

Is there an association between corporate social responsibility and the engagement of staff within a multinational company in Ireland?

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Abstract

Purpose: This research was undertaken to determine if there was an association between corporate social responsibility and employee engagement in Ireland. The study was done in the setting of a multinational home furnishing retailer based in Dublin.

Methodology: The method of analysis that was used in this research was a quantitative approach using a validated scale. For collecting data to address the research question an online survey was issued to selected employees from each different department of the company. These surveys were sent by email with the responses remaining anonymous to the author for confidentiality. There are 700 employees working in this Dublin company and of these 60 employees completed the survey. The employees that responded included different age groups, nationalities, departments and the gender split was evenly split. The survey used was validated from previous piece of research that was tested in America.

Findings: This research found that that there was a positive association between corporate social responsibilities and employee engagement. Even though this result was consistently found across the sample tested there were significant differences between departments and genders. This indicated that the feelings of employees towards corporate social responsibility varied within the company.

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1. Introduction

The author's research question will be, is there an association between corporate social responsibility (CSR) and the engagement of staff within a multinational company in Ireland? The research which the author will undertake will be based on the market of Ireland with a focus on Dublin. This research will be set in a multinational which will be referred to as Company X so that it will remain anonymous. This company's profile will be available to the marker upon request. The labour market in Ireland which the company operates in is nearing full employment with the Department of Education and Skills (2016) noting in its National Skills Strategy 2025 that Ireland's unemployment levels have significantly reduced from a peak of 15% in 2011 to a low of 9% when this was published. The Irish Business and Employers Confederation (IBEC, 2018) note from a survey of 339 companies that operate in Ireland that 47% of these are planning to recruit in 2019. These figures highlight the challenge that employers in Ireland face to attract the right talent and then to retain this talent.

The organization to be researched currently employs over 700 employees across a range of departments. There is a diverse variety of roles involved in the company with different skills and tasks including sales, logistics, food and customer services. Along with the duties associated with these different roles there is also different operating times. Logistics employees for example work through the night or very early in the morning to accept deliveries or restock shelves.

Ibrahim (2017) discussed how employers which people view as socially responsible are much more attractive as a potential employer. Similar research by Hatstrup, Spiess and Lin-Hi (2012) found that companies that are seen to behave in a socially responsible and sustainable way gain higher levels of commitment as this behaviour can mirror the values of employees. Furthermore, Glavas and Kelly (2014) argued that employees can find their own job more meaningful regardless of the task when they can see how the organization positively treats third parties. This activity by the company can develop a higher level of meaning that employees find in their work as they believe that they are contributing to the greater good. Even though their tasks may not directly impact this work it can become more meaningful as this is contributing in a collective way.

Similar research in the financial sector by Andrei, Panait and Voica (2018) found that candidates who were seeking new employment found organizations more attractive when there was evidence of social responsibility activities and policies within the company. More recent research in the area of ethical leadership along with the ethical values and actions of an organization through CSR found that “trust significantly mediated the relationship between CSR and work-related outcomes. Similarly, it is also evident from the results that CSR activities lead to trust which discouraged negative and deviant behaviours (such as counter work productive behaviour) among the employees” (Hussain and Attiq, 2017, p.258).

Klimkiewicz, K. and Oltra, V. (2017) discussed how job seekers can have diverse attitudes towards the CSR of organizations and tried to identify if a good CSR image attracted prospective employees. This research noted that due to the diverse attitudes of these job seekers that it is important that companies clearly communicate their CSR activities externally and internally in order to attract the right candidates that these values appeal to. The author will test the above findings which took place in various countries to determine if the same outcomes apply in the multinational company in Dublin and attempt to verify if these remain accurate.

2. Literature Review

2.1 History of CSR

The idea of CSR has developed and evolved over decades and can be traced back as far as 1922 when the author Max Webber's work suggested that companies should act in a responsible way for the benefit of the communities which they operate in as outlined by Martínez, Fernández and Fernández, (2016) which gave an overview of the development of CSR through the years. Later in this study they discuss how in the 1950's companies began to be criticized for their poor ethical behaviour and this in turn required the companies to work to regain the public trust.

Carroll (1979) provided a four-part framework of the responsibilities expected of an organization which were defined as "the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time" (Carroll, 1979, p.500). Masoud (2017) noted when reviewing this framework that these categories demonstrate to managers how each of these obligations are in ongoing conflict with each other and notes that there is a challenge of maintaining each of these at the same time. Masoud (2017) discussed how Carroll (1991) later developed a Pyramid of Responsibilities for managers to follow that advised companies to "be profitable, obey the law, be ethical and be a good corporate citizen" (Masoud, 2017, p.6). Masoud (2017) discussed criticisms of this model such as how it was limited to being successful in developed countries however also more positively how it provided the foundation for current forms of CSR that are prominent today.

In the present-day view of CSR, it has now become widely recognised among companies as an important consideration that needs to be observed when making strategic decisions as discussed by Agudelo, Jóhannsdóttir and Davídsdóttir (2019). Their view is that the main responsibility of companies in the present day as perceived by society is to create shared value, meaning that they can improve their competitiveness in the market but at the same time also benefit the society in which it operates. An example of this is the widespread development of the sustainability agenda throughout many organizations today as the public expectations of organizations has increased. Masoud (2017) also noted that those who are affected by organizations actions such as employees, suppliers and

customers now expect a greater commitment from organizations to act in a responsible way due to the level of power they now have.

2.2 Employee Engagement

In Avery, McKay and Wilson's (2007) research on employee engagement and job satisfaction they estimated the annual cost to American companies of disengaged employees to be \$300 billion in lower levels of productivity. A definition of what employee engagement involves is provided as "an individual employee's cognitive, emotional, and behavioural state directed toward desired organizational outcomes" (Shuck & Wollard, 2010, p. 103). Azim (2016) discussed how employee engagement can be a good indicator of total stakeholder return such as the overall organizational success and how CSR can contribute to the creation of this. Within this study it is also noted that it is now a basic expectation of employees that their organizations will perform in an ethical manner. Godkin, L. (2015) describes employee engagement as an individual state that contains both thinking and feeling parts that form physical, cognitive and emotional reactions from people when they are in work. Further in this study an engaged employee is described as having a deep focus on tasks, being dedicated to the company and their job and are willing to invest time and effort into pieces of work that are important to them without being prompted or directed to do so.

Later Shuck (2011) discussed how there are four main points of view of employee engagement. Within this Khan (1990) provides the need-satisfying approach which is described as allowing employees to be physically, emotionally and cognitively engaged in their work. To achieve this depends on whether the employees find the work meaningful, that they could feel safe to be themselves in work, they trust their environment and those they work with. Lastly is the availability of resources both tangible and intangible which will allow the employees complete their task as set out.

The next approach discussed is the Maslach et al.'s (2001) Burnout-Antithesis Approach which characterises employee engagement as having high energy levels in work and experiencing pleasure from this. The third approach is Harter et al.'s

(2002) Satisfaction-Engagement Approach which tests the employee's enthusiasm for their work. This research was developed to promote the importance of the manager's role in developing a supportive climate in the workspace where employees feel comfortable doing their work and working alongside their colleagues.

The final approach discussed by Shuck (2011) is Saks's (2006) Multidimensional Approach which discussed how employee engagement can be either job engagement or organizational engagement and this consists of cognitive, emotional and behavioural elements. When Saks (2006) tested this theory, it was found that a supportive climate, job characteristics and perceived fairness influenced levels of engagement. Brit, Castro and Adler (2005) tested this theory on military soldiers and found that those soldiers that were highly engaged in their work reported lower levels of stress or physical health issues. Aktar, A. and Pangil, F. (2018) found in their studies that a positive organizational culture can play a significant role in influencing employee's attitudes and creating positive employee engagement. Valentin et al (2015) discuss how CSR is not the answer to all issues a company many have with employees however, that it can work very well as an intervention to motivate employees to continually produce better results.

2.3 Impact of CSR

Lis (2012) researched the impact of CSR on organizational attractiveness to potential talent in Germany. One of the elements tested was environmental sustainability which was found to have little impact on employer attractiveness (Lis, 2012, p.289). Lis (2012) argues that this minimal impact was due to the generally high levels of environmentally friendly organizations in Germany meaning that this was the standard in companies and hence not a unique selling point or an additional incentive. Baumann-Pauly, Wickert, Spence and Scherer (2013) discussed how smaller companies were worse at communicating externally their CSR activities but very good at implementing good practice while large organizations had the ability to communicate their CSR activity but did not actually fully apply this CSR

activity in all cases. In Ireland there is a growing trend of more and more companies highlighting their involvement with sustainability to the public which highlights a shift in focus. Business in the Community Ireland (2018) arranged a summit where 43 companies agreed to significantly reduce their carbon emission by 2030.

Yadav, Dash, Charkroborty and Kumar (2017) discuss how a company's approach to CSR can develop a positive reputation of a company and how this perceived CSR of a company may develop the employees trust in the company. Over time this can manifest into a positive corporate reputation that can distinguish the company against its competitors in the market. They discuss the importance of making employees aware of the CSR activities the organization is involved with and ensuring that these activities are important to current and potential employees.

In another study on the impact of perceived CSR on consumer satisfaction of a brand, it was recommended that companies make their employees aware of the CSR activities they are involved in to motivate them and develop them as ambassadors of the good work the company does. This is seen as a way of developing a culture of CSR that can support the development of organizational commitment which Rivera, Bigne, and Curras-Perez (2016) discussed. The idea here is that CSR is then communicated in an integrated way and employees are fully aware of the practices the organization adopts and promotes. This helps to ensure the same message is communicated internally as well as externally as to the types of CSR activities an organization is involved with. A further study which highlights the importance of promoting CSR activities that are meaningful to employees was done by John, Qadeer, Shahzadi and Jia, (2019). They found that where an employee views the company's CSR in a positive way this can develop an employee's pride in the company which can result in improved performance and voluntary commitment to the company.

Lindgreen and Swaen (2010) discuss how there is a need for managers to work closely with stakeholders and include them in decision making so that they will buy into CSR activities and therefore become more engaged in the company as a result.

Vlachos et al (2017) also discussed the importance of communicating the CSR message to internal employees effectively. They suggest this approach should involve the use of internal ambassadors who have already been convinced of the genuine nature of a company's CSR approach as employees will see these ambassadors as "one of us" and trust this type of communication more. When done in the right way this is described as having a cascade effect in companies that can develop a widespread trust of the company's CSR activities among employees.

Vlachos et al (2017) discuss one potential benefit of this approach to be the development of more engaged employees who will advocate for their organization and promote it in a positive way externally. Brammer, He and Mellahi (2015) similarly discuss how in organizations where there is strong CSR in place it can allow managers to act as role models to demonstrate desired behaviours to employees. Creating this compassionate work environment can lead employees to be more focused on supporting others and that can in turn support better organizational performance. Pacheco et al. (2018) also contribute to this by emphasising the importance of managers and ambassadors cascading a consistent message of CSR, so this is not misunderstood or misinterpreted. In their study on corporate citizenship they discuss how employees do not share all the same concerns such as environmental sustainability. However, Pacheco et al. (2018) found in their study that when a company's CSR approach and actions are clearly communicated that this can increase the level of employee engagement with the company and its values. As highlighted by Klimkiewicz, K. and Oltra, V. (2017) it is important to ensure that the employees find value in these activities otherwise this could have the opposite effect by de-motivating employees or leading to them leaving the company for a competitor.

