeholders evolved amongst scholars and researchers. A theory of CSR from the perspective of stakeholder management was developed by Edward Freeman in the early 1980s. Freeman ([2010](#)) defines stakeholder in an organization as:

“...Any group or individual who can affect or is affected by the achievement of the firm’s objectives” (p. 46)

According to Freeman ([2010](#)), depending on the size of the firm, stakeholders of the firm may include from shareholders, customers, employees, suppliers, financial community, competitors, and government bodies to activist groups, customer advocate groups, unions, trade associations and political groups. Following the rise of stakeholders’ theory, many scholars have studied stakeholders’ role in motivating the implementation of CSR initiatives (Ditlev-Simonsen & Wenst [2013](#)), the impact of CSR programs on stakeholders’ attitudes and behaviour (Peloza & Shang [2011](#), Zaharia & Zaharia, [2013](#)).

In light with such developments in theory, organizations nowadays are under increasing pressure to behave responsibly towards its wider society, including not only the shareholders, but also employees, investors and consumers. Leveraging on the acceptance of such responsibilities, companies have sought to create strategic capital, such as employee attractiveness and more committed workforce (Brammer, Millington & Rayton [2007](#)).

2.2. Social Identity Theory

Social Identity was defined by Henry Tajfel ([1982](#)) as

...that part of the individuals’ self-concept which derives from their knowledge of their membership of social group (or groups) together with the value and emotional significance of that membership. (p.24)

According to social identity theory, people incline to classify themselves into social groups driven by their desire to establish and support their self-identity (Ashforth & Mael, [1989](#)), and they develop strong bonds in commercial relationships, therefore, they define themselves through memberships of social groups such as the organizations they work for (Samanta *et al.*, [2013](#)). Employees attempt to associate themselves with social organizations distinguished by a positive reputation (Brammer *et al.*, [2007](#)), and if employee's perception of the organization's social performance is positive, it should consequently attract and retain employees and influence their attitudes towards work positively (Peterson, [2004](#)). Therefore Social Identity Theory can be used as the base in explaining the relation between corporate social activities and employees' work attitudes Turker ([2009a](#)).

2.3. Impact of CSR on Prospective Employees

Literatures regarding the impact of CSR on prospective employees include works of Greening & Turban ([2000](#)), Albinger and Freeman ([2000](#)), Viswesvaran *et al.*, ([1998](#)) and Turban and Greening ([1997](#)). Because prospective employees often lack the full knowledge regarding the potential organization, they accept job offers by signing into certain contractual obligations towards the organizations that are implicit rather than explicit. Subsequently they attempt to compensate their lack of knowledge by the publicly known information regarding the organization's social performance (Viswesvaran *et al.*, [1998](#)). According to Greening and Turban ([2000](#)) companies with positive corporate social performance status have the ability to attract quality workforce, especially if this status is valuable, rare and unique. Furthermore, the applicants will pursue jobs and have better chances accepting the jobs with such

companies, therefore, the authors suggest that companies should communicate their ability to offer a work atmosphere that encourages socially responsible activities and encourages employees' self-concepts and social identities (p.276).

Another study (Turban & Greening [1997](#)), completed by administering survey to students enrolled in management courses, also noted that for most job applicants, some aspects, such as treatment of women and minorities and employee relations, were stronger indications about working conditions than other aspects such as environmental concern. The extent of which corporate social performance attracts prospective quality workforce is also investigated in the study by Albinger and Freeman ([2000](#)). The study involved surveying job-seeking population in a metropolitan area of a large city. The survey aimed to identify participants' opinion regarding some of the largest private sector employers within the area and their attractiveness as potential employer. The result of the study is in line with previous findings, though, it indicated that CSR was a relevant and influential factor only amongst jobseekers with large pool of job selection, but not an important criteria for jobseekers with limited job selection. Based on this filtering mechanism, the authors concluded that companies with high levels of CSR have the ability to attract the most qualified workforce.

2.4. Impact of CSR on Current Employees

The impact of CSR on current employees is studied from many different perspectives. Foremost, the theory of Organizational Commitment is studied extensively by Meyer and Allen ([1997](#)). In their study of employee's commitment in the workplace, the authors noted that committed employees present more possibilities of remaining in the organization than uncommitted employees do. The authors offer three components of

commitment: *affective, continuance, and normative commitment*. According to the authors, employees are *affectively* committed when they are involved in, identified with, and emotionally attached to the organization, and these types of employees stay with the organization by their own desire. Whilst, employees with *continuance* commitment are conscious of the costs related to leaving the organization and so they stay with the organization out of necessity. Lastly employees feel obligated and ought to stay with the organization if they have a high level of *normative* commitment.

“Affective, continuance, and normative commitment are psychological states that characterize the person’s relationship with the entity in question and have implications for the decision to remain involved with it.” (Meyer & Allen [1997](#), p.93)

A paper presented by Samanta *et al.*, ([2013](#)) highlights a positive relationship between the *affective* commitment theory of Meyer and Allen ([1997](#)) and CSR beliefs. Employees’ self-respect is strengthened when they perceive the organizations CSR programs positively, thus their *affective* commitment to the organization grows even stronger. The authors also reveal a relationship between employees’ perception of CSR programs and their job satisfactions whereby, the impact of CSR beliefs on *affective* commitment is minimal when employees are already highly satisfied with their job. In contrast, CSR programs can be more effective in increasing employee commitments where there is low job satisfaction. Additionally, middle managers’ belief regarding the CSR programs has significant impact on their subordinate employees’ CSR belief (Samanta *et al.*, [2013](#)). Consistent with the views expressed in the paper by Samanta *et al* ([2013](#)), another study shows that middle managers with both born with or trained into charismatic qualities, can influence the subordinates’ belief in the legitimacy of the organization’s CSR (Vlachos, Panagopoulos, & Rapp [2012](#)). According to

Bhattacharya and Korschun (2012), CSR programs are most effective when employees are involved in the process of planning, designing and applying the CSR initiatives whilst the employers are acting as enablers. Employees know their own needs best, thus when involved in such process, employees are likely to produce CSR programs that will in turn bring the most sense and purpose and potentially job satisfaction to them. Nonetheless, when communicating the CSR initiatives to employees, managers should try and maintain the intentions behind CSR actions and avoid carrying “business-as-usual” motivations into the CSR effort that might discourage the increase of job satisfaction (Bhattacharya & Korschun 2012).

Efficient management of communicating CSR to employees and the reactions from employees are examined across many literatures. Mirvis (2012) suggests that companies’ efforts of engaging their employees through CSR are designed and managed in three different ways: a *transactional approach*, a *relational approach* and a *development approach*. According to the author, the *transactional* approach relates to company’s CSR programs that are designed to satisfy employees’ needs and interests of participation. *Relational* approach is adopted when organization and the employees are both committed to CSR, and *developmental* approach places the emphasis on the employees’ development of knowledge and talent which in return creates value for the firm and the society (p.96). Hoeffler, Bloom and Keller (2010) explains employees’ four stages of response to Corporate Citizenship (CC) programs: at first stage, employees become aware of the CC programs, at second stage, they appreciate the importance of the programs and the supported cause, at third stage, they recognize the CC programs’ ability to improve social wellbeing, and at fourth stage employees participate with the CC programs. The article suggest that, the more participation and

effort from employees are required, the greater the level of commitment from employees, which ultimately provides increased social welfare (Hoeffler *et al.*, [2010](#)). In contrast, another study (Rodrigo and Arenas, [2008](#)) that was carried out on employees of construction companies with well-established CSR programs, revealed that not all employees' working attitudes were positively impacted by successful CSR initiatives. According to the authors, post CSR programs, no significant actions were taken by young professionals who are solely focused on their career, whilst qualified professionals of any age who are ready to commit or have already committed to the company showed positive attitude towards the CSR programs and made more effort in improving their working performance (p.280).

