

**What is the Impact of Corporate Social Responsibility on Employee
Attraction and Retention? An Exploration**

OLIVIA ENYAWU UJAH

MA HUMAN RESOURCE MANAGEMENT

NATIONAL COLLEGE OF IRELAND

STUDENT ID: 19122331

A dissertation submitted to the National College of Ireland August 2020

What is the Impact of Corporate Social Responsibility on Employee Attraction and Retention? An Exploration

Olivia Enyawu Ujah

Abstract

Corporate Social Responsibility (CSR) has long being a debatable concept in history as businesses and stakeholders are increasingly showing concern for society. This topic deals with how different organisations and companies undertake various CSR activities and how it impacts the employee's engagement factors. Despite its rising popularity in recent times, CSR has been a long-standing trend. CSR defines the company as a collection of appropriate behaviours, which derive from the sense of obligation of the company to the effect of its actions on the society in which its business operates. The legal, economical, ethical, and discretionary expectations that society has on organisations, at a given time, encompasses the social responsibility of business. The public and civil rights advocates have also applied pressure to confront organisations to act responsibly and to raise their understanding of CSR. In this paper, data has been collected through primary sources of data by the survey. There were 80 respondents in a survey whereas, 20 questions were asked to these 80 respondents which were close-ended. Consequently, the data was graphically and statistically analysed by using SPSS software and the key results of this research are that managers are more familiar with the CSR policies of the company. The main explanation for this may be the various roles and obligations that managers need to analyse. This provides them with access to the various internal debates as policies to be enforced and the awareness of the overall success of the company's on-going CSR operation. Lastly, the research has also provided the list of recommendations

Keywords: Corporate social responsibility, Organisational commitment, CSR Perception, Stakeholder Theory

Declaration

Submission of Thesis and Dissertation

**National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)**

Name: OLIVIA ENYAWU UJAH

Student Number: 19122331

Degree for which thesis is submitted: MAHRM

Title of Thesis: **What is the Impact Of Corporate Social Responsibility in Employee Attraction and Retention? An Exploration**

Date: **18TH AUGUST 2020**

Material submitted for award

A. I declare that this work submitted has been composed by myself

B. I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.

C. I agree to my thesis being deposited in the NCI Library online open access repository NORMA.

D. *Either* *I declare that no material contained in the thesis has been used in any other submission for an academic award.

Or *I declare that the following material contained in the thesis formed part of a submission for the award of

(State the award and the awarding body and list the material below)

Signature: 

Acknowledgements

I humbly express my sincere gratitude to those who took the time and patience to support me throughout this research. My deepest appreciation goes to my supervisor at the National College of Ireland, Dr. Fearghal O'Brien who offered much needed guidance and support towards the completion of this project.

I will also like to thank all those who participated in the survey and offered their honest views to be used for this research and also to my entire master's in Human Resources Class of 2020.

Thank You,

Olivia Enyawu Ujah

Table of Contents

Abstract.....	i
Declaration.....	ii
Acknowledgements.....	iii
Table of Contents	iv
List of Tables	vi
List of Abbreviations	vii
CHAPTER ONE: INTRODUCTION	1
1.1 Topic Introduction	1
1.2 Objectives of the Study.....	2
1.3 Contribution of the Study	3
CHAPTER TWO: LITERATURE REVIEW	4
2.1 Historical Development and Evolution of CSR.....	4
2.2 The Conception Stage	5
2.3The Explosion Stage.....	6
2.3 The Development Stage	7
2.4 The Extension Stage.....	8
2.5 CSR as a Motive for Joining an Organisation	9
2.6 Effect of CSR on Existing Employees.....	12
2.7 CSR Perception and Job Satisfaction.....	15
CHAPTER THREE: RESEARCH QUESTION AND HYPOTHESES	17
3.1 Organisational Attractiveness	17
3.2 Desire to Relocate	18
3.3 Organisational Commitment	18
CHAPTER FOUR: METHODOLOGY	20
4.1 Introduction	20
4.2 Research Design	20
4.2.1 Research Philosophy	20
4.2.2 Research Approach	20
4.2.3 Methodological Choice.....	21
4.2.4 Research Strategy	21
4.2.5 Time Horizon	21
4.3 Research Techniques and Procedures.....	21
4.3.1 Sampling Method.....	21
4.3.2Data Collection Method.....	22