In a study by Leung and Snell (2017) of casino's use of CSR in Macau, it was found that these organizations used CSR to create a better image of their company and brand without integrating an ethos into their corporate cultures. This in turn had a negative impact on employee's engagement with the organizations as employees could see the organization didn't follow through on the image it portrayed externally. Lee and Yoon (2018) investigated how authentic employees believed

that their companies CSR activities were and the impact this has on work attitudes. Lee and Yoon (2018) found that where the external communication of CSR does not match the internal CSR which the company undertakes it can have a negative impact on the employee's commitment to the organization.

Furthermore, in the Blažek and Slovák (2018) study of the emissions scandal at Volkswagen they noted that just because a CSR system is in place in a company doesn't ensure that it will continue to perform ethically. Also, in some cases it was found that where the company's business goals do not match the CSR goals it can lead to negative results and the positive PR generated by a company's external CSR message can have a negative impact on the organization's business performance when found to be insincere. This study by Blažek and Slovák (2018) noted that the competitive culture that was in place in Volkswagen developed a need by some teams and individuals to ensure they met their targets by any means which brought about unethical behaviour and resulted in a large decrease in the company's market value and harmed its reputation.

Similarly, in Leung and Snell's (2017) research they found that some of the interviewees perceived the gambling firm's communication about the risks of gambling as a type of propaganda instead of as educational to support its customers. In this case like the Volkswagen case the CSR adopted by the gambling firms was not perceived to be authentic by the employees. This type of behaviour when associated with a communication strategy of environmental concern and action seeming to care for the state of the environment is known as greenwashing when not supported action. It can be defined as "a co-creation of an external accusation toward an organization with regard to presenting a misleading green message" (Seele and Gatti, 2017, p.248). Shen and Zhang (2019) discussed that where the organization does not engage in CSR activities that are of interest to its employees and stakeholders that this can reduce engagement and organizational commitment. Also, the employees can begin to view the CSR activities as a marketing play instead of socially responsible behaviour.

Klimkiewicz and Oltra (2017) discussed how job seekers can have diverse attitudes towards the CSR of organizations and tried to identify if a good CSR image attracted prospective employees. In addition, they considered how CSR can evoke positive and negative reactions from job seekers. They note “individual attitudes toward CSR play a key role in understanding how job seekers perceive CSR signals and eventually impact CSR-based employer attractiveness” (Klimkiewicz and Oltra, 2017, p.449). It was argued in the study that by effectively communicating internally and externally the CSR activities of an organization, it could then attract the specific candidates that these CSR activities are most important to. In doing so these candidates that are attracted may develop a higher level of organizational commitment due to their values matching more closely to the company than other candidates might who have different CSR values. A limitation of this study was that it was focused on millennial job seekers.

Another study researched the different reactions that employees can have and how they can find their own job more meaningful regardless of the task when they can see how the organization positively treats third parties (Glanvas and Kelly, 2014). “third-party practices and actions signal to the employees a sense of higher purpose (e.g., contributing to the greater good), which in turn increases work meaningfulness” (Glanvas and Kelly, 2014, p.185). However, research by Carnahan, Kruscynski and Olson (2017) found that not all employees will be motivated by CSR activities and that when some employees experience this it may have a negative impact on them. These employees may decide the company does not meet their needs and decide to exit the organization. Carnahan, Kruscynski and Olson (2017) conducted this research in a law firm in New York that offered the opportunity to provide pro-bono legal advice to clients that may not usually be able to avail of this. This activity was viewed as an additional burden and extra work for those employees that were not interested or motivated by this.

Alternatively, a study by El-Kassar, Messarra and El-Khalil (2017) suggests that the CSR activities that a firm is involved with can contribute to their employees identifying with the company more so. Benefits that were found in the study as a result of this were an increase of employees' productivity and organizational

commitment. More recent research by Da Roeck and Farooq (2018) support this research by stating that CSR initiatives can provide an identity of the organization which shows the positive character of it. They put forward the idea that these actions can lead to a culture developing in a company where employees feel that they belong there, that they are part of a bigger whole and are therefore more engaged employees.

Story and Neves (2015) tested if employees could tell the difference between their organization's extrinsic and intrinsic CSR motives and if this had any impact on them. Story and Neves (2015) describe intrinsic CSR as practices that are believed to be sincere such as charity work or contributions with extrinsic CSR believed to be done to receive something in return or to avoid punishment. This study found that employees are more engaged and show more discretionary behaviours when both extrinsic and intrinsic CSR is present in the organization.

Story and Neves (2015) raise a separate point that employees may be more interested in why a company is acting in a certain way than what CSR activities they are involved in. Chaudhary and Akhouri (2018) found that intrinsic CSR enhances employee engagement which indirectly positively influences job satisfaction, organizational commitment and creativity. In contrast to Story and Neves (2015) was the research and findings of Chaudhary and Akhouri (2018) that found that extrinsic CSR had no impact on the employee engagement or levels of job satisfaction. They suggested that this could be achieved by communicating the organizations intentions clearly and involving lower levels of management in this process. This highlights again the potential importance of including employees as stakeholders in the planning of CSR activities to boost employee engagement. Bernal, Nieves and Briones, (2017) studied the impact of CSR in technology companies and found that by managing stakeholders and implementing CSR activities can negatively impact short term profitability but this can generate long term benefits such as retention of staff, employee engagement and increased economic competitiveness.

Krainz (2015) found that organization's that were committed to the implementation of CSR activities into their companies saw a positive increase in their employee's well-being in work. This was described as the total personal benefit of the employees which included physical and emotional well-being which contributed to the long-term competitiveness of the companies. Further to this, Krainz (2015, p.149) found that "developing socially responsible practices can be seen as a means to enhance job satisfaction among the employees". As this research was carried out via surveys of people in Estonia, Latvia and Lithuania it would be beneficial to test this in Ireland to see if there are similar results.

Studies by Cohen, Cavazotte, Da Costa and Ferreira (2017) investigated the impact of Corporate Social Environmental Responsibility (SER) on the attraction and retention of young professionals. In this study it was argued that there is a limit to the impact which CSR can have on the attraction of employees to an organization over a competitor in the market and that this will not be enough to attract such candidates if the compensation offered is below the market average. Further research by Lis (2018) counters this point and suggests that in the current employment environment money is not the dominant source of attraction that companies can use. Lis (2018) argues that companies CSR approach needs to include a socially responsible approach which involves elements such as diversity management along with environmental awareness to attract potential talent. Further studies by Yeo, Carter and Chezulhaimee (2018) researched the impact of CSR in SME's in Malaysia to determine if such activity impacted attraction and employee engagement. This study found that there was a positive impact but also that internal CSR focused on employees had the most significant impact on employee engagement.

2.4 CSR and Employee Engagement

Engert, Rauter and Baumgartner (2016) discuss how an organization can develop shared value among its employees when employee engagement is developed. They discuss how, for this to be effective a well-planned long-term strategy is required and that this often does not happen due to the time and cost of designing and implementing this. However, Engert, Rauter and Baumgartner (2016) also note that when CSR is not integrated into the strategy of an organization it can take the form of random charitable donations which has a much lower impact on employee engagement and organizational identification. Like the argument made by Shen and Zhang (2019) which was discussed earlier, this can reduce commitment if the donations are not of importance to employees.

Hur, Moon and Ko, (2018) discuss the need for managers to ingrain CSR into all aspects of employees work which they argue can increase employee's creativity at work and their intrinsic motivation. By improving how CSR is communicated it can raise awareness of this with employees and create a more positive environment. Aguinis and Glavas (2019) discuss an approach to CSR where organizations decide CSR activities at management level with little input from employees is called a top down approach. This manner of CSR can be viewed by employees as an extra burden rather than a positive activity to increase job satisfaction and engagement that can lead to employee stress. Aguinis and Glavas (2019) argue that when employees have no say in the company's CSR activities that these can be draining and perceived as unwanted additional work. This can lead to employees feeling over worked and under increased pressure.

Claxton and Ferreira (2014) also tested the differences between levels of employee engagement comparing internal and external CSR activities but found no differences between these groups. In a later study by Potdar, Guthrie, Gnoth and Garry (2018) they found that internal and external CSR could develop higher levels of employee engagement and a positive form that this could present within retail was workers being so invested and engaged in the company that they would stop theft in order to protect the company. The reason they found for this is that the high level of employee engagement developed a desire of employees to protect the organization as they are proud to work there and to be a member of the company.

Tsourvakas and Yfantidou (2018) conducted research in Greece on CSR's impact on employee engagement and discussed how job security was more important to employees based on results of their studies when Greece was experiencing a financial crisis. Even so their results found that people had high levels of organizational commitment during periods of uncertainty when they valued their company's CSR. Newman, Nielsen and Miao (2015) tested perceived CSR and its impact on OCB and levels of job performance in private sector companies in China. This study suggested CSR should positively influence employee engagement however the research found little evidence of this. Newman, Nielsen and Miao (2015) consider a reason for this to be the high level of turnover of highly skilled employees in China's private sector leading to employees investing less emotion and performance into each company as their time in each could be limited. Hofman and Newman (2014) also provided the high levels of collectivism within small groups that is present in China as a reason for the lack of interest in external CSR.

Lee, Idris, and Delfabbro (2017) conducted research on how organizations can affect employee behaviour and discussed how increased work meaningfulness can improve employee engagement. In their research they noted that meaningful work can foster psychological empowerment which can potentially lead to an increased level of engagement with the organization and reduced stress levels.

A study by Gupta, N. and Sharma, V. (2016) found that companies that are more involved with CSR both internally and externally can develop better reputations and engage their own employees more. However, as discussed earlier research by Carnahan, Kruscynski and Olson (2017), found that not all employees will be motivated by CSR activities and that when some employees experience this they may decide the organization does not meet their needs and decide to exit the organization.

A study by El-Kassar, Messarra and El-Khalil (2017) suggests that the CSR activities that a firm is involved with can contribute to their employees identifying with the company more so. Benefits that were found as a result of this was an increase in employees' productivity and organizational commitment. The study did warn that for this commitment to increase that employees needed to identify with the organization and its practices. A way to do this which was recommended is to determine what employees' value so that this can help form the CSR strategy of the company. More recent research by Da Roock and Farooq (2018) support this research stating that CSR initiatives can provide an identity of the organization which shows the positive character of it. They put forward the idea that these actions can lead to a culture developing in a company where employees feel that they belong there, that they are part of a bigger whole and are therefore more engaged employees.

Frostenson, M., Helin, S. and Sandström, J. (2012) conducted research on Swedish retailers to test the significance of the companies' code of conduct on its employees. They found that the presence of this code of conduct strengthened the level of pride in their employer and their ability to identify with the employer as they were able to view the organization as ethical and their values were clear. The study found that the internal communication of the code of conduct was done effectively and had a greater impact as employees could see the direct impact of this in how the company conducted its operations.