Using the data from an employee attitude survey for a large banking services, Brammer *et al.*, ([2007](#)) examined how organizational commitment is influenced by three different aspects of CSR: (1) employee perceptions of CSR in the community, (2) procedural justice in the organization, and (3) the provision of employee training. The empirical results suggested that employee perception of CSR influences organizational commitment significantly. Procedural justice and training provision both contribute positively to organizational commitment with women showing stronger preferences for the former and men for the latter. Similar to the findings of study by Brammer *et al.*, ([2007](#)), a result of a survey of business professionals, carried out by Peterson ([2004](#)), indicated that organizational commitment of employees who perceive CSR as important factor in business were influenced the most by corporate citizenship. The study also suggested that the ethical aspect of corporate citizenship impacts EOC more than the other aspects like economic, legal, and discretionary. Furthermore, discretionary measure carries more influence on female employee's organizational

commitment. Viswesvaran *et al.*, (1998) also studied the relationship between the ethical aspect of corporate citizenship and the ethical aspect of employee's various counterproductive behaviors such as using company facilities and time for personal use, disclosing confidential information, and violating company's policies and rules. The study revealed that participants who valued socially responsible behavior by organizations had far less tolerance for counterproductive behaviors than those who did not value socially responsible behavior by organizations. Stancu *et al.*, (2011) discuss the employees' attitudes towards and implications arise from CSR across three dimensions: (1) the relevance of CSR to employees, (2) the factors that influence employees' perception of socially responsible employer and (3) the degree of awareness, commitment and involvement in social activities by employees. The study found that majority of the participants consider safety at work, fair wages, and respect of employees' right as important factors of responsible employer. In addition, the study concluded that women are more likely to be involved in CSR activities compared to men.

Although the advantages of involving employees in the planning and implementing of CSR programs are highlighted in many existing literatures, articles by Rupp, Ganapathi, Aguilera and Williams (2006) and Stancu *et al.*, (2011) stress the importance of determining who is meant by employee when attempting to study the impact of CSR on employee, and in their study, the authors define employees in question as non-management workforce who are unlikely to be involved in developing and implementing the CSR programs and therefore more likely to evaluate and react to the company's implementation of the CSR initiatives.

Although the review of existing literature failed to find any previous studies that were tested in Ireland with regards to the impact of CSR on EOC, it allowed the author to grasp the fundamental theories and therefore to build the proposed study model.

Chapter Three : RESEARCH QUESTION AND HYPOTHESES

Following the revision on existing literatures and empirical studies, little evidence was found amongst previous researches in relation to studying how CSR influences employees' commitment to their work in Ireland. The aim of this study is to examine the impact of CSR on EOC in Ireland, thus to make contribution towards filling the apparent gap in existing literature.

As part of her 2007 research in exploring the opportunities and barriers experienced by SMEs in Ireland when implementing CSR, Sweeney conducted face-to-face interviews with 13 large and small firms operating in Ireland. The research found that large firms operating in Ireland recognised CSR across four dimensions of stakeholders, namely employees, customers, community and environment, whilst SMEs characterized CSR as '*conducting business in a responsible manner and contributing towards their local community*' (Sweeney [2007](#), p.520). Business in the Community Ireland in 2012, published a report (BICTI [2012](#)) following a survey of Corporate Image and Corporate Responsibility through interviews of 750 adult consumers in Ireland. Result of the survey found that 75% of consumers believe that during difficult economic times, it is more important for companies to display a high degree of responsibility.

A tremendous opportunity exists for companies to do more to inform their staff, their customers and the local community how they are working to achieve their goals in a socially and environmentally responsible manner. (BICTI [2012](#), p.7).

In response to the opportunity call quoted in the BICTI report, this study attempts to provide businesses in Ireland with an insight as to how their CSR initiatives influence their employees positively.

Freeman and Velamuri ([2008](#)) argued that the concept of *corporate* in CSR term should comprise not just large corporations, but all businesses. Additionally, *social responsibility* should be regarded as responsibilities to stakeholders. Accordingly, CSR is a corporate activity with a main objective of creating value for stakeholders (Freeman & Velamuri [2008](#), p.5). Stakeholders are defined as those who affect or are affected by the firm's objectives (Freeman [2010](#)). Turker ([2009a](#)), through a survey on a sample of business professionals working in Turkey, studied the influence of CSR on organizational commitment. In the study, four stakeholder components of CSR were examined: *CSR to social and non-social stakeholders*, *CSR to employees*, *CSR to customers* and *CSR to government*. The social and non-social stakeholders in the study denote the society, the natural environment, the next generation, and non-governmental organizations. The result of the study revealed that CSR to social and non-social stakeholders, CSR to employees, CSR to customers showed close relationship with the EOC. However it failed to find any links between CSR to Government and EOC. Adopting from the study of Turker ([2009a](#)), and with the exclusion of the *CSR to Government* component due to time and scale limitation of this research, hypotheses are developed as:

H1: CSR to social and non-social stakeholders has a positive correlation with EOC in Ireland.

H2: CSR to employees has a positive correlation with EOC in Ireland.

H3: CSR to customers has a positive correlation with EOC in Ireland.

Chapter Four : RESEARCH METHODOLOGY

4.1. Dependent Variable

The dependent variable in this study is the level of EOC. Previous studies provide variations of Organizational Commitment Questionnaire (OCQ) in measuring the EOC (Balfour & Wechsler [1996](#), Dunham, Grube, & Castaneda [1994](#), Allen and Meyer [1990](#), Mowday *et al.*, [1979](#)). Allen and Meyer ([1990](#)) examined a pool of 66 OCQ items, a combination of, the authors' previously written items, items from Mowday *et al.*, ([1979](#)), and items from other authors. To test the accuracy of these 66 items, the authors administrated a survey to 256 full-time, non-unionized employees from three organizations. Through elimination of (a) items with endorsement proportion greater than .75, (b) items correlated less with its keyed scale than with one or both of the other scales, and (c) items with contents that are redundant relative to the other items, the authors developed a final 24-item OCQ scale with 8-items for each of the three components of organizational commitment: *affective*, *continuance*, and *normative*. Evidences of strong correlation between the former and corporate social activities have been reported by existing literatures (Samanta *et al.*, [2013](#), Meyer & Allen [1997](#), Mowday, Porter, & Steers [1982](#)). Therefore, in tune with exploring the impact of CSR on EOC, the 8-item *affective* commitment scale of Allen and Meyer ([1990](#)) is adopted for this study (see [Table 4.1](#)). The responses are collected on a five-point Likert-type scale from *strongly disagree* to *strongly agree*.

4.2. Independent Variables

The independent variable in this study is the level of corporate social involvement, as perceived by the employees. Existing literature provides models and scales to measure CSR across various factors including; market and cultural settings (Quazi & O'Brien [2000](#)) and economic, legal, ethical and discretionary (Maignan and Ferrell [2000](#)). Furthermore, many empirical corporate citizenship studies have gauged *Fortune's* reputation index and Kinder, Lydenberg, Domini, & Co. (KLD) index, however, according to Maignan and Ferrell ([2000](#)), some of the items in these indices lack theoretical argument and do not apply to the nature of businesses studied.