4.3.3 Data Analysis Method.....	22
4.4 Research Variables	22
4.5 Reliability of Research Data.....	22
4.6 Ethical Considerations	23
4.7 Limitations.....	23
4.8 Summary	23
CHAPTER FIVE: DATA ANALYSIS.....	25
CHAPTER SIX: FINDINGS AND DISCUSSIONS.....	54
6.1 Research Findings.....	54
6.2 Research Discussion	61
CHAPTER SEVEN: CONCLUSION AND RECOMMENDATIONS	63
7.1 Conclusion	63
7.2 Recommendations.....	64
7.4 Research limitations.....	65
7.5 Future Scope of the study:.....	66
7.6 Personal learning Statement.....	66
REFERENCES	68
Appendix.....	80

List of Tables

Table 5-1. Age Distribution of participants	29
Table 5-2: Variables Entered/Removed.....	30
Table 5-3. Model Summary.....	31
Table 5-4. ANOVA on Age Perception of CSR	31
Table 5-5. Table of Coefficients	31
Table 5-6. Table showing gender response distribution	32
Table 5-7. Tables showing variables entered/removed	32
Table 5-8. Table showing the Model Summary.....	33
Table 5-9. The ANOVA Analysis of Gender Perception of CSR	33
Table 5-10. Table showing Coefficients Analysis of Gender.....	34
Table 5-11. Table showing the Geographical Distribution of Participants.....	34
Table 5-12. Table showing variables entered/removed	35
Table 5-13. Table showing Model Summary.....	35
Table 5-14. Table showing ANOVA Analysis on Geographical Distribution.....	35
Table 5-15. Coefficient on Geographical distribution	36
Table 5-16. Table showing Industry Distribution of Responses	36
Table 5-17. Table showing variables entered/removed	38
Table 5-18. Table Showing Model Summary	38
Table 5-19. ANOVA Analysis on Industry Distribution	38
Table 5-20. Coefficient Analysis on Industry Distribution	39
Table 5-21. Job Role Distribution of Responses.....	39
Table 5-22. Table showing Variables entered/Removed for Job Role Distribution	42
Table 5-23. Table showing Model Summary for the Job role Distribution	43
Table 5-24. Table showing ANOVA Analysis on Job Role Distribution	43
Table 5-25. Table showing Coefficient Analysis of Job Role Distribution	43
Table 5-26. Correlation analysis of variables	45
Table 5-27.....	49
Table 5-28. Table showing one way ANOVA test of hypothesis	53

List of Abbreviations

CR: Corporate responsibility

SR: Social Responsibility

SRI: Social Responsibility Investment

CSR: Corporate Social Responsibility

SMEs: Small and Medium-sized Enterprise

CHAPTER ONE: INTRODUCTION

1.1 Topic Introduction

The Human Resources function of attracting and retaining the best talents to achieve business objectives is one major challenge that most organisations have in common. It is an important factor in managing an organisations resources due to the high costs incurred from recruitment processes, in the event of an increasing turnover (Kim, Song and Lee 2016). A 'war-for-talent' has emerged and a need to gain a strategic competitive advantage in the labour market (Backhaus et al., 2002). It is therefore important that the retention and attraction of internal and external human resources respectively are prioritised to assure a stock of employees over the long-term. Russell and Brannan (2016) connote that many business leaders are just starting to recognise that individuals take a more active role in choosing their future employers. According to Falkenberg and Brunsael (2011), several studies have attributed Corporate Social Responsibility (CSR) initiatives to contributing valuable firm outcomes and corporate image of successful organisations. Most research in the past focused on the relationship between CSR and organisational performance, financial performance, social responsibility investment (SRI), and firm competitiveness and there has not been enough work that focuses on the perception of CSR by the public and how that affects employee attractiveness (Zhang & Gowan 2012). It is also important to research and examine the different dimensions of CSR and how these dimensions impact employment decisions of job seekers and employee perception and job attitude within an organisation irrespective of the size.

Businesses are largely becoming aware of the value and importance of Corporate Social Responsibility. Vallaster, Lindgreen, and Maon (2012) note that the relevance of CSR is evident not only in organisations bottom line but also in the enhancement of corporate brand or reputation, organisational attractiveness, diversity activities, and employee relations. Knudsen and Moon (2017) assert that the government, media, and social groups have also become instrumental in holding organisations accountable for the consequences of their actions whether social or environmental for example, after the New York Times and other media outlets published a story about abusive labour practices carried out by the shoe company Nike, extensive consumer boycott and