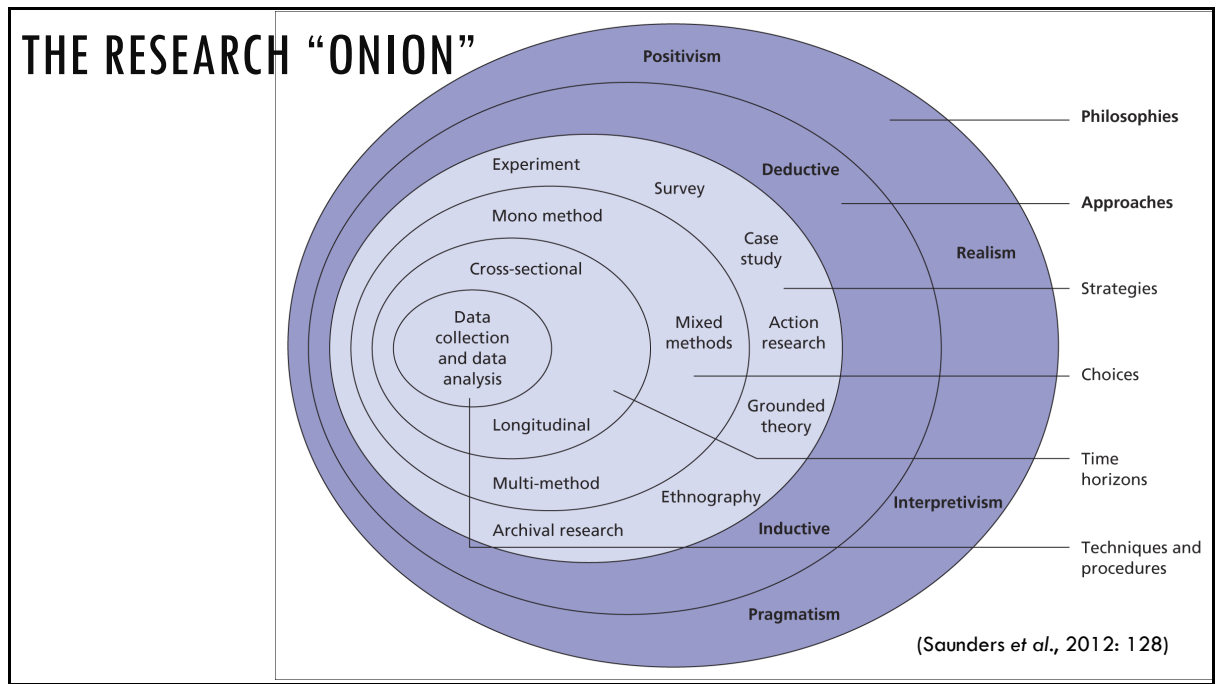
Frostenson, M., Helin, S. and Sandström, J. (2012) found in the study that employees would reference the code of conduct when serving customers in promoting the work of their employer which they perceive to be responsible which demonstrated their levels of pride and engagement with the company. Gao and He (2017) tested if CSR had an impact on employees' pro-environmental behaviours and organizational engagement and found that CSR did positively impact both. A recommendation that they made of how other companies could replicate these results was to communicate the CSR activities a company is involved in with examples provided such as training, organizational mission statements and in-house newsletters.

John, Qadeer, Shahzadi and Jia (2019) researched the impact of perceived CSR on organizational citizenship behaviour (OCB) and task performance through employee engagement and organizational pride. From this study they found that employee's organizational pride increased when they valued the CSR that that organization was involved in. This organizational pride builds through employee engagement with the employees wanting to be associated with the organization and the positive social behaviour it is involved with. This study found that employee's emotions such as self-esteem, self-worth and belongingness played an important part in this development of organizational pride with employees who valued the companies CSR approach.

In a similar study Islam, Ahmed, Ali, And Sadiq (2016) tested the relationship between CSR and OCB along with organizational commitment and organizational identification. They tested CSR under four headings of economic, legal, ethical, and philanthropic and from this found that economic scored highest among employees as most important and philanthropic scored the lowest. A reason provided for this is the testing took place in Malaysian hotels which have low levels of charitable donations which are not widely advertised also. Khaleel, Chelliah, Rauf and Jamil (2017) studied the impact of CSR on pharmacists in a multinational company and if this affected their OCB. The study found that perceived CSR could be used by management to inspire positive behaviours such as improved respect toward the organization and management along with improved behaviours.

3. Research Methodology

This chapter is concerned with the layers of the research onion as outlined below in the illustration.



3.1 Research Philosophy

Research methodology can be defined as being “the development of knowledge and the nature of that knowledge” (Saunders, Lewis and Thornhill, p 127, 2012) meaning the development of new knowledge. Bryman and Bell (2015) note a reason for research is to develop knowledge on a phenomenon that is not fully or sufficiently understood. Saunders, Lewis and Thornhill (2012) discuss how each research methodology or multiple methodologies can be suited to a research question and there is not one best way but rather it is important to reflect on the different options available and why one of these can be selected over the others. Also, according to Blaxter, Hughes and Tight (2010) there is no one best way or approach to research as different methodologies produce different results and knowledge on the topic which is being researched. In this section the author will discuss the three types of research methodology and the types of research process each of these involves.

Understanding each of the philosophies better equips the researcher to make a choice on the approach to their own research question and to justify the rationale for this choice as outlined by Saunders, Lewis and Thornhill (2012).

3.2 Ontology

Saunders, Lewis and Thornhill (2012) describe Ontology as being concerned with the nature of reality. This philosophy questions the views and the assumptions of the researcher of the way the world operates. Within Ontology there are two separate positions. The first of these is Objectivism which follows the belief that structures are in place that continue unaffected by the individuals within these. Saunders, Lewis and Thornhill (2012) provide the example of management structures that are in place across organizations with different managers however the structures mean that there is very little difference across these organizations.

The second view of Ontology is Subjectivism which is the counter view of Objectivism in that it views individual managers as having a more important individual impact as described by Saunders, Lewis and Thornhill (2012). This subjectivism view is outlined by Saunders, Lewis and Thornhill (2012) as the social phenomena being created by the social actors (managers) perceptions and actions and that this is continually developing or changing as a result of the individuals input. Saunders, Lewis and Thornhill (2012) describe how different people can have a variety of perceptions of the same topic based on their own individual world view.

3.3 Epistemology

Epistemology is as Saunders, Lewis and Thornhill (2012) describe it as being concerned with what can be acceptable knowledge that can be gained from research. There are two types which are known as the 'resources' researcher and the 'feelings' researcher as outlined by Saunders, Lewis and Thornhill (2012).

Positivism is a type of research of the epistemology philosophy where the researcher will prefer collecting information about "an observable reality and search for regularities and casual relationships" (Saunders, Lewis and Thornhill, p 134, 2012). Blaxter, Hughes and Tight (2010) describe positivism as a type of research which advocates for the researcher to be objective from those being researched and promotes the use of quantitative methods and statistics. The positivist approach will most likely adopt a very structured research method so that this can be repeated easily in a quantifiable and statistical format as discussed by Saunders, Lewis and Thornhill (2012). Post-positivism follows the positivism

approach however uses more of a qualitative method to provide more validity to the results of the findings and to test these.

Realism is another approach within the epistemology philosophy like positivism in that it adopts a scientific approach to the development of knowledge as defined by Saunders, Lewis and Thornhill (2012). Within realism there are two approaches which are direct realism and critical realism. Direct realism argues that what is perceived by people to be accurate through our experiences and senses is accurate. Critical realism argues that what we experience are simply sensations and deceptions of our senses as discussed by Saunders, Lewis and Thornhill (2012). Within the discussion by Saunders, Lewis and Thornhill (2012) it is argued that critical realism is well suited to business and management research as it focused on ever changing social world and making recommendations based on research on these changes.

A paradigm is described as “a framework that guides how research should be conducted based on people’s philosophies and their assumptions about the world and the nature of knowledge” (Collis and Hussey, p43, 2014).

Collis and Hussey (2014) discuss how historically there was one type of research which is referred to as natural sciences and how over time a second type of research emerged known as social science. The interpretivism approach developed as a response to the singular positivism approach and is based on the belief that social reality is in the mind of everyone. Furthermore, how the act of investigating can impact the results themselves such as the Hawthorne studies of the 1920’s. The interpretivism philosophy advocates for the researcher to adopt an empathetic view of those who are being studied and to understand the individual’s point of view of their surroundings as discussed by Saunders, Lewis and Thornhill (2012). This approach acknowledges the differences between people and looks at the individual’s perceptions and meanings which they understand or believe in. Bryman and Bell (2015) discuss how the interpretivism approach is critical of the scientific model of research and instead values the distinctiveness of people. In this discussion they also consider how different people can apply different meanings

and views on subjects and actions within an organization such as positive or negative reactions to charitable work.

3.4 Axiology

Axiology is a research philosophy defined as “the process of social enquiry with which we are concerned with” (Saunders, Lewis and Thornhill, p 137, 2012). This research philosophy puts great importance on the researchers own values and the role that this plays in achieving research results that are valid. Saunders, Lewis and Thornhill (2012) discuss how the researcher will show their own values in how they make decisions on the research and the approach they adopt to carry out this research. In turn whatever option is selected is a personal reflection of the researchers own values in the view of this philosophy.

3.5 Research Approach

There are three theories regarding the reasoning of the approach to research which are deductive, inductive and abductive. Saunders, Lewis and Thornhill (2012) outlined each of these as follows. Deductive reasoning takes place when theory is considered on a topic by reviewing academic literature followed then by conducting research to test this theory. Bryman and Bell (2015) explain how with the deductive approach the researcher considers what is known about a subject theoretically and from this deduces a hypothesis which then drives the need to gather data on the subject in a setting. An inductive approach commences with gathering data to investigate a phenomenon followed by the creation of a theory or development of an existing one. Collis and Hussey (2014) discuss the inductive approach as being the opposite of the deductive approach as it moves from the specific to the general by studying a small setting and then developing a theory for the general population. An abductive approach commences with the investigation of a phenomenon, observing patterns or themes that occur, creating a theory or developing an existing theory followed by testing this theory by investigating this phenomenon again.

Saunders, Lewis and Thornhill (2012) discuss the importance of choosing the research design that will be used when conducting a piece of research as this will form the general plan of how the research question will be answered. Along with

deciding the research design which will be used there must also be a decision on the tactics which will be used to gather the data. The options available are quantitative, qualitative and multiple methods of research design.

Saunders, Lewis and Thornhill (2012) provide an overview of each of these research designs as follows. Quantitative research is most closely associated with positivism and highly structured forms of data collection. This form of research design can also be closely linked to the deductive approach of testing a theory by using the data that has been collected. The way in which quantitative research is used is by testing the variables using statistics and numerical measures. Qualitative research is most closely associated with the interpretative approach and the realism philosophies. In this format researchers attempt to understand the meanings of the phenomenon being studied through naturalist or interactive procedures such as non-probability techniques. Multi-method research approaches incorporate numerous data collection techniques. Saunders, Lewis and Thornhill (2012) describe a way in which this form could take place for example the use of quantitative analysis of published data followed by qualitative methods to explore the current perceptions of this.