Combining scale items from the studies from Carroll ([1979](#)), Wood and Jones ([1995](#)), Maignan and Ferrell ([2000](#)), and Quazi and O'Brien ([2000](#)) with items developed through his own exploratory study, Turker ([2009b](#)) developed a 42-item scale in measuring CSR. The author then carried out a pilot study to test the validity and reliability of the 42-item scale. Through elimination of (a) highly inter-correlated items, and (b) unrelated items, the author provided a 17-item scale (see [Table 4.2](#)) in measuring CSR across four factors, namely *CSR to social and non-social stakeholders*, *CSR to employees*, *CSR to customers* and *CSR to government*.

The current study is to evaluate CSR across following three dimensions:

- *CSR to social and non-social stakeholders*, encompassing elements of natural environment, society, future generations, and non-governmental organizations
- *CSR to employees*
- *CSR to customers*

A 15-item CSR scale from the study of Turker ([2009b](#)), with the exclusion of the 2 items from the CSR to government factor, is employed in the current study as the independent variable measure. To relate the items more closely to the participants of the survey, who potentially represent various companies and organizations, the wordings “*our company*” in the items from Turker’s study have been replaced with “*the company/organization I work for*”.

4.3. Control Variables

In their publication, Meyer and Allen ([1997](#)) present three categories of variables that are theorized to be the antecedents of *affective* commitment: *organizational characteristics*, *person characteristics*, and *work experience*. The organizational characteristic variables include organizational structure, the fashion in which an organizational policy is communicated to employees, and the employees’ perception of the fairness of the policy. The person characteristic variables include tenure, age, gender, personality, and values (pp. 42-6). Considering the limitation on time and the scope of this study, participants’ age, gender, length of working experience, tenure and position with the current organization and the size of the participant’s organization were included in the research model as control variables.

4.4. Research Method

In order to explore the impact of CSR on EOC amongst working professionals in Ireland, the researcher employed a quantitative research method, through the approach of a survey. Quantitative research typically seeks the causes of social phenomena without involving the ‘outsider’ perspective and is outcome oriented (Oakley [1999](#),

p.156) and involves large and representative sets of data (Blaxter, Hughes & Tight, [2008](#), p.64). Distributed to the participants in this study were 30-item self-completed questionnaires (see [Table4.3](#)), encompassing 3 parts, namely:

- 7-item demographic data (control variable)
- 8-item EOC (dependent variable) scale, adopted from the study of Allen and Meyer ([1990](#))
- 15-item CSR (independent variable) scale, split into three sections according to the hypotheses: *CSR to social and non-social stakeholders*, *CSR to employees*, and *CSR to customers*, adopted from the study of Turker ([2009b](#)).

The responses to the items in the former part are independent alternatives and are mutually exclusive with all possible alternatives considered. The responses to the items in the latter two parts are to be measured across a five-point Likert-type scale from *strongly disagree to strongly agree*.

4.5. Pilot Study

A pilot study was conducted on researcher's four work colleagues and a family member, who all had voluntarily agreed to participate in the pilot study. The volunteers are aged between 22 and 55, and represent a range of working experience from less than one year to twenty years. The purpose of the pilot study was to determine the precision, consistency and the general flow of the survey and eliminate any possible ambiguity and misinterpretation. [Table 4.4](#) demonstrates the results from the consistency reliability analysis of the pilot study.

4.6. Sampling and Data Collection

In correlation with the objectives of this study, the sampling frame is aimed at working professionals in Ireland. Due to limitations on time and access, a non-probability sampling strategy, through a combination of convenient and voluntary sampling, was employed for this study. The researcher's self-selected and access granted samples include undergraduate and postgraduate students who are working in Ireland and participants who meet the requirements of the survey from within the researcher's own work network in Ireland. During the survey, 120 questionnaires were distributed directly, as well as open, and indirect invitations to the survey by the means of Facebook and LinkedIn page posts. Data was collected via a combination of fieldwork, whereby the survey questionnaires ([appendix 2](#)) along with an opening letter ([appendix 1](#)) were distributed face-to-face to students during their campus study hours, and through the use of Internet, whereby the survey questionnaires are e-mailed to participants in the form of web-link to Survey Monkey. All collected data, both hard copies and soft copies were in a sole possession of the researcher throughout the research duration and shall remain in the same manner, unless requested otherwise. In total 100 participants took part in the survey with 2 returned incomplete, leaving 98 complete questionnaires returned, with a response rate of 81.7% (considering the 120 distributed directly). The summary of participants' background information are illustrated in [Table 4.5](#)

4.7. Ethical Consideration

No coercion or deception was practiced throughout the research. An informed consent, as part of an opening letter, was attached with survey questionnaires, outlining the objectives and the desired outcomes of the research (Polonsky & Waller [2010](#)), the task

required from the participants and their role in the research. In accordance with the “*NCI Ethical Guidelines and Procedures for Research involving Human Participants*” participants’ right to withdraw from a research study at any time was respected, as well as their right to dignity and protection from harm. No members from the vulnerable group was selected as participants in the study.

Table 4-1. The 8-item affective commitment scale items, developed by Allen and Meyer (1990)

Affective Commitment Scale Items	
1.	I would be very happy to spend the rest of my career with this organization.* #
2.	I enjoy discussing about my organization with people outside it.*
3.	I really feel as if this organization's problems are my own.*
4.	I think that I could easily become as attached to another organization as I am to this one. ^(R) #
5.	I do not feel like 'part of the family' at my organization. ^(R) #
6.	I do not feel 'emotionally attached' to this organization. ^(R) #
7.	This organization has a great deal of personal meaning for me.*
8.	I do not feel a 'strong' sense of belonging to my organization. ^(R) #

Table 4-2. The 17-item CSR scale developed by Turker (2009b)

TABLE II
CSR scale

Number	Items
	<i>CSR to social and non-social stakeholders</i>
1	Our company participates to the activities which aim to protect and improve the quality of the natural environment
2	Our company makes investment to create a better life for the future generations
3	Our company implements special programs to minimize its negative impact on the natural environment
4	Our company targets a sustainable growth which considers to the future generations
5	Our company supports the non-governmental organizations working in the problematic areas
6	Our company contributes to the campaigns and projects that promote the well-being of the society
	<i>CSR to employees</i>
7	Our company encourages its employees to participate to the voluntarily activities
8	Our company policies encourage the employees to develop their skills and careers
9	The management of our company primarily concerns with employees' needs and wants
10	Our company implements flexible policies to provide a good work and life balance for its employees
11	The managerial decisions related with the employees are usually fair
12	Our company supports employees who want to acquire additional education
	<i>CSR to customers</i>
13	Our company protects consumer rights beyond the legal requirements
14	Our company provides full and accurate information about its products to its customers
15	Customer satisfaction is highly important for our company
	<i>CSR to government</i>
16	Our company always pays its taxes on a regular and continuing basis
17	Our company complies with the legal regulations completely and promptly

Table 4-3. The 30-item scale, used in the current study.