financial loss was experienced by the company (Stabile 2000). Increasing global awareness and more attention is being paid to social and environmental issues facing the world as a whole, and organisations are making it clear more than ever before what their roles on these issues are and where they stand Story (Castanheira and Hartig 2016). There has been a steady increase in the implementation and reporting of CSR initiatives and strategies according to Falkenberg and Brunsael (2011), although this has come with some criticism and has been referred to as window dressing, publicity campaign and not a reflection of how these organisations desire to make a real change (Castanheira and Hartig, 2016). The Observatory of European SMEs (2002) notes that the adoption of socially responsible behaviour by organisations is a strategic approach to showcase sustainable behaviour, therefore it can be concluded that there is a relationship between the concept of sustainable development and CSR. Despite the increasing consciousness among different organisational sectors, Middlemiss (2003) suggests that taking on a CSR based brand management strategy can also be a risky undertaking. One of such risk is the possibility of varying expectations regarding CSR activities among stakeholders such as investors, consumers, employees, and communities, and when these assertions end up not being guaranteed, customers and consumer groups may put these organisations on trial in the court of public opinion (Vallaster, Lindgreen and Maon). The increasing trend of organisations engaging in CSR initiatives does not disregard the contributions of those of the past, on the contrary evidence of organisational practices that also regard the impact on the society can be traced for centuries (Luo, Meier and Oberholzer-Gee 2012). Though in recent times, there has been evidence of a more conscious effort in managing CSR strategically to a specific context in which the organisation operates.

1.2 Objectives of the Study

The present day CSR concepts and theoretical framework have rarely considered stakeholders in developing a concept or establishing whether stakeholders' CSR perceptions reflect its conceptual structure (Lee, Park and Lee 2013). It is in this regard that the first objective of this research is to add to methodological scope in the study CSR, by analysing its meaning, dimension, and operation. In the past, more attention was directed at examining the link between an organisations social and financial performances to promote a business case for CSR (Torugsa, O'Donohue and Hecker

2011). However, it is essential to explore the meanings associated with the concept to understand perceptions of CSR and the consequence it may have on organisations employer brand and social performance. This is particularly vital in a social framework where the notion of CSR has recently gained popularity and remains a relatively new not just for people in general but also for businesses (Middlemiss 2003).

The second aim of this research is to discern how the perceptions of an organisations CSR by a particular stakeholder group, the employees are translated into how motivated and committed they are to their jobs and the organisation in which they work. (Brammer, Millington and Rayton 2007) suggest that organisations apply CSR strategically to create a positive advantage over their competitors. This move not only increases brand popularity but also strengthens the relationship with their stakeholders such as the investors and the government whilst concurrently securing employees' commitment to the organisation (Stabile 2000). This research also seeks to test the hypothesis that in the likelihood that there is an alignment between the organisational and personal CSR values will determine employee loyalty and commitment. It will seek to understand if CSR is a source of employee motivation if employees are reminded that their work is meeting social expectations.

1.3 Contribution of the Study

This study aims to contribute to the gap that exists from previous research on the concept of Social Responsibility (SR), which is to provide relevant information on employees' perspectives of organisational ethics. The goal, therefore, is to provide the results obtained from this research to provide awareness to business organisations globally to influence and engage employees to be more fulfilled by engaging in CSR.

CHAPTER TWO: LITERATURE REVIEW

2.1 Historical Development and Evolution of CSR

CSR has been a long-existing phenomenon despite the growing recognition it has been receiving in recent times. The recent recognition according to Moon (2007) has been triggered by previously raised concerns about sustainable development and the impact businesses have on the environment. As early as the 1900s, discussions on sustainability was already a matter of interest. J.M. Clark stressed in the 1916 article, *Journal of Political Economy* the need for businesses to be more socially responsible just the same way individuals are held accountable (Russo and Perrini 2009). There has been an existing debate on CSR since the second half of the 20th century, an implication this is in the form of a book 'Social Responsibilities of the Businessman' Bowen (2013) which brought about a shift of the common term Social Responsibility of the Businessman to Corporate Social Responsibility. Bowen believed CSR was an influential part of his extensive vision of an American society where social and economic objectives are in agreement (Overall 2016). Those in opposition to this vision however sought after a society where these objectives were much more segregated. They argued that the basic responsibility of corporate managers should be to boost shareholder wealth and that politicians and civil society are the ones who are responsible for dealing with social problems (Clark and Grantham 2012). In defining CSR, Moon (2007) terms it as the standard of acceptable conduct for the various stakeholder groups that stems from the organisations sense of obligation and consciousness towards the impact its operations have on the society in which it operates. Dahlsrud (2006) also adds that though there are several definitions of CSR, they all focus on five dimensions: economic dimension (provides for economic development), the environmental dimension (seeks to achieve a cleaner environment), voluntariness dimension (making ethical choices), social dimension (contributing to a better society), and the stakeholder dimension (obligation to its stakeholders).