3.6 Positivism Methodologies

Experimental design is outlined by and Hussey (2014) as a research methodology which manipulates the relationship between two variables so that the affect of this can be observed. Bryman and Bell (2015) discuss why this type of research is not widely used since the types of interventions required in many studies can't be repeated such as the economic environment.

Another design is the use of surveys which Collis and Hussey (2014) outline as a methodology which is used to collect both primary and secondary information from a sample which can then be analyzed as data. The objective in this approach is that this research will provide results that reflect the wider population from which the sample was taken. Surveys are generally associated with positivism methodology in the form of statistical data produced but can also take the form of an interpretivism approach in the form of in-depth interviews.

Bryman and Bell (2015) describe cross sectional research design as a collection of data at a single point in time of more than one sample with more than one variable involved. By testing these variables on more than one group at one time provides a snapshot of a phenomena at a time as discussed by Collins and Hussey (2014). A criticism of this approach is the difficulty of selecting a big enough sample size that will adequately reflect the population and this approach does not explain why a difference or similarity exists among the results.

As opposed to a cross sectional study a longitudinal study is a methodology which investigates a group or variable over a sustained period instead of a snapshot as outlined by Collis and Hussey (2014). This approach can be implemented on separate occasions over a period or continually. A famous example of this approach is the Harvard study on happiness and health which has been in progress for eighty years as discussed by Mineo (2017). A problem with such an approach which was highlighted by Bryman and Bell (2015) is that participants may no longer participate through job changes or by simply deciding to withdraw from the study which can be further impacted depending on the duration of the project.

3.7 Interpretivism Methodologies

Hermeneutics is a methodology which Collis and Hussey (2014) describe as the interpretation of historical texts using context of the situation to gain an understanding of how decisions or beliefs were formed. This approach is widely used in legal practice by using old cases and legal decisions to develop rational for decisions to be made.

Ethnography is discussed by Bryman and Bell (2015) as a study where the researcher immerses themselves into a group for an extended duration and during this time observes the group and asks questions of them. The researcher tries to gain an understanding of patterns of the groups activity through this socially gathered knowledge. Collis and Hussey (2014) outline how this approach to research provides the researcher an opportunity to better understand the world of the group being studied as well of their view and perspective of this. However, Collis and Hussey (2014) also highlight some issues with this approach such as

negotiating access to the group and building trust with them so that the data can be gathered.

Action research is described by Collis and Hussey (2014) as an approach to bring about a change in a controlled environment and to then monitor the results. Within this type of research design there are stages of planning, acting, observing and reflecting. Saunders, Lewis and Thornhill (2012) discuss the purpose of action research as being the promotion of organizational learning to create practical solutions to existing problems in an organization. Saunders, Lewis and Thornhill (2012) discuss some issues with this approach such as requiring a collaborative group to work with and needing a medium to long term timeframe to complete the research.

A case study is described by Collis and Hussey (2014) as a study of a phenomenon within its context or natural setting using multiple methods in order to obtain knowledge. Saunders, Lewis and Thornhill (2012) provide advantages of this approach such as answering questions of why, what and how a phenomenon takes place. As this approach provides many answers it requires a mixed method approach which can include interviews, observations and questionnaires. Collis and Hussey (2014) note some difficulties with this approach such as gaining access to a suitable case. Also, to gain a full understanding of the group a researcher will need to know its history and potential future to fully understand the events in a period being studied.

In this research the author will test if there is any link between CSR activities an organization is involved with and engagement of employees. The author will use a quantitative research design to answer the research questions posed in this study. The employees of Company X in Dublin will provide the sample of people that will be surveyed in this research. There are 730 staff currently employed in the company within various departments involving different roles and required skill sets including sales, logistics, marketing, food preparation, interior design, visual merchandising, financial planning and human resources. This large sample size should provide a lower margin of error with a high response rate. The data that the

author will be collecting will be ordinal as the scale will measure the satisfaction level of workers and the level of agreement they have with statements about the company. Due to the wide range of departments and roles it would be very time consuming and difficult to complete a qualitative research approach such as a semi-structured interview.

Based on the time frame available to complete this investigation the author will use a quantitative research approach to attempt to capture as many of the co-worker's opinions as possible. After reviewing the literature of the quantitative research approach of survey questionnaires is the most favoured approach to research. Glanvas and Kelly (2014) provide a perceived CSR validated scale which will be used in this study and which uses a bifactor model to analyse the data. The perceived CSR scale that will be used tests for job satisfaction, organizational commitment, meaningfulness and perceived organizational support. This scale uses a rating of one (low) to seven (high) to measure the level of agreement or satisfaction of workers with statements in the survey.

One of the recommendations of Glanvas and Kelly's (2014) research was to use this validated scale in other countries and industries to continue to add to their findings. This study will take the form of a cross-sectional study which is "the study of a particular phenomenon (or phenomena) at a particular time" (Saunders, Lewis and Thornhill, 2016, p. 200). Different roles in Company X have more use for computers and emails than others with some co-workers checking their work emails daily and others weekly.

The sampling technique that the author had originally planned to use in this research was the haphazard sampling type known as convenience sampling. This type of sampling has been criticized and given little credibility as the researcher has little control over those who will respond to the questionnaire and provide answers as outlined by Saunders, Lewis and Thornhill (2016). Due to the irregular use of emails by the co-workers of the company it was felt that this would provide the broadest sample and the widest responses from various functions within the company. After the dissertation proposal was submitted the company that will be

researched announced a new employee voice survey that would be sent to each co-worker. Every co-worker must complete the survey so , sending a separate survey to every employee may reduce the numbers which are completed and confuse co-workers.

The author will alter the sample but continue with a non-probability approach. As less employees will be available to be surveyed now there is a higher level of margin of error potentially in the survey results that can be obtained as outlined by Saunders, Lewis and Thornhill (2016). They outline how a population of 750 people, which is close in the size of Company X which is to be surveyed, requires response from 254 to complete a survey to give a 5% margin of error. To counter this threat to the accuracy of the survey a non-probability sampling approach will be used by the author which will involve the subjective judgement in selection of employees to be surveyed. Within this approach purposive sampling will be used as the author will be working with a small sample size. Maximum variation sampling allows the researcher to identify diverse characteristics to ensure the small sample can provide key themes or patterns that reflect the wider population as outlined by Saunders, Lewis and Thornhill (2016). Company X is split into several different departments including food preparation, sales, logistics and customer relations each department will need to be represented to provide an accurate source of data that represents the company.

The type of access which will be used by the author will be internet-mediated access which Saunders, Lewis and Thornhill (2016) described as the use of various computing technologies to be able to provide access to questionnaires. The validated scale has been shared with the HR manager of the company to provide a clear account of the purpose of the access and level of access required. The results of the research will be shared with those that contribute to the survey and the HR team in the company. Excel will be used to record the ordinal data that is collected from the survey issued to employees and this will be securely saved to a laptop that only the author can access. The data will be coded and password protected to protect the identity of the employees.

The author will gather inferential statistics to test the hypotheses of if there is an association between CSR and engagement of employees in the Company X. Null hypothesis significance testing will be used to test the inferential statistics. Probabilities will be used to test if there is an association between the variables. The results of the survey will be analysed using Kendall's rank correlation coefficient to assess the strength of the relationship that exists as outlined by Saunders, Lewis and Thornhill (2016). This type of analysis will determine if there is a positive correlation or negative correlation between the variables as discussed by Saunders, Lewis and Thornhill (2016). Using the perceived corporate social responsibility scale which is validated will provide survey results that will rank each answer from 1 (strongly disagree) to 7 (strongly agree).

4. Research Questions

As Ireland is currently experiencing a rapid reduction in the rate of unemployment as outlined in the introduction, the author's research question will be, is there an association between CSR and the engagement of staff within the Company X? Baumann-Pauly, Wickert, Spence and Scherer (2013) discussed how smaller companies were worse at communicating externally their CSR activities but very good at implementing good practice while large organizations had the ability to communicate their CSR activity but did not actually fully apply this CSR activity in all cases. Company X has focused its policies and approach to business on sustainability for decades now so the author will test how authentic the employees believe the external and internal communication of this activity is.

Following the recent scandal in Volkswagen the author will test how much faith employees have in the companies CSR activity and if they are positively or negatively affected by this. This will be tested by analysing if there is a correlation between environmental factors and organizational commitment. The author will

seek to test how aware the company's employees are of current CSR activities and if this holds any significant meaning to them. Furthermore, what impact if any this has on their engagement and commitment to the company and if they feel they have an input in the types of CSR chosen. The research on the casinos in Macau by Leung and Snell (2017) found that employees were sceptical of the casinos motives in adopting CSR and noted a limitation of their research being a focus on one specific industry and country.

Also do employees perceive a level of greenwashing to be taking place as Steele and Patti (2017) described or do employees feel that the company has genuine environmental concerns. In Blažek and Slovák (2018) study of the emissions scandal at Volkswagen they noted that "It is clear that the CSR system is not self-sustaining, and its implementation is not in itself a guarantee that a company will always act ethically". The author will attempt to clarify if the employees of Company X believe that the company acts in a sustainable way or if the external communication of this does not match what it does.

Cohen, Cavazotte, Da Costa and Ferreira (2017) studies set in Brazil suggest CSR activities have little impact on staff if other employment terms are below the market average. Lis (2018) suggests an alternative view that CSR policies offer the competitive advantage to attract and retain staff. Cohen, Cavazotte, Da Costa and Ferreira (2017) suggests that future research to gauge the link between Social Environmental Responsibility (SER) with attitudes of engagement and employee productivity. As Company X offers the living wage to staff and markets itself as environmentally sustainable, the author will aim to test this argument as the above research was set in Brazil and Germany.

The wide variety of departments and positions at various levels in Company X provide a sample size to explore the findings of Glanvas and Kelly (2014). These departments require widely different skillsets and tasks daily. These employees also operate very different schedules with some customer facing during the day and others operational early in the morning or through the night. These respondents may offer different perspectives even though from the same organization.

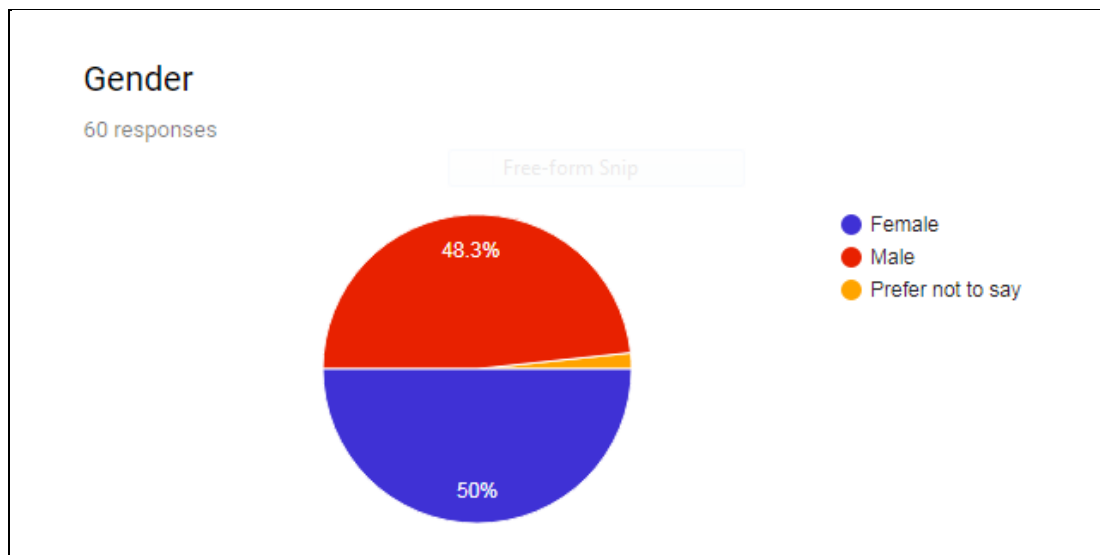
Limitations that Glanvas and Kelly (2014) found from their research were the limited industries that they tested which were agriculture and foods. It was proposed within the future research recommendations that different industries tested on a micro level would further develop the research. Company X in Dublin provides a rich source to test this scale as the company brands itself as socially and environmentally ethical in how it operates as discussed earlier.