No	ITEMS
1.	Sex
2.	Your current age
3.	Your working experience
4.	Tenure with current organization
5.	Your position in the organization
6.	Number of employees in your organization
7.	Type of organization
EOC Scale	
8.	I would be very happy to spend the rest of my career with my current organization.
9.	I enjoy discussing about my organization with people outside it.
10.	I really feel as if my organization's problems are my own.
11.	I think that I could easily become as attached to another organization as I am to my current organization.(R)
12.	I do not feel like 'part of the family' at my organization.(R)
13.	I do not feel 'emotionally attached' to my organization. (R)
14.	My current organization has a great deal of personal meaning for me.
15.	I do not feel a 'strong' sense of belonging to my organization.(R)
CSR to Social and Non-Social Stakeholders Scale	
16.	The company/organization I work for participates in activities which aim to protect and improve the quality of the natural environment.
17.	The company/organization I work for makes investment to create a better life for future generations.
18.	The company/organization I work for implements special programs to minimize its negative impact on the natural environment.
19.	The company/organization I work for targets sustainable growth which considers future generations.
20.	The company/organization I work for supports non-governmental organizations working in problematic areas.
21.	The company/organization I work for contributes to campaigns and projects that promote the well-being of the society.
22.	The company/organization I work for encourages its employees to participate in voluntarily activities.
CSR to Employees Scale	
23.	The company/organization I work for policies encourage the employees to develop their skills and careers.
24.	The management of the company/organization I work for is primarily concerned with employees' needs and wants.
25.	The company/organization I work for implements flexible policies to provide a good work & life balance for its employees.
26.	In the company/organization I work, the managerial decisions related with the employees are usually fair.
27.	The company/organization I work for supports employees who want to acquire additional education.
CSR to Customers Scale	
28.	The company/organization I work for respects consumer rights beyond the legal requirements.
29.	The company/organization I work for provides full and accurate information about its products to its customers.
30.	Customer satisfaction is highly important for the company/organization I work for.

Table 4-4. Reliability analysis results (Pilot Study)

Scales	N of Items	Cronbach's Alpha
EOC	8	0.911
CSR1	7	0.963
CSR2	5	0.973
CSR3	3	0.750

Table 4-5. Summary of participants' background information

Attribute	Option	Percentage
Gender	Male	33.7
	Female	66.3
Age	Under 20	0.0
	21 to 30	41.8
	31 to 40	37.8
	41 to 50	11.2
	Over 50	9.2
Work Experience	Less than 2 years	5.1
	2-5 years	17.3
	5-10 years	28.6
	10-20 years	29.6
	Over 20 years	19.4
Tenure with current organization	Less than 2 years	32.7
	2-5 years	29.6
	5-10 years	25.5
	10-20 years	12.2
	Over 20 years	0.0
Position	Junior Level	22.4
	Lower-Middle Level	20.4
	Middle Level	29.6
	Upper-Middle Level	21.4
	Top Level	6.1
Number of Employees	Fewer than 10 employees	4.1
	10-49 employees	17.3
	50-249 employees	27.6
	More than 249 employees	51.0
Organization Type	Private sector/Business	81.6
	Public Sector/Civil Service	12.2
	Social Service/Charity	6.1
	Other	0.0

Chapter Five : DATA ANALYSIS

SPSS version 21.0 was used in the data analysis. The data collected from the survey was analysed by employing following statistical methods:

- 1) Internal consistency reliability,
- 2) Descriptive statistics and correlation coefficient analysis
- 3) Hierarchical regression analysis

This chapter analyses the findings from the data collected, in the order of the methods listed above. The reasoning and critical analysis and based on the findings from this chapter are attempted in Chapter Six.

5.1. Internal Consistency Reliability

As noted in the research method section in Chapter 4, the data of current study consists of EOC scale, CSR to social and non-social stakeholders scale (CSR1), CSR to employee scale (CSR2), CSR to customers scale (CSR3) and the demographic data. Responses on the extent to which the participants agreed or disagreed with statements concerning their commitment to the organization and their perception of the organization's active engagement with CSR programs were collected across 5-point Likert-type scale, from 1 to 5. The internal consistency of each scales was examined by analysing their average inter-item correlations and the Cronbach's Alpha. [Table 5.1](#) summarizes the findings from the reliability analysis. The average inter-item correlation for EOC, CSR1, CSR2, and CSR3 were 0.38, 0.53, 0.61, and 0.62 respectively, all higher than the suggested value of 0.30 (Hair, Black, Babin &

Anderson, [2010](#)), and the corresponding Cronbach's Alpha values were 0.84, 0.88, 0.88, and 0.82 respectively, all higher than the suggested level of 0.70 as acceptable level of reliability (Gliem & Gliem, [2003](#)).

Table 5-1. Reliability analysis results

Scales	N of Items	Average inter-item correlations	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
EOC	8	0.38	0.841	0.835
CSR1	7	0.53	0.885	0.886
CSR2	5	0.61	0.885	0.887
CSR3	3	0.62	0.825	0.829

5.2. Correlation Coefficient Analysis

The analysis results from the correlation coefficient of dependent, independent, and control variables are summarized in [table 5.2](#). Among the three components of the CSR, the CSR to employees had the highest positive correlation to the EOC at 0.57 and it is significant at the 0.01 level. The correlation coefficient between EOC and CSR to social and non-social stakeholders was second highest at 0.39 (significant at the 0.01 level). This was followed by the correlation coefficient between EOC and CSR to customers at 0.34, the lowest value of the three CSR scales, nonetheless significant at the 0.01 level.

Break-down analysis were carried out to examine the correlations between the EOC and the individual items of all three CSR scales. [Table 5.3](#) exhibits the results from correlation coefficient analysis between EOC and the 7-items of the CSR to social and non-social stakeholders scale. The highest positive correlation coefficient of 0.360

(significant at the 0.01) emerged between EOC and the item *“The company/organization I work for participates in activities which aim to protect and improve the quality of the natural environment”*, followed by 0.345 (significant at the 0.01) for the item *“The company/organization I work for supports non-governmental organizations working in problematic areas”*. The lowest value of correlation coefficients was between EOC and the item *“The company/organization I work for targets sustainable growth which considers future generations”* at 0.213. This may indicate that employees perceive CSR to social and non-social stakeholders as merely a participation and support from their employers to activities by non-governmental organizations, and an adequate factor to be motivated and committed to their organization. Therefore they may feel that a higher level of commitment to CSR from their employers, such as implementing special programs that targets at minimizing negative impact on the future generation is not a significant aspect of the organizations activities, at least with regards to influencing their commitment to work. Another plausible explanation is that environmental issues are discussed more widespread and more often than that of other aspects of CSR. Employees therefore might have more information and familiarity about environmental issues, and consequently relating these issues closely to CSR to social and non-social stakeholders.

[Table 5.4](#) exhibits the results from correlation coefficient analysis between EOC and the 5-items of the CSR to employee scale. The highest positive correlation coefficient of 0.584 and 0.527 (both significant at the 0.01) were between EOC and the items *“In the company/organization I work, the managerial decisions related with the employees are usually fair”* and *“The management of the company/organization I work for is primarily concerned with employees’ needs and wants”* respectively. The lowest value

of correlation was between EOC and the item *“The company/organization I work for implements flexible policies to provide a good work & life balance for its employees”* at 0.382.

With regards to the correlations between the EOC and the control variables, as shown in [table 5.2](#), the position in the organization had the highest positive correlation of 0.36 (significant at the 0.01 level), indicating that advancements of position, along with potentially increased level of responsibility, increases employees’ commitment to the organization. This was followed by 0.25, 0.21, and 0.17 for years of working experience, age, and tenure with current organization, respectively. The number of employees (organization size) had a negative correlation with EOC at -0.09, indicating that with the increase of employee numbers within the organization, the level of commitments from each individual employee decreases.

5.3. Hierarchical Regression Analysis

As stated in the previous section of this chapter, it is evident from the result of the correlation coefficient analysis that all three components of the CSR variables have positive and statistically significant correlations with the EOC, thereby supporting all three hypothesized relationships. It was also true that some items of the control variables, such as the age, years of working experience, length of tenure with the current organization, and position within the organization had positive correlations with the EOC as well. Therefore, in order to determine if CSR has any additional contribution to the level of EOC once the above named control variables are entered into the analysis, a two-step hierarchical regression analysis was carried out for each of the three hypotheses. The results of these three separate analysis are discussed below.

5.3.1. Hierarchical Regression Analysis for H1

The first step of the analysis was to enter the control variables into the prediction model. The contribution of the combined control variables to the variance in EOC was 10.4% at the adjusted R^2 level and it was significant at the 0.05 (see [table 5.7](#)). On an individual basis, the only significant and positive relation was between the position and EOC, and it was significant at the 0.05, with the standardized Beta coefficients level of 0.271 (see [table 5.9](#)).

The second step of the analysis was to enter the independent variable (CSR1) into the model. The adjusted R^2 was 27.7% and the R^2 change was 16.8% which indicates that, by adding CSR1 to the model, it increases the model's predictive capacity of predicting EOC by 16.8% (see [table 5.7](#)). The standardized Beta coefficient of the CSR1 was 0.456 and was significant at the 0.01 (see [table 5.9](#)). The F-value of the ANOVA test (5.648) for the second step of the model was significant at the 0.01 (see [table 5.8](#)). This confirms the significance of the whole model, thus provides support to H1.

5.3.2. Hierarchical Regression Analysis for H2

The first step detailed in the previous section was repeated before entering CSR2 into model in the second step. In the second step, the adjusted R^2 explains 39.2% of the variance of the EOC. The R^2 change was 27.3% (see [table 5.11](#)). The standardized Beta-coefficient of the CSR to employees was 0.546 and was significant at the 0.01 (see [table 5.13](#)), and The F-value of the ANOVA test (8.808) for the second step of the model was significant at the 0.01 (see [table 5.12](#)). This confirmed the significance of the whole model, therefore provided support to H2.

5.3.3. Hierarchical Regression Analysis for H3

H3 was tested following the same procedures as discussed in the previous two sections. In the second step of the analysis, CSR to customers (CSR3) was entered into the model. The adjusted R^2 was 16.9% and the R^2 change was 6.8% (see [table 5.15](#)). The standardized Beta-coefficient of the CSR to employees was 0.284 and was significant at the 0.05 (see [table 5.17](#)), and The F-value of the ANOVA test (3.458) for the second step of the model was significant at the 0.05 (see [table 5.16](#)). This confirmed the significance of the whole model, therefore provided support to H3. However, the lower value of R^2 change related to the CSR3 in contrast with that of CSR1 and CSR2. This indicates that CSR3 has the least amount of the relationship strength with EOC and the finding is consistent with the results from the correlation coefficient analysis outlined in the second part of the chapter.

Table 5-2. Correlation coefficients Analysis Results

			1	2	3	4	5	6	7	8	9	10
Dependent Variable	1 EOC	Correlation Coefficient Sig. (2-tailed)										
Independent Variables	2 CSR1	Correlation Coefficient Sig. (2-tailed)	.390** .000									
	3 CSR2	Correlation Coefficient Sig. (2-tailed)	.573** .000	.532** .000								
	4 CSR3	Correlation Coefficient Sig. (2-tailed)	.338** .001	.420** .000	.452** .000							
Control Variables	5 Gender	Correlation Coefficient Sig. (2-tailed)	-.221* .029	-.031 .762	-.004 .004	-.252* .012						
	6 Age	Correlation Coefficient Sig. (2-tailed)	.210* .038	.203* .045	.134 .187	.285** .004	-.000 .000					
	7 Experience	Correlation Coefficient Sig. (2-tailed)	.247* .014	.177 .081	.122 .230	.319** .001	-.229* .023	.818** .000				
	8 Tenure	Correlation Coefficient Sig. (2-tailed)	.171 .093	.018 .862	.016 .875	.092 .366	-.230* .023	.489** .000	.434** .000			
	9 Position	Correlation Coefficient Sig. (2-tailed)	.359** .000	.145 .155	.160 .116	.297** .003	-.000 .000	.569** .000	.570** .000	.420** .000		
	10 N of employees	Correlation Coefficient Sig. (2-tailed)	-.088 .389	.255* .011	-.015 .885	-.028 .784	.100 .328	.084 .409	.100 .327	.160 .116	.031 .760	
	11 Type of org.	Correlation Coefficient Sig. (2-tailed)	-.052 .612	.126 .218	.047 .643	-.133 .190	-.153 .133	-.010 .921	-.080 .433	-.007 .943	-.166 .103	-.067 .510

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

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

Table 5-3. Correlation Coefficient Analysis between EOC and CSR to Social and non-social stakeholders (CSR1)

		1	2	3	4	5	6	7
1	Employee Organizational Commitment Scale	Correlation Coefficient Sig. (2-tailed)						
2	The company/organization I work for participates in activities which aim to protect and improve the quality of the natural environment.	Correlation Coefficient Sig. (2-tailed)	.360** .000					
3	The company/organization I work for makes investment to create a better life for future generations.	Correlation Coefficient Sig. (2-tailed)	.277** .006	.544** .000				
4	The company/organization I work for implements special programs to minimize its negative impact on the natural environment.	Correlation Coefficient Sig. (2-tailed)	.264** .009	.659** .000	.538** .000			
5	The company/organization I work for targets sustainable growth which considers future generations.	Correlation Coefficient Sig. (2-tailed)	.213* .035	.517** .000	.652** .000	.615** .000		
6	The company/organization I work for supports non-governmental organizations working in problematic areas.	Correlation Coefficient Sig. (2-tailed)	.345** .001	.388** .000	.379** .000	.398** .000	.348** .000	
7	The company/organization I work for contributes to campaigns and projects that promote the well-being of the society.	Correlation Coefficient Sig. (2-tailed)	.275** .006	.450** .000	.502** .000	.523** .000	.564** .000	.587** .000
8	The company/organization I work for encourages its employees to participate in voluntarily activities.	Correlation Coefficient Sig. (2-tailed)	.308** .002	.447** .000	.410** .000	.448** .000	.524** .000	.483** .000

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

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

Table 5-4. Correlation Coefficient Analysis between EOC and CSR to Employees (CSR2)

		1	2	3	4	5
1	Employee Organizational Commitment Scale	Correlation Coefficient Sig. (2-tailed)				
2	The company/organization I work for policies encourage the employees to develop their skills and careers.	Correlation Coefficient Sig. (2-tailed)	.472** .000			
3	The management of the company/organization I work for is primarily concerned with employees' needs and wants.	Correlation Coefficient Sig. (2-tailed)	.527** .000	.655** .000		
4	The company/organization I work for implements flexible policies to provide a good work & life balance for its employees.	Correlation Coefficient Sig. (2-tailed)	.382** .000	.537** .000	.560** .000	
5	In the company/organization I work, the managerial decisions related with the employees are usually fair.	Correlation Coefficient Sig. (2-tailed)	.584** .000	.617** .000	.732** .000	.693** .000
6	The company/organization I work for supports employees who want to acquire additional education.	Correlation Coefficient Sig. (2-tailed)	.416** .000	.639** .000	.512** .000	.535** .000

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

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

Table 5-5. Correlation Coefficient Analysis between EOC and CSR to Customers (CSR3)

		1	2	3
1	Employee Organizational Commitment Scale	Correlation Coefficient Sig. (2-tailed)		
2	The company/organization I work for respects consumer rights beyond the legal requirements.	Correlation Coefficient Sig. (2-tailed)	.361** .000	
3	The company/organization I work for provides full and accurate information about its products to its customers.	Correlation Coefficient Sig. (2-tailed)	.301** .003	.592** .000
4	Customer satisfaction is highly important for the company/organization I work for.	Correlation Coefficient Sig. (2-tailed)	.211* .037	.446** .000
				.670** .000