The sections on organizational commitment and meaningfulness may provide support for Carnahan, Kryscynski and Olson (2017) research on the negative impact CSR can have on employees who are not motivated by this within a organization that invests a lot of time into it.

5. Survey Results Data

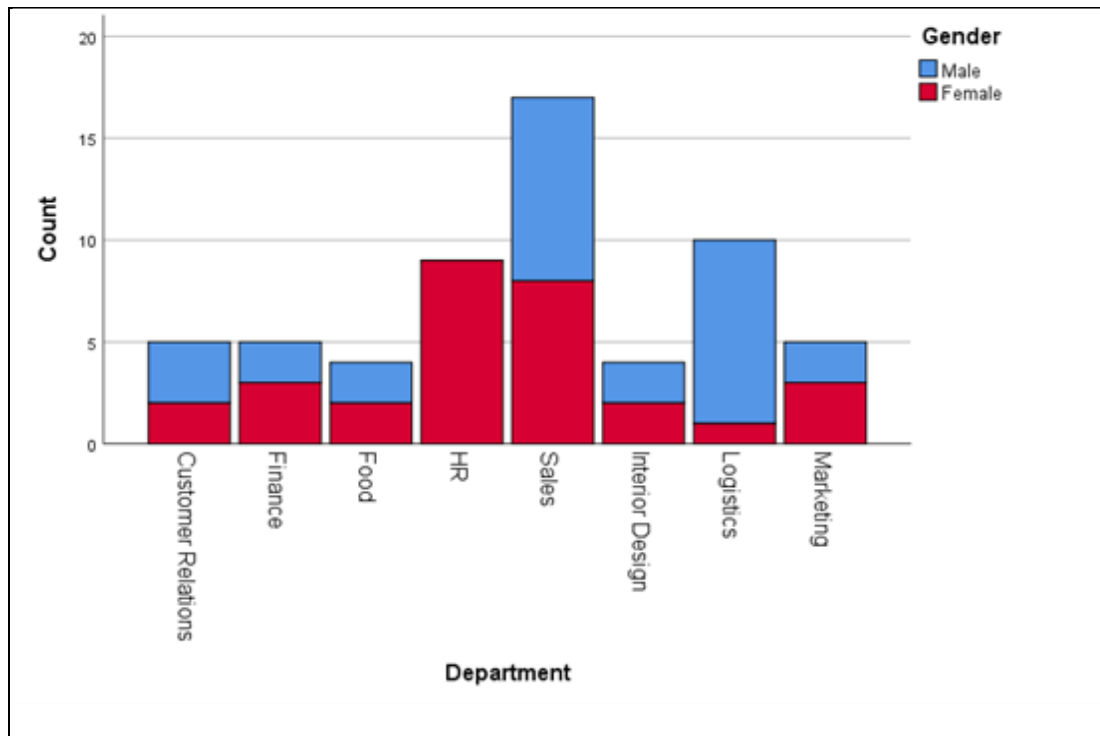
The survey that was used was a validated Perceived Corporate Social Responsibility (PCSR) Scale which was developed by Glavas and Kelley (2014). This was sent to employees within Company X via email and the responses remained confidential to the author of this study within a Google Form survey format. Each respondent had the option to confirm their gender as male or female with the option not to say also. Of the 60 responses 1 individual opted not to declare their gender with the other 59 responses relatively evenly split with 50% female and 48.3% male in responses to the survey as illustrated in the pie chart below.

Survey Results Gender Split



The survey also asked employees to confirm the area of the company in which they worked. Some of these responses from employees were edited to protect the identity of the company and to group into the larger functions however these remain within the overall department so that the validity of the responses has not been affected. For example, where employees have referenced the company's identity in their response. Also, smaller departments within Sales were grouped into the larger function of Sales such as lighting, bedrooms and textiles. Without doing so would have given too narrow of a result for each area and these sales departments have the same tasks and duties making them very similar. They are still starkly different from other functions such as Logistics and Food but not from each other. A high number of responses was received from Sales employees which is an accurate reflection of the company with a large portion of employees working in the Sales function.

Survey Responses Gender Split



The responses to the survey were exported to an excel spreadsheet and then input to IBM SPSS (Statistical Package for the Social Sciences) to be tested. As the PCSR scale involved reverse worded questions within the survey the scores on the scales had to be transformed in order to give an accurate correlation score between headings. Without doing this would have showed potentially negative correlations or no correlations between values that would not have been an accurate reflection.

Internal Reliability of Each Survey Heading

	Internal Reliability Statistics	
Topic	Cronbach's Alpha	N of Items
Organizational Commitment	0.811	8
Perceived Organizational Support	0.894	6
Job Satisfaction	0.773	3
Meaningfulness	0.939	3
Environmental	0.926	3
Social	0.875	5

In the above table the internal reliability of each heading of the PCSR scale is shown. Cronbach's alpha was used in SPSS to test each heading in the scale. Bryman and Bell (2011) describe the calculation of Cronbach's alpha to vary between 1 and 0 to test internal reliability. Anything above 0.7 is considered an acceptable level of internal reliability. Each of the headings provided in the table above has an alpha of 0.7 or above meaning that the scale is valid. These were previously tested in the Glavas and Kelly (2014) study but as the questions were reverse worded these needed to be recoded for the correlation test, so the internal reliability was to be tested again. The internal reliability for each heading was much lower without this recoding.

Using SPSS, the correlations were tested between the headings of the scale using Pearson's product moment correlation R. As Bryman and Bell (2011) outline, this method examines the relationship between two variables and indicates the strength of the relationship between these to determine if this is significant or not. This method measures between -1 and +1 with a result close to 1 indicating a positive relationship between the variables, 0 means no relationship, close below or above 0 as a weak relationship and close to -1 indicates a negative relationship.

The graphs in the appendix from Fig 1 to Fig 8 show the level of demonstrated impact of the categories on other variables found from the results of the survey. There are tables showing the Pearson score and scatter dot graphs that visually reflect the trend of responses. These examples reflect a positive influence that was perceived to have been achieved. The Pearson's product moment correlation coefficient calculation was used to determine if there was any relationship between the variables.

The results of the survey were tested by function to determine if there were any significant differences visible. An example of one such correlation test is Fig. 9 in the appendix which tested if there was a correlation between organizational commitment and meaningfulness by department. The results of this demonstrated there was a positive correlation found in each department however logistics scored lowest by a considerable amount in the example and across the other tests as well. The Food and Customer Relations functions in Company X scored very highly with .87 and .98 respectively with Sales scoring low in that example but highly overall in the additional correlations.

The correlations between subjects were tested by gender to determine if there was any significant difference in these results. An example of this correlation test between perceived organizational support and job satisfaction is provided below directly from SPSS and a table highlighting some of the large differences between male female responses.

Gender Correlations Between Org Support and Job Satisfaction
--

Gender			Mean.PercOrg SupportR	Mean.JobSatis faction
Male	Mean.PercOrgSupport R	Pearson Correlation	1	.462*
	Mean.JobSatisfaction	Pearson Correlation	.462*	1
Female	Mean.PercOrgSupport R	Pearson Correlation	1	.623**
	Mean.JobSatisfaction	Pearson Correlation	.623**	1

6. Survey Findings Analysis

The author found there to be a positive correlation present between organizational commitment and social contributions made by Company X. Using Pearson's product moment correlation coefficient to test the strength of the relationship between both variables it was found that there was a positive relationship overall as the result was .568. By investigating further and splitting up the department functions this highlights a wider gap in the results with Logistics scoring .260 along with Food .842 and Customer Relations .948. One potential reason for this gap could be the differences in role and tasks of employees in these functions which while both contribute to the customer experience still starkly contrast. The Food and Customer Relations department's roles involve high levels of interaction with customers requiring product knowledge and interpersonal skills and therefore involve different traits and skills of employees. The Logistics roles are not customer facing and involve working unsociable hours with physically demanding task orientated duties that could be considered more technical in skills required.

When reviewing the Logistics department against some other positive correlations it shows that the department scores weakly on other key tests. These are job satisfaction and organizational commitment which through Pearson's test was .287 and meaningfulness and environmental was .155. These figures represent a low comparison to the overall response to these correlations which represent .568 and .615. These results show that the Logistics function represented the lowest scores of correlations in multiple sections of the perceived CSR survey scale. This is interesting as the department's employees have the least interaction with customers and other departments in the store due to their specific tasks and working hours.

The results could potentially highlight disengagement with the company and other departments even though the scores are still positive overall. The store works in a very collaborative manner among departments however Logistics main collaboration involves managers with other departments and not lower level staff as much as in other functions. This result does support the previously discussed argument of Klimkiewicz and Oltra (2017) that different people have diverse attitudes towards CSR. A further implication they discussed was the level of employer attractiveness which can be seen within Logistics in Company X by the below average organizational commitment and job satisfaction. Another potentially significant reason for the reduced engagement could be the unsociable hours worked by employees which separates the interaction from a lot of activities in the store and other departments.

As discussed earlier in the literature review Glavas and Kelly (2014) argued that employees can find their own job more meaningful regardless of the task when they can see how the organization positively treats third parties. This discussion suggested that such activity by a company can develop a higher level of meaning that employees find in their work as they believe that they are contributing to the greater good. The survey tested on Company X showed a correlation between perceived organization support and meaningfulness.

The Glavas and Kelly (2014) study provided the validated scale survey which was used by the author in this research. The scale was originally used in the dairy sector in America so this research within Company X supports their argument as it was used in Ireland in another sector which was the retail home furnishing sector. Krainz (2015) found that by enhancing the way an organization operates so that they are more socially responsible can develop higher levels of job satisfaction of its employees. The survey results also supported this suggestion as a positive correlation was found between environmental and job satisfaction questions of the survey with a score of .477 provided by SPSS. Krainz (2015) conducted research in Eastern Europe so again the results of the study of Company X support the argument from the perspective of a retail company based in Ireland.

Carnahan, Kryscynski and Olson (2017) conducted research on the negative impact CSR can have on employee's who are not motivated by this within an organization that invests a lot of time into CSR. The results for the Logistics department would support this suggestion as Company X scored .690 in the correlation test of organizational commitment and meaningfulness. However, the Logistics function on its own scored .367 which while positive is still significantly lower than the overall store. This result is also in line with the other correlations for the department which shows that it has the lowest engagement and job satisfaction scores than the rest of the store.