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

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

Table 5-6. The hierarchical regression analysis for H1: Correlations

		EOC	Gender	Age	Experience	Tenure	Position	N of employees	Type of org.	CSR1
Pearson Correlation	EOC	1.000	-.213	.238	.277	.219	.376	-.114	-.055	.386
	Gender	-.213	1.000	-.323	-.220	-.239	-.419	.108	-.114	-.055
	Age	.238	-.323	1.000	.785	.490	.532	.013	-.001	.187
	Experience	.277	-.220	.785	1.000	.460	.579	.079	-.062	.189
	Tenure	.219	-.239	.490	.460	1.000	.425	.121	-.039	.035
	Position	.376	-.419	.532	.579	.425	1.000	-.010	-.128	.152
	N of employees	-.114	.108	.013	.079	.121	-.010	1.000	-.107	.296
	Type of org.	-.055	-.114	-.001	-.062	-.039	-.128	-.107	1.000	.178
	CSR1	.386	-.055	.187	.189	.035	.152	.296	.178	1.000
Sig. (1-tailed)	EOC	.	.018	.009	.003	.015	.000	.131	.295	.000
	Gender	.018	.	.001	.015	.009	.000	.145	.133	.294
	Age	.009	.001	.	.000	.000	.000	.449	.495	.033
	Experience	.003	.015	.000	.	.000	.000	.218	.273	.032
	Tenure	.015	.009	.000	.000	.	.000	.118	.351	.366
	Position	.000	.000	.000	.000	.000	.	.459	.105	.067
	N of employees	.131	.145	.449	.218	.118	.459	.	.148	.002
	Type of org.	.295	.133	.495	.273	.351	.105	.148	.	.040
	CSR1	.000	.294	.033	.032	.366	.067	.002	.040	.

Table 5-7. The hierarchical regression analysis for H1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.411 ^a	.169	.104	5.425	.169	2.609	7	90	.017
2	.580 ^b	.337	.277	4.873	.168	22.547	1	89	.000

a. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience

b. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience, CSR1

Table 5-8. The hierarchical regression analysis for H1: ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	537.435	7	76.776	2.609	.017 ^b
	Residual	2648.412	90	29.427		
	Total	3185.847	97			
2	Regression	1072.758	8	134.095	5.648	.000 ^c
	Residual	2113.089	89	23.743		
	Total	3185.847	97			

a. Dependent Variable: EOC

b. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience

c. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience, CSR1

Table 5-9. The hierarchical regression analysis for H1: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	23.263	4.289	5.424	.000			
	Gender	-.762	1.333	-.063	.572	-.213	-.060	-.055
	Age	-.384	.998	-.063	.385	.238	-.041	-.037
	Experience	.654	.840	.130	.778	.277	.082	.075
	Tenure	.413	.640	.074	.645	.219	.068	.062
	Position	1.280	.618	.271	2.073	.376	.213	.199
	N of employees	-.814	.636	-.126	-1.279	-.114	-.134	-.123
	Type of org.	-.309	1.020	-.030	-.303	-.055	-.032	-.029
2	(Constant)	19.745	3.923	5.033	.000			
	Gender	-.876	1.197	-.073	-.732	-.213	-.077	-.063
	Age	-.778	.901	-.128	-.864	.238	-.091	-.075
	Experience	.542	.755	.108	.717	.277	.076	.062
	Tenure	.791	.581	.142	1.362	.219	.143	.118
	Position	.951	.559	.202	1.701	.376	.177	.147
	N of employees	-1.791	.607	-.278	-2.948	-.114	-.298	-.254
	Type of org.	-1.402	.945	-.136	-1.484	-.055	-.155	-.128
	CSR1	.466	.098	.456	4.748	.386	.450	.410

a. Dependent Variable: EOC

Table 5-10. The hierarchical regression analysis for H2: Correlations

		EOC	Gender	Age	Experience	Tenure	Position	N of employees	Type of org.	CSR2
Pearson Correlation	EOC	1.000	-.213	.238	.277	.219	.376	-.114	-.055	.577
	Gender	-.213	1.000	-.323	-.220	-.239	-.419	.108	-.114	-.261
	Age	.238	-.323	1.000	.785	.490	.532	.013	-.001	.129
	Experience	.277	-.220	.785	1.000	.460	.579	.079	-.062	.126
	Tenure	.219	-.239	.490	.460	1.000	.425	.121	-.039	.044
	Position	.376	-.419	.532	.579	.425	1.000	-.010	-.128	.184
	N of employees	-.114	.108	.013	.079	.121	-.010	1.000	-.107	.006
	Type of org.	-.055	-.114	-.001	-.062	-.039	-.128	-.107	1.000	.042
	CSR2	.577	-.261	.129	.126	.044	.184	.006	.042	1.000
Sig. (1-tailed)	EOC	.	.018	.009	.003	.015	.000	.131	.295	.000
	Gender	.018	.	.001	.015	.009	.000	.145	.133	.005
	Age	.009	.001	.	.000	.000	.000	.449	.495	.103
	Experience	.003	.015	.000	.	.000	.000	.218	.273	.107
	Tenure	.015	.009	.000	.000	.	.000	.118	.351	.334
	Position	.000	.000	.000	.000	.000	.	.459	.105	.035
	N of employees	.131	.145	.449	.218	.118	.459	.	.148	.475
	Type of org.	.295	.133	.495	.273	.351	.105	.148	.	.341
	CSR2	.000	.005	.103	.107	.334	.035	.475	.341	.

Table 5-11. The hierarchical regression analysis for H2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.411 ^a	.169	.104	5.425	.169	2.609	7	90	.017
2	.665 ^b	.442	.392	4.470	.273	43.563	1	89	.000

a. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience

b. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience, CSR to Employees Scale

Table 5-12. The hierarchical regression analysis for H2: ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	537.435	7	76.776	2.609	.017 ^b
	Residual	2648.412	90	29.427		
	Total	3185.847	97			
2	Regression	1407.765	8	175.971	8.808	.000 ^c
	Residual	1778.082	89	19.978		
	Total	3185.847	97			

a. Dependent Variable: EOC

b. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience

c. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience, CSR to Employees Scale

Table 5-13. The hierarchical regression analysis for H2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	23.263	4.289	5.424	.000			
	Gender	-.762	1.333	-.063	.569	-.213	-.060	-.055
	Age	-.384	.998	-.063	.701	.238	-.041	-.037
	Experience	.654	.840	.130	.439	.277	.082	.075
	Tenure	.413	.640	.074	.520	.219	.068	.062
	Position	1.280	.618	.271	.041	.376	.213	.199
	N of employees	-.814	.636	-.126	.204	-.114	-.134	-.123
	Type of org.	-.309	1.020	-.030	.762	-.055	-.032	-.029
2	(Constant)	10.402	4.035	2.578	.012			
	Gender	.748	1.122	.062	.506	-.213	.071	.053
	Age	-.372	.823	-.061	.652	.238	-.048	-.036
	Experience	.487	.693	.097	.483	.277	.074	.056
	Tenure	.658	.529	.118	.217	.219	.131	.098
	Position	1.041	.510	.221	.044	.376	.211	.162
	N of employees	-.956	.525	-.148	.072	-.114	-.190	-.144
	Type of org.	-.492	.841	-.048	.560	-.055	-.062	-.046
	CSR2	.703	.107	.546	.000	.577	.573	.523