The other interesting result highlighted from the grouped results was the above average results of the Food and Customer Relations employees. Qadeer, Shahzadi and Jia, (2019) discussed how an employee's pride in an organization and organizational commitment can improve when they view the organization in a positive way. Also, Rivera, Bigne, and Curras-Perez (2016) recommended that companies make their employees aware of the CSR activities they are involved in as a way to motivate them and also develop them as ambassadors of the good work the company does. The customer facing employees are more aware of the companies CSR activities as they interact with customers daily and have more

information on products and services available to customers. This could be a reason for the higher satisfaction levels reflected in the survey results. These employees are involved with more training and education on new products and provided details of their benefits or given opportunities to get involved in CSR projects.

Another potential reason for the difference could be the number of ambassadors within the departments as discussed by Vlachos et al (2017) where it was argued that these can drive engagement. If these are in place in some departments but not others this could explain the difference in scores. These two functions managers are very engaged with and continuously set training attendance as a high importance target for their employees when setting annual goals in development talks.

A question the author attempted to answer was if the employees perceived the CSR activities of the company to be genuine and if this impacted their level of engagement. In the survey the Perceived Organizational Support section asked questions relevant to this. Questions were asked of employees about how much the company valued them, their contributions and how much pride it took in their achievements. The survey highlighted strong correlations between perceived organizational support and meaningfulness of .533 and with organizational commitment of .512. This represents a strong relationship between both that would suggest employees do feel that the company values them and their work.

Another element of this question was if the company's environmental CSR was authentic or "greenwashing" as Steele and Patti (2017) had described this phenomenon. By testing the correlation between environmental and meaningfulness provides a strong relationship with a score of .615. This provides evidence to suggest that employees do not believe that "greenwashing" is taking place in the company and it genuinely attempts to perform in an environmentally friendly manner. An activity that may continue to support this belief is the training sessions of the company's CSR activity, sustainability goals and long history of such activities which show this is not a new approach to organizational strategy.

The author tested the correlations again and split the results by gender to determine if there were any significant differences. Each of the results showed that a positive correlation was present yet with slight differences in the results. For instance, the correlation of environmental and job satisfaction showed a close positive correlation of .577 for males and .510 for females. A striking result from these tests showed that in many of the tests that females scored higher than males in the positive correlations. The author has included a table in the results with scores which illustrates where there are large gaps present. Just one of these reflected a higher score for men than women and this was the correlation of social to organizational commitment. Each of the results shows a positive correlation but these results suggest that female employees in Company X are influenced by CSR more than male employees and that this impacts them in a positive way. Within the store there is a mostly even split of genders through functions which would mean that the results reflect an overall gender difference rather than department specific.

Correlations Results by Gender

Variable 1	Variable 2	Male	Female
Perceived Organizational Support	Job Satisfaction	0.462	0.623
Social	Environmental	0.705	0.81
Organizational Commitment	Environmental	0.488	0.683
Social	Organizational Commitment	0.662	0.479
Social	Meaningfulness	0.54	0.731

The author attempted to test if there was an association between engagement and CSR behaviour within the organization. The results showed a positive correlation between the values of social, environmental, job satisfaction, perceived organizational support and meaningfulness. The results show that there is a positive relationship between CSR activities and engagement in Company X. Lee and Yoon (2018) investigated how authentic employees believed that their companies CSR activities were and the impact this has on work attitudes. The questions in the survey directly asked questions relative to the authenticity of the company's actions and the results of these were positive which suggests employees do have faith in the company's actions and behaviours. Of the 700 current employee's in Company X 150 of these have been employed in the company since it opened 10 years ago. This represents a significant portion of the workforce and the workforce has grown year on year.

7. Discussion

As discussed earlier in the literature review Glavas and Kelly (2014) argued that employees can find their own job more meaningful regardless of the task when they can see how the organization positively treats third parties. This discussion suggested that such activity by a company can develop a higher level of meaning that employees find in their work as they believe that they are contributing to the greater good. The survey tested on Company X showed a correlation between perceived organization support and meaningfulness which would indicate that this theory of Glavas and Kelly (2014) is true in this organization.

The Glavas and Kelly (2014) study provided the validated scale survey which was used by the author in this research. The scale was originally used in the dairy sector in America so this research within Company X supports their argument as it was used in Ireland in another sector which was the retail home furnishing sector.

Krainz (2015) found that by enhancing the way an organization operates so that they are more socially responsible, this can develop higher levels of job satisfaction of its employees. The survey results also supported this suggestion as a positive correlation was found between environmental and job satisfaction questions of the survey with a score of .477 provided by SPSS. Krainz (2015) conducted research in Eastern Europe so again the results of the study of Company X support the argument from the perspective of a retail company based in Ireland. Testing this survey in another retail company in Ireland with less CSR activity may provide different results and may be worth testing.

Pacheco et al. (2018) argued the importance of communicating a consistent message of CSR and how this can develop corporate citizenship. It may be that the level of training and positive communication, certain departments were provided helps to develop a higher level of engagement than those which did not receive this. For instance, the Food department were given the time to attend CSR training whereas the Logistics function could not and subsequently have lower results in comparison across several survey headings. The research by Rivera, Bigne and Curras-Perez (2016) outlined the importance of CSR activity to be communicated in a consistent way across a company. While the overall results showed positive correlations overall these results suggest there is not a consistent CSR message across Company X.

Within the last year Company X has faced several challenges that affected morale within the company and damaged engagement of employees. Earlier in the year the way the pay review which historically took place each year based on an employee's performance was changed. This reduced the amount of an increase employees received which was previously very generous. More recently there had been a communication of the plans to alter the frequency of payments of wages to make this more efficient. This change was not supported by employees and the proposal was postponed. Finally, there was the announcement of plans to restructure certain roles that were no longer required over the next 12 months. This created a lot of uncertainty over job security in the future. Tsourvakas and Yfantidou (2018) provided research from Greece which showed employees retained high levels of

organizational commitment during periods of uncertainty when they value their company's CSR. The positive scores from the survey of Company X would support this theory.

Even so with the challenges that the employees in Company X were faced with this year the results of the survey still showed that there were high levels of engagement and job satisfaction. El-Kassar, Messarra and El-Khalil (2017) suggests that the CSR activities that a firm is involved with can contribute to their employees identifying with the company more so which can increase organizational commitment. The study of Company X would suggest that there are high levels of engagement present despite the personal challenges which employees have faced. Other research which supports this argument is Da Roeck and Farooq (2018) study that CSR initiatives can provide an identity of the organization which shows the positive character of it. They put forward the idea that these actions can lead to a culture developing in a company where employees feel that they belong there, that they are part of a bigger whole and are therefore more engaged employees.

Cohen, Cavazotte, Da Costa and Ferreira (2017) suggested that CSR activities have little impact on staff if other employment terms are below the market average. Despite the challenges regarding pay frequency and salary reviews already mentioned the engagement levels remained high. The results of the survey support Qadeer, Shahzadi and Jia (2019) and their argument that where an employee views the company's CSR in a positive way this can develop an employee's pride in the company which can result in improved voluntary commitment to the company. This was demonstrated in the positive correlation between organizational commitment and meaningfulness.

The number of employees that were sent the survey to complete was limited due another survey being issued by the company to employees. Access to the full workforce of Company X may have generated different results. By increasing the number of respondents would have allowed for the employee's tenure to be included as a consideration to review if this had any significant impact on

engagement. Due to the reduced numbers of responses there was not a significant amount of responses from different lengths of service among employees to gauge this for differences.

Due to the reduced number of responses available as a result of the internal engagement survey which Company X completed itself another research method may have provided richer data. The use of face to face interviews conducted with employees from each department to gauge these functions against each other for differences or similarities.

8. Conclusion

The study of Company X demonstrated that there was a positive relationship between CSR and employee engagement present. The levels of this were significantly different between functions which highlights the need to review the communication and application of CSR areas. In testing if there was an association between environmental CSR and organizational commitment, the survey showed that there was a positive correlation present in the company. The results of the survey did however highlight a significant gap between functions of Company X and between genders that suggests that not all employees experience the same level of communication and have such high levels of engagement.

The positive correlation between organizational commitment and social activities of Company X suggest that employees believe the CSR activities to be authentic. When tested the score provided by SPSS was .532 which suggests there is a positive relationship with the social questions asking questions around authenticity. The positive relationship between employee's faith in the activity of Company X and their level of organizational commitment also suggests that this perceived authenticity has a positive outcome for both employees and the organization. A positive outcome of this could be retention of employees through organizational commitment.

Furthermore, the positive correlation found between environmental activities and organizational commitment of .564 suggests that employees perceive the environmental activity and communication of Company X to be authentic. This would suggest that employees do not view this activity as “greenwashing”.

Company X has a long history of environmental sustainability and social CSR work which it communicates both internally and externally. Testing the same survey in another company in the Irish market would be interesting to test against and benchmark the results against. As discussed earlier, the promotion of CSR in Ireland has become more prominent in recent years so testing the perceived authenticity of this from other employees could provide different results.

9. Recommendations and Costings

The research provided data that shows that there is a positive relationship in Company X between environmental and social CSR activities and employee commitment, meaningfulness and engagement. From the results it was also highlighted that the Logistics function scored lower than the average in all areas of the survey which suggests that this department has the lowest level of engagement and job satisfaction in the company. The competence development specialist within Company X provides training to the store throughout the year on the values of the organization, self-development, advice on developing a career within the company and further insight on the CSR activities of the company.

These sessions provide greater insight into the values of the company and receives very positive feedback from employees who attend. When the author reviewed the timetable for when the sessions are planned for the upcoming year it showed that these were planned exclusively along the times that customer facing employees were on site. With the way the Logistics function operates, its employees must

work unsociable hours either through the night or very early in the morning. The current offering of training does not provide a reasonable time for those employees to attend as the earliest of these would take place at the end of their shift which is physically taxing. In the current form the internal employees in Logistics are missing a significant amount of this internal communication that is aimed at other employees.

Also, as discussed Qadeer, Shahzadi and Jia (2019) they found that where an employee views the company's CSR in a positive way this can develop an employee's pride in the company which can result in improved performance and voluntary commitment to the company. A recommendation of the author is to extend the offering of these sessions to an earlier time when these employees are in work, so they can attend. In doing so, this activity has the potential to increase awareness of the CSR activities of Company X and improve engagement, job satisfaction, organizational commitment and meaningfulness.

Providing this offering at an earlier time of the morning or late in the evening before these employees commence their shift would provide details of the activities the company are involved in and communicate the values of the organization also. The longest session is two hours long and to allow for participation the maximum attendance is twelve employees. By providing ten sessions throughout the year would allow employees from Logistics to attend these at a reasonable time and also potentially develop a feeling of inclusion with other departments. Employees that work unsociable hours between 11pm and 7am receive €2.50 per hour allowance so the overall cost to the business would be €50 on top of the salary of the competence development specialist who is already paid to deliver such training to the rest of the store.