a. Dependent Variable: EOC

Table 5-14. The hierarchical regression analysis for H3: Correlations

		EOC	Gender	Age	Experience	Tenure	Position	N of employees	Type of org.	CSR3
Pearson Correlation	EOC	1.000	-.213	.238	.277	.219	.376	-.114	-.055	.366
	Gender	-.213	1.000	-.323	-.220	-.239	-.419	.108	-.114	-.253
	Age	.238	-.323	1.000	.785	.490	.532	.013	-.001	.287
	Experience	.277	-.220	.785	1.000	.460	.579	.079	-.062	.276
	Tenure	.219	-.239	.490	.460	1.000	.425	.121	-.039	.059
	Position	.376	-.419	.532	.579	.425	1.000	-.010	-.128	.290
	N of employees	-.114	.108	.013	.079	.121	-.010	1.000	-.107	-.055
	Type of org.	-.055	-.114	-.001	-.062	-.039	-.128	-.107	1.000	-.071
	CSR3	.366	-.253	.287	.276	.059	.290	-.055	-.071	1.000
Sig. (1-tailed)	EOC	.	.018	.009	.003	.015	.000	.131	.295	.000
	Gender	.018	.	.001	.015	.009	.000	.145	.133	.006
	Age	.009	.001	.	.000	.000	.000	.449	.495	.002
	Experience	.003	.015	.000	.	.000	.000	.218	.273	.003
	Tenure	.015	.009	.000	.000	.	.000	.118	.351	.283
	Position	.000	.000	.000	.000	.000	.	.459	.105	.002
	N of employees	.131	.145	.449	.218	.118	.459	.	.148	.294
	Type of org.	.295	.133	.495	.273	.351	.105	.148	.	.244
	CSR3	.000	.006	.002	.003	.283	.002	.294	.244	.

Table 5-15. The hierarchical regression analysis for H3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.411 ^a	.169	.104	5.425	.169	2.609	7	90	.017
2	.487 ^b	.237	.169	5.226	.068	7.983	1	89	.006

a. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience

b. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience, CSR to Customers Scale

Table 5-16. The hierarchical regression analysis for H3: ANOVA table

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	537.435	7	76.776	2.609	.017 ^b
	Residual	2648.412	90	29.427		
	Total	3185.847	97			
2	Regression	755.446	8	94.431	3.458	.002 ^c
	Residual	2430.401	89	27.308		
	Total	3185.847	97			

a. Dependent Variable: EOC

b. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience

c. Predictors: (Constant), Type of your organization, Your current age, Number of employees in your organization, Gender, Tenure with current organization, Your position in the organization, Your working experience, CSR to Customers Scale

Table 5-17. The hierarchical regression analysis for H3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	23.263	4.289		5.424	.000			
	Gender	-.762	1.333	-.063	-.572	.569	-.213	-.060	-.055
	Age	-.384	.998	-.063	-.385	.701	.238	-.041	-.037
	Experience	.654	.840	.130	.778	.439	.277	.082	.075
	Tenure	.413	.640	.074	.645	.520	.219	.068	.062
	Position	1.280	.618	.271	2.073	.041	.376	.213	.199
	N of employees	-.814	.636	-.126	-1.279	.204	-.114	-.134	-.123
	Type of org.	-.309	1.020	-.030	-.303	.762	-.055	-.032	-.029
2	(Constant)	13.468	5.393		2.497	.014			
	Gender	-.187	1.300	-.016	-.144	.886	-.213	-.015	-.013
	Age	-.643	.966	-.106	-.665	.508	.238	-.070	-.062
	Experience	.481	.812	.096	.593	.555	.277	.063	.055
	Tenure	.674	.624	.121	1.080	.283	.219	.114	.100
	Position	1.106	.598	.235	1.849	.068	.376	.192	.171
	N of employees	-.748	.613	-.116	-1.220	.226	-.114	-.128	-.113
	Type of org.	-.088	.986	-.009	-.089	.929	-.055	-.009	-.008
	CSR3	.802	.284	.284	2.826	.006	.366	.287	.262

a. Dependent Variable: EOC

Chapter Six : DISCUSSION

This study offers contributions to empirical researches on the influence of CSR on employees' commitment to the organization from an Irish perspective. As discussed in Chapter 5, the results of the data analysis through the use of SPSS provided support to all three hypotheses, indicating that CSR has positive correlation with EOC in Ireland. The aim of this chapter is to critically analyse and offer possible explanations the findings from the previous chapter.

Of the three elements of the CSR, CSR to employee showed the highest positive correlation with EOC and CSR to customers had the lowest correlation with EOC. Admittedly, such contrast is partially due to the fact that all the participants in the study are employees, hence the stronger correlation with regards to the CSR to employee. Nonetheless, this could also indicate that employees these days, both current and prospective, recognise CSR to customers as a basic level of moral obligation to the society, and a component that every businesses should exercise, hence not an essential element in choosing the employer or influencing their commitment to the organization. Furthermore, unlike the exposure of CSR to employees, information on company activities related to CSR to customers, especially in the cases of PLCs are often available publicly in their CSR reports, separately, or in some cases integrated with the annual reports. According to a 2011 report by KPMG on a survey of CR reporting trends of 3400 companies from 34 countries, 67% of the companies reported reputation or brand as the key driver in publishing CR reports whereas the counterpart number for employee motivation was significantly lower at 44% (KPMG, [2011](#)). It can be argued

therefore, that organizations in general, place more importance on CSR aspects that are concerned with attracting more customers such as reputation and brand, rather than on CSR aspect that are related to motivating employees. Therefore, from the employees' perspective, CSR to employees might be an area that is not as developed as that of CSR to customers, and that employees hold certain degrees of belief that stronger CSR to employees would result higher commitments to the organization.

Following the analysis on the correlation of the EOC with the three CSR scales, further analysis was carried out to test the correlation of the individual items of each three CSR scales with the EOC scale. During the analysis between EOC and the five items of the CSR to employees scale, the item regarding fair managerial decisions related to employees and the item regarding organization's concern with employees' needs and wants emerged as items with the highest correlation. This suggests that EOC can be enhanced significantly if employers strive to fulfil employees' needs and wants, and make fair decisions related to employees. As suggested by Kremer and Hammond ([2013](#)), a need for a friendly supervision, good team atmosphere, opportunities for personal growth, and recognition of achievements are amongst business world examples of the Maslow's hierarchy of needs, and employers use Maslow's hierarchy to identify the relationship between employees' needs and their performances. In contrast, the item regarding the organization's implementation of flexible policies in providing good work and life balance for its employees had the lowest correlation to EOC. This might be explained as policies of sound work and life balance are already expected from employees, thus are not as highly significant factor as the other aspects of CSR to employees in increasing EOC.

Another interesting contrast that can be seen from the correlation analysis between EOC and the items from the control variables is that age ranked higher than tenure as an influential factor to the EOC. It can be argued that with the increase of age and the natural decrease of level of health that comes with age, employees' perception of their own value to the company may fall. Without taking position and tenure into consideration, perhaps this perceived sense of job insecurity amongst older employees actually stimulates their commitment to the organization. The results from a study carried out by Cheng and Chan ([2008](#)), whereby older employees had a tendency of having more family obligations than younger employees, thus being more sensitive to economic insecurity, might be another plausible reason for the level of commitment in question. In contrast to age, the length of tenure with one organization, regardless of age, might create a sense of job security, ultimately demanding less amount of commitment to work, possibly explaining the 0.17 value ([table 5.2](#)).

Chapter Seven : CONCLUSION

7.1. Summary

The concept of CSR has received a growing volume of attention in the past few decades, both in the field of academic research and in business world. Existing literature provides extensive studies on the impacts and effects of CSR on various aspects of business such as relationship with government authorities, suppliers, customers, shareholders, and employees, company reputation and brand image, and financial performance. The aim of this study was to investigate how CSR to various stakeholders influences employees' work commitment in Ireland. Based on previous studies and theoretical framework, CSR in this study was subcategorized into three elements, namely CSR to social and non-social stakeholders, which encompasses natural environment, the society, future generations, and non-governmental organizations, CSR to employees, and CSR to customers. Subsequently, three hypotheses were developed to test the validity of the research topic. A self-completed survey questionnaires were administrated on working professionals in Ireland and the data collected was analysed using SPSS.

Results of the study indicated that CSR to social and non-social stakeholders, CSR to employees, and CSR to customers all had significant positive correlation with the EOC.

CSR to employees emerged as the highest influential factor on EOC. Furthermore, each five individual items within the EOC to employee scale were tested for their influential factors on EOC and the test revealed that the extent of which organizations are concerned with their employees' needs and wants had significant positive correlation with EOC. Abraham Maslow categorised these types of needs as esteem needs and self-actualisation needs in the early 40's and in the context of business world, employers

and managers can potentially increase EOC by fulfilling these employees' needs (Kremer & Hammond, [2013](#)).

CSR to social and non-social stakeholders had the next highest positive correlation with EOC, after CSR to employees. In particular, correlation analysis of each individual seven items with the EOC revealed that companies' participations for the benefit of natural environment had a significant influence on employees' commitment. This might be explained by the fact that environmental issues such as industrial waste issues, pollution, and recourse exhaustion are amongst the foremost discussed topics around the world when it comes to CSR debates, and that such topics, as perceived by employees, were most closely related to the concept of CSR to social and non-social stakeholders.

CSR to customers showed the lowest positive correlation with EOC. This could potentially indicate that employees recognise CSR to customers as mandatory element of organizations' CSR, considering the current highly competitive environment that companies are operating in. As such, CSR to customers would have the least influence on EOC.

In conclusion, the results of the study indicated that employees favour to work for and identified with the organization if the organization is socially responsible towards natural environment, society and future generations, customers, and employees. Based on the SIT, such satisfaction results in increased employees' commitment to the organization.

7.2. Limitation

The study is subject to some limitations. Firstly, the employees' perception of the importance of CSR was originally considered to be included in the study as a moderator variable. Due to high level complexity of the survey questionnaires, the moderator variable was omitted from the research at the stage of proposal for the study.

Secondly, the level of CSR participation by organizations that is measured in the study is based on the employees' perception of the CSR involvement. Therefore, the true level of the CSR involvement by the organization might differ from that of perceived by the employees, especially at the junior and lower-middle of positions.

Lastly, findings from previous studies in different geographical areas revealed that *CSR to government* had no significant influencing factor on EOC. Therefore, considering the limitations of time and scale of the study, CSR to government as an independent variable was excluded from the research.

7.3. Future Research Directions

In light with the points discussed in the limitation section and the immaturity stage of CSR in Ireland (Sweeney, [2007](#)), further studies in the topic area are urged, firstly to confirm the findings from this study, and secondly and more importantly to provide organizations with clarity as to how CSR impact their employees' affection and commitment to the organization.

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Appendix 1

APPENDICES

Appendix 1. Cover letter for survey questionnaire.

***A Survey on Impact of Corporate Social Responsibility on
Employee Organizational Commitment***

Dear Participant,

You are being invited to take part in a research study titled “Impact of Corporate Social Responsibility (CSR) on Employee Organizational Commitment: An Irish Perspective”. The aim of this study is to determine the extent of which organizations’ CSR influences employees’ commitment to the organization.

You are being asked to volunteer because you meet the requirements of the study. Your participation is highly important to the study and your response will be anonymous. However, you can choose not to participate in this study, and similarly, you can discontinue your participation at any point of the study if you wish so. Refusal or discontinuation of participation won’t incur any penalty or loss of benefits.

If you are able to participate, please complete the attached survey questionnaire, containing 30 self-explanatory questions, and return it to the sender. Completion of the questionnaire should not take any more than 20 minutes of your time.

The data collected from this survey will be used for academic research purposes only and the researchers involved in this study won’t be able to obtain any identity from your completed survey questionnaire.

If you have any queries regarding your participation, please do not hesitate to email Zorigt Amarsaikhan at zorigt.amarsaikhan@student.ncirl.ie.

Thank you very much for your participation.

With kind regards,

Zorigt Amarsaikhan

MBA student

School of Business

National College of Ireland

Appendix 2

Appendix 2. Survey Questionnaire

For questions 1-7, please tick the box that corresponds to your answer.

1. Sex
☐ *Male* ☐ *Female*
2. Your current age
☐ *Under 20* ☐ *31-40* ☐ *Over 50*
☐ *20-30* ☐ *41-50*
3. Your working experience
☐ *Less than 2 years* ☐ *5-10 years* ☐ *Over 20 years*
☐ *2-5 years* ☐ *10-20 years*
4. Tenure with your current organization
☐ *Less than 2 years* ☐ *5-10 years* ☐ *Over 20 years*
☐ *2-5 years* ☐ *10-20 years*
5. Your position in the organization
☐ *Junior Level* ☐ *Middle Level* ☐ *Top Level*
☐ *Lower-Middle* ☐ *Upper-Middle*
6. Number of employees in your organization
☐ *Fewer than 10 employees* ☐ *50-249 employees*
☐ *10-49 employees* ☐ *More than 249 employees*
7. Type of your organization
☐ *Private sector/Business* ☐ *Social Service/Non-Profit, Charity*
☐ *Public Sector/Civil Service* ☐ *Other (please specify) /.....*

For questions 8-30, please indicate the extent to which you agree or disagree to the statements by circling the corresponding number.

8. I would be very happy to spend the rest of my career with my current organization.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

Appendix 2

9. I enjoy discussing about my organization with people outside it.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

10. I really feel as if my organization's problems are my own.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

11. I think that I could easily become as attached to another organization as I am to my current organization.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

12. I do not feel like 'part of the family' at my organization.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

13. I do not feel 'emotionally attached' to my organization.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

14. My current organization has a great deal of personal meaning for me.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

15. I do not feel a 'strong' sense of belonging to my organization.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

Appendix 2

16. The organization I work for participates in activities which aim to protect and improve the quality of the natural environment.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

17. The organization I work for makes investment to create a better life for future generations.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

18. The organization I work for implements special programs to minimize its negative impact on the natural environment.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

19. The organization I work for targets sustainable growth which considers future generations.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

20. The organization I work for supports non-governmental organizations working in problematic areas.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

21. The organization I work for contributes to campaigns and projects that promote the well-being of the society.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

Appendix 2

22. The organization I work for encourages its employees to participate in voluntarily activities.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

23. The policies of the organization I work for encourage the employees to develop their skills and careers.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

24. The management of the organization I work is primarily concerned with its employees' needs and wants.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

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

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

26. In the organization I work for, the managerial decisions related with the employees are usually fair.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

27. The organization I work for supports employees who want to acquire additional education.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

Appendix 2

28. The organization I work for respects consumer rights beyond the legal requirements.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

29. The organization I work for provides full and accurate information about its products to its customers.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

30. In the organization I work for, customer satisfaction is highly important.

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

Thank you for your participation!