All the training materials are already available. Each department has a training budget allocated for each employee so there would not be an additional cost to releasing employees to attend these sessions either. Setting out the available sessions for the year would support staff planning so that the workload did not suffer while employees are released for these classes. A potential risk to the

company is the reduced amounts of stock available due to Logistics employees being away from their department during training. The planning of the training calendar for the upcoming 12 months will allow the team to navigate this issue and schedule for quieter periods.

Another recommendation is to extend the orientation to be covered over 2 days. Currently this is completed over 1 day which covers a significant amount of material such as mandatory training like fire warden, manual handling, fraud and robbery as well as company policies. Further content is covered on company values and how Company X operates. All of this makes a long induction day with a considerable amount of material to be covered and absorbed by new starters. The recommendation is to extend this orientation to a second day so that more time can be devoted to the CSR activities of Company X and its values.

Klimkiewicz and Oltra (2017) discussed how job seekers can have diverse attitudes towards the CSR of organizations and tried to identify if a good CSR image attracted prospective employees. This research noted that due to these diverse attitudes of these job seekers that it is important that companies clearly communicate their CSR activities externally and internally in order to attract the right candidates that these values appeal to.

Communicating fully, the values of the organization at an early stage can make it clear the culture the new starter is joining and if this will be important to them. The cost of such an activity would be the loss of the new starters from their shifts for an additional day. Typically, an induction holds up to 15 new starters for 7 hours and Company X is a living wage employer this would represent a cost of €1,250 as this orientation is not included in each department training budget. Orientations take place every second month which would bring the annual cost to €7,500. This can be viewed as high additional cost for orientation however this could boost engagement of new starters in the company and as discussed by Klimkiewicz and Oltra (2017) and help them to consider if the environment matches their own values. This longer orientation provides an opportunity to get a better idea of the corporate nature of the operation before fully committing.

As Carnahan, Kryscynski and Olson (2017) discussed how some employees may not be motivated by the CSR activity conducted by a company the variety offered could be improved. Company X has always maintained environmental and social CSR activities with high importance in all its operations. There is a vote for all co-workers to have their say in which charity is chosen to receive funding from the company. At present 3 options are provided for employees to vote on. By opening the selection of charities which are voted on by employees to suggest more options may provide greater enthusiasm for CSR. The budgets could be split into functions so more variety is offered. There would be no additional cost to Company X as there is already a budget in place and additional funds are generated by customer donations. Furthermore, Aguinis and Glavas (2019) argued that when employees have no say in the company's CSR activities that these can be draining and perceived as unwanted added work. This can lead to employees feeling overworked and under increased pressure.

A final suggestion would be to introduce an opportunity to switch department for a short period once a year in the store. As the store has many operations with different duties and skills this provides variety to employees and a better understanding of how the store operates. For areas such as Logistics that have lower levels of engagement and customer interaction this could benefit their knowledge of the store and improve the interdepartmental relationships. The cost to the store of this may be the loss of specialised skills during these short periods. For instance, the Logistics employees operate forklifts when accepting deliveries and moving stock. The movement of some employees to other departments may reduce the performance of the departments during these short periods. As the store plans deliveries far in advance for busy periods of the year, the timing of the switches could be planned far in advance to limit the impact to the store.

10. Appendix

Fig 1

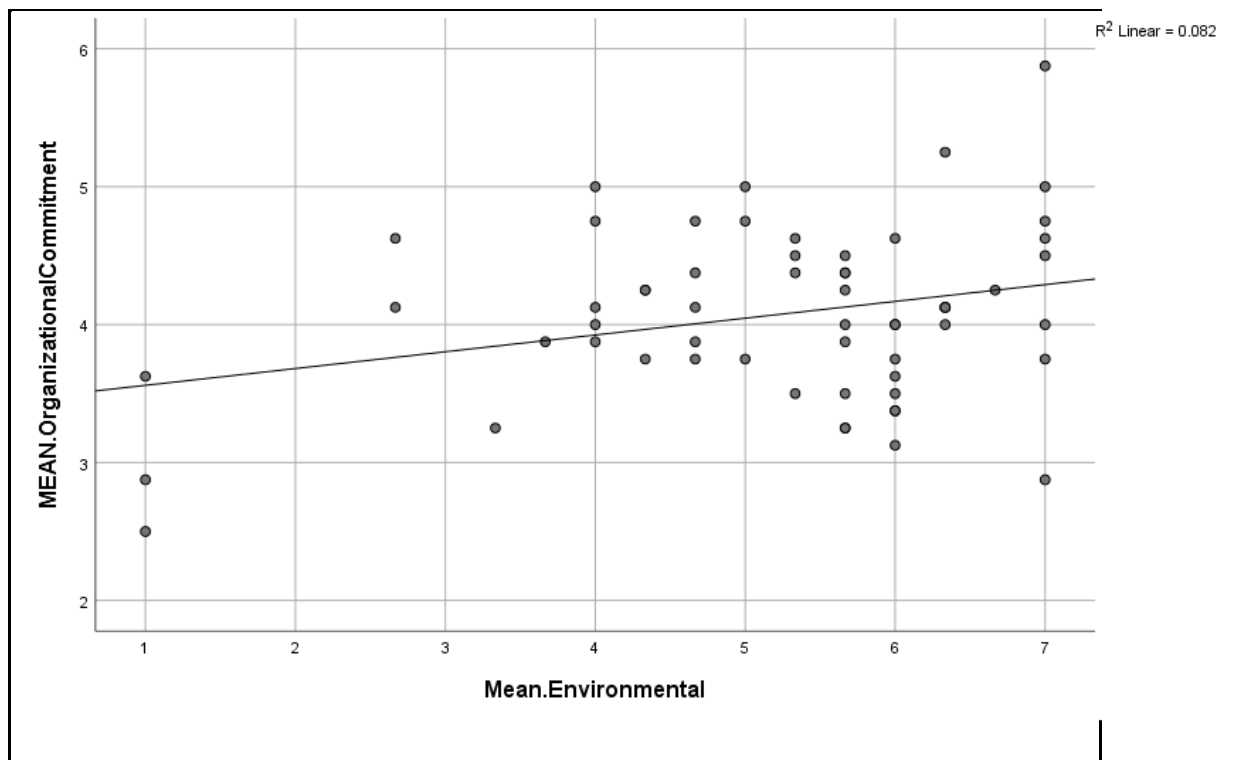


Fig 2

Correlations			
		Mean.OrgCommIR	Mean.Environmental
Mean.OrgCommIR	Pearson Correlation	1	.564**
	Sig. (2-tailed)		0.000
	N	59	59
Mean.Environmental	Pearson Correlation	.564**	1
	Sig. (2-tailed)	0.000	
	N	59	59
**. Correlation is significant at the 0.01 level (2-tailed).			

Fig 3

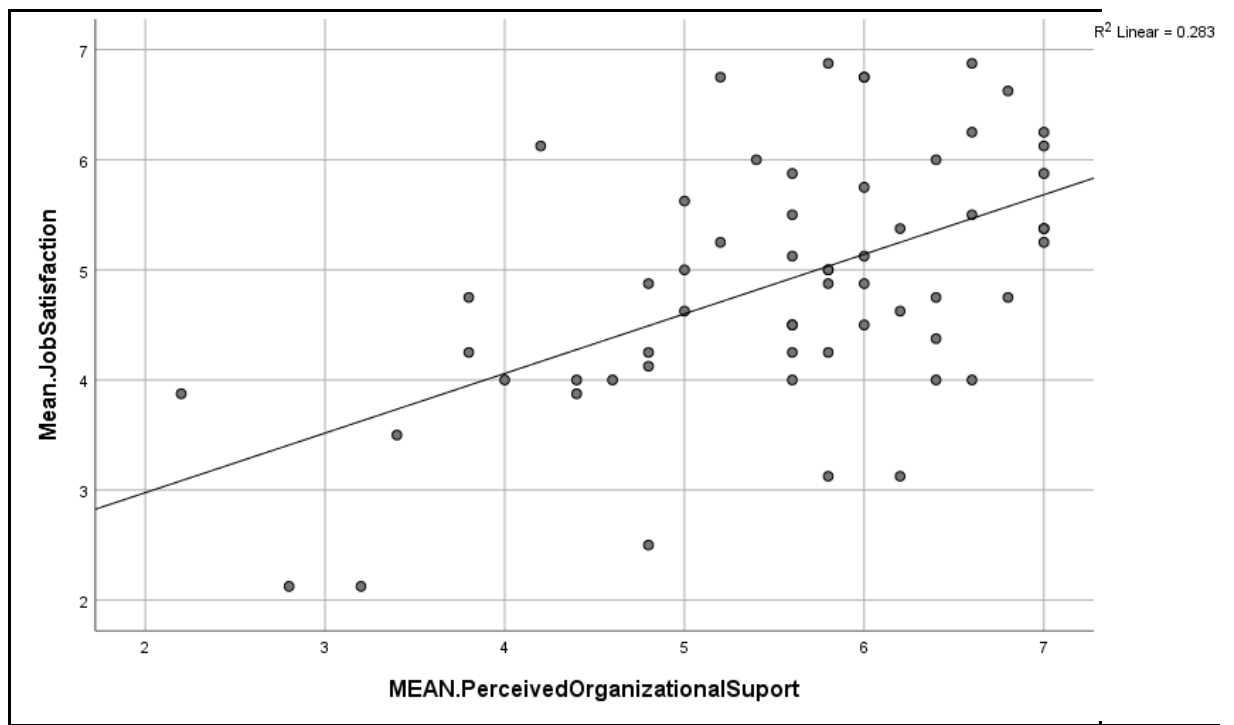


Fig 4

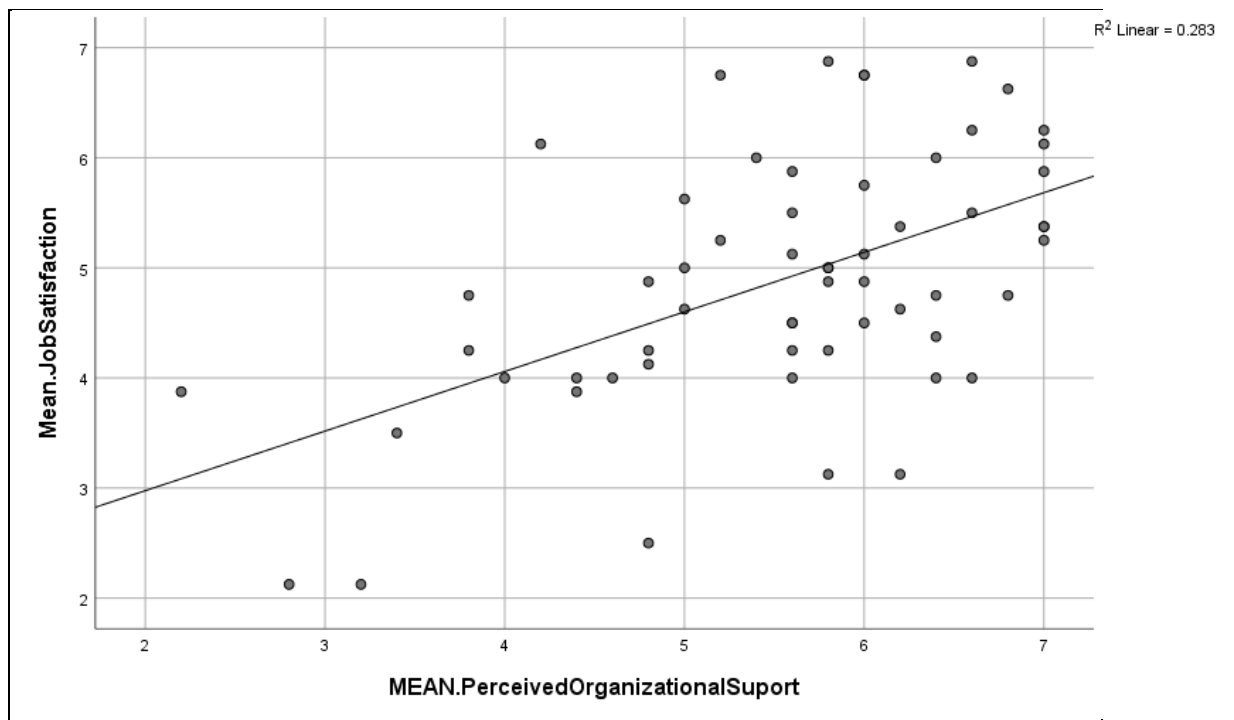


Fig 5

Correlations			
		Mean.PercOrgSupportR	Mean.JobSatisfaction
Mean.PercOrgSupportR	Pearson Correlation	1	.526**
	Sig. (2-tailed)		0.000
	N	59	59
Mean.JobSatisfaction	Pearson Correlation	.526**	1
	Sig. (2-tailed)	0.000	
	N	59	59
**. Correlation is significant at the 0.01 level (2-tailed).			

Fig 6

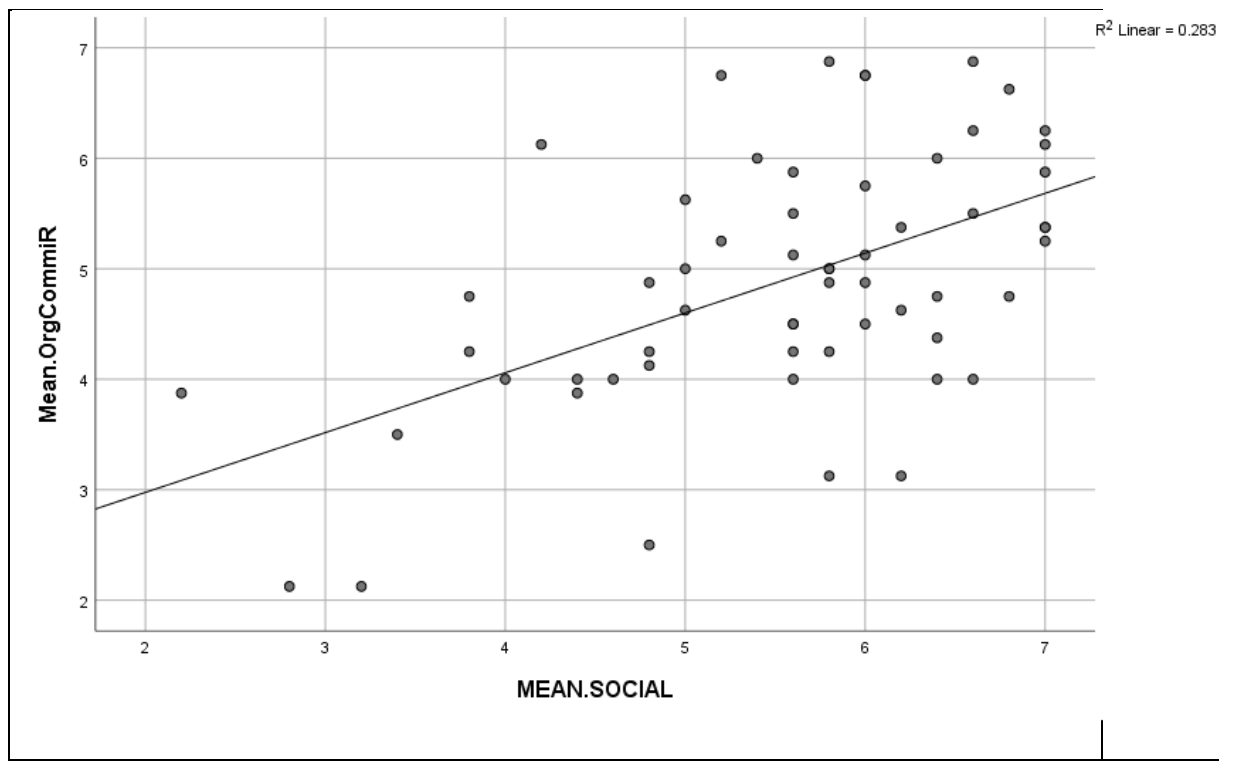


Fig 7

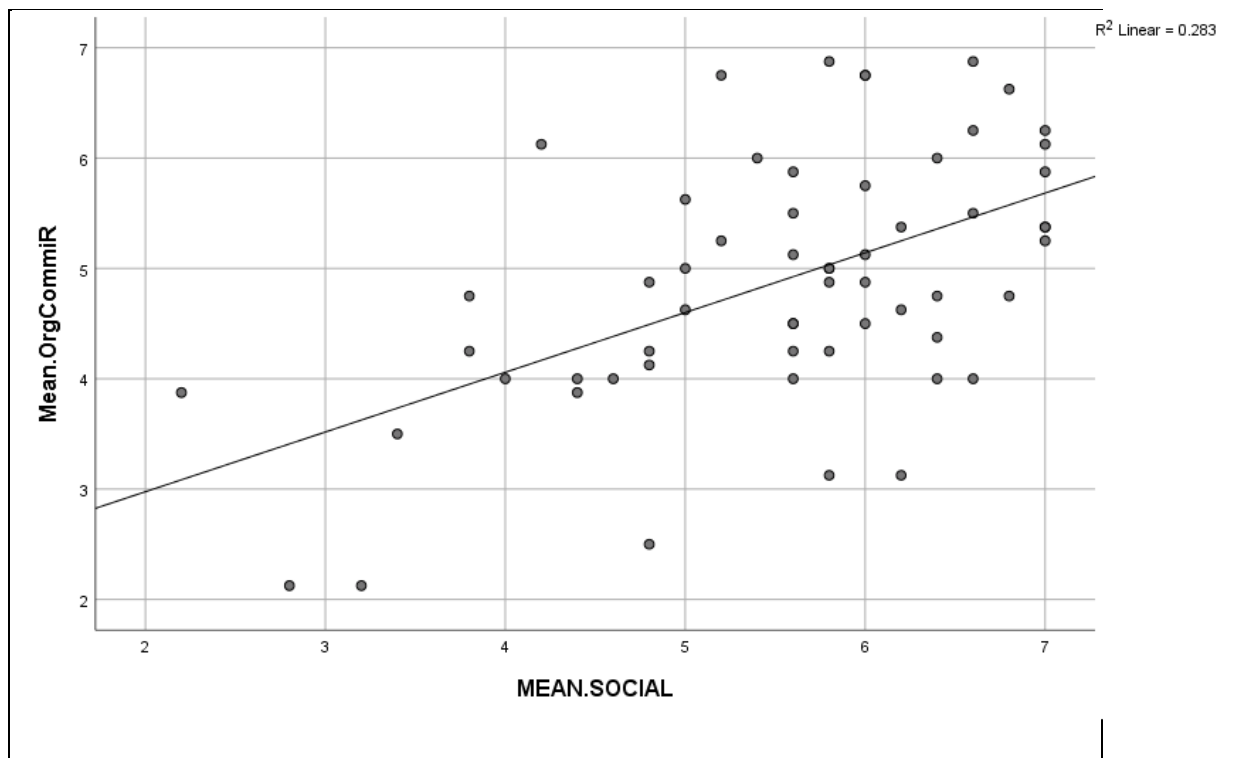


Fig 8

Correlations			
		Mean.OrgCommiR	MEAN.SOCIAL
Mean.OrgCommiR	Pearson Correlation	1	.532**
	Sig. (2-tailed)		0.000
	N	59	59
MEAN.SOCIAL	Pearson Correlation	.532**	1
	Sig. (2-tailed)	0.000	
	N	59	59
**. Correlation is significant at the 0.01 level (2-tailed).			

Fig 9

Correlations by Department

Department			Mean.OrgCommIR	MEAN.Meaningfulness
Customer Relations	Mean.OrgCommIR	Pearson Correlation	1	.870
	MEAN.Meaningfulness	Pearson Correlation	.870	1
Finance	Mean.OrgCommIR	Pearson Correlation	1	.857*
	MEAN.Meaningfulness	Pearson Correlation	.857*	1
Food	Mean.OrgCommIR	Pearson Correlation	1	.987*
	MEAN.Meaningfulness	Pearson Correlation	.987*	1
HR	Mean.OrgCommIR	Pearson Correlation	1	.604
	MEAN.Meaningfulness	Pearson Correlation	.604	1
Sales	Mean.OrgCommIR	Pearson Correlation	1	.401
	MEAN.Meaningfulness	Pearson Correlation	.401	1
Interior Design	Mean.OrgCommIR	Pearson Correlation	1	.578
	MEAN.Meaningfulness	Pearson Correlation	.578	1
Logistics	Mean.OrgCommIR	Pearson Correlation	1	.367
	MEAN.Meaningfulness	Pearson Correlation	.367	1

Marketing	Mean.OrgCommiR	Pearson Correlation	1	.977**
	MEAN.Meaningfulness	Pearson Correlation	.977**	1

Measures and Survey Questions

Perceived Corporate Responsibility Scale

Social:

1. Contributing to the well-being of employees is a high priority at my organization.
2. Contributing to the well-being of customers is a high priority at my organization.
3. Contributing to the well-being of suppliers is a high priority at my organization.
4. Contributing to the well-being of the community is a high priority at my organization.

Environmental:

5. Environmental issues are integral to the strategy of my organization.
6. Addressing environmental issues is integral to the daily operations of my organization.
7. My organization takes great care that our work does not hurt the environment.
8. My organization achieves its short-term goals while staying focused on its impact on the environment.

Job Satisfaction

1. All in all, I am satisfied with my job.
2. In general, I don't like my job. (R)
3. In general, I like working here.

Organizational Commitment

1. I would be very happy to spend the rest of my career with this organization.
2. I enjoy discussing my organization with people outside it.
3. I really feel as if this organization's problems are my own.
4. I think I could easily become as attached to another organization as I am to this one. (R)
5. I do not feel "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)

Meaningfulness

1. The work I do is very important to me.
2. My job activities are personally meaningful to me.
3. The work I do is meaningful to me.

Perceived Organizational Support

1. My organization values contributions to its well-being
2. My organization really cares about well-being of employees
3. My organization strongly considers goals and values of employees
4. My organization is willing to help employees if they need a special favor
5. My organization shows little concern for employees (R)
6. My organization takes pride in accomplishments of employees at work

Note: (R) = reverse-worded. For all items, 1 = strongly disagree, 7 = strongly agree.

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