The notion that organisations have some level of responsibility that goes beyond making a profit and inclines towards embracing a more ethical and transparent way of conducting business to give back to the community has been around for decades (Kolk

2016). According to Russo and Perrini (2009), the initial approach to social responsibility began essentially when businessmen who had become successful as an industrialist in late 1800s and into the 1900s began to engage in philanthropic activities. Thereafter, debates on the nature of the relationship between business and society started to grow in number and complexity, the conversation moved from the responsibilities of businessmen to the responsibilities of organisations and gradually evolved from merely philanthropic responsibilities to a wide range of strategic activities (Lantos, 2002). An analysis of how the concept of CSR has been defined and interpreted over decades is well detailed by Carroll (1999) in a review of academically derived definitions of CSR. Carroll defined CSR as: “The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has on organisations at a given point in time” (Visser 2006). He classified the evolution of CSR into four stages namely; conception, explosion, development, and extension stages.

2.2 The Conception Stage

This stage commenced the development of the concept of CSR. This stage brought an awareness of normal and ethical businesses that is, the idea that general principles are necessary and should guide business practices (Maon, Lindgreen and Swaen 2010). Although there were insufficient formal regulations of ethics in business during this period, a nuance of philanthropy and welfare was evident (Lantos 2002). Several scholars credit Howard Bowen’s book “Social Responsibilities of the Businessman” as the initial attempt to formulate a theory on the relationship between corporations and society (Bowen 2013), although there had been earlier debates on the relationship between business and the environment. The analysis of the concept led to the proposition that social responsibility refers to “the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (McWilliams, Siegel and Wright 2006). Bowen’s definition sparked a profound discussion of CSR especially at the beginning of the twentieth century, marking it the dawn of the modern era of literature on CSR and the first time the concept is earnestly addressed. Another major writer of this decade was William C. Frederick, who suggested that businesses should fit their operations to meet the expectations of the society, and Joseph W. McGuire who highlighted the notion that taking on social responsibilities by businesses means

embracing ethical practices that goes beyond economic and legal obligations (Carroll 2016).

2.3 The Explosion Stage

This stage saw a breakthrough in the conceptual development of social responsibility due to favourable corporate response to environmental issues (Clark and Grantham 2012). This stage started in the 1850s as a result of debates on how well organisations respond to the increasing ethical and environmental attention (Idowu and Vertigans 2018). These debates further triggered a growing interest from business stakeholders concerning the escalation in social and environmental deterioration, if organisations continue to place their interest in just business endeavours alone (Lim and Greenwood 2017). (Carroll 2016) highlights the added pressure from the public and civil rights groups who challenged organisations to act responsibly, which has led to the expansion of CSR awareness. This direction leads to a level of positive social change that saw ethical and social values placed ahead to economic profit.

Several notable scholars impacted and contributed to the development of this stage. One of the prominent contributors during this decade, Keith Davis in 1975 defined social responsibilities as the “businessmen’s decisions and actions taken for reasons at least partially beyond the firm’s direct economic or technical interest” (Fonceca and Jebaseelan 2017). He noted that the concept as a business decision will reflect on the organisations future socially responsible objectives, rather than economic interest. Davis stated that organisations can be said to be socially responsible when they take into consideration how their business actions affect the needs and interests of the society and this evolved to be the basis for a later theory, the stakeholder theory (Lim and Greenwood 2017). However, Frederick argued that CSR is a concept used in making the best use of organisations economic and human resources in increasing profit (Moir 2001). Unlike Frederick, McGuire asserted that organisations have a form of responsibility to the community that surpasses their economic and legal obligations, noting however that when organisations invest in philanthropic or social activities it is satisfactory if the purpose also includes profit maximization (Lantos 2002). He regarded CSR as taking politics, employees, community, and the whole society into account which

later formed the basis of Carroll's 4-dimensional model which are the legal, ethical, economic, and philanthropic dimensions (Carroll 2016).

In 1971, the United States Committee for Economic Development (CED) put forward an important concept for CSR. The committee re-evaluated the relationship between business and society asserting that businesses are supposed to meet the needs of society as a basic responsibility (Mosca and Civera, 2017). This, therefore, means that CSR does not just produce economic benefits but also social expectations. The publication of the article 'A New Rationale for Corporate Social Policy' written in 1972 by Wallich and McGowan also helped to reshape the debate on the concept and provide a lasting impact on the evolving concept (Duby 2016). The article sought to establish harmony between the social and economic interests of organisations. According to Kolk (2016), this article also indicated that CSR has to be expressed as a term that exists alongside stakeholder interest or runs the risk of remaining controversial subject. They, therefore, tried to find some kind of balance whereby organisations can be socially responsible without compromising stakeholder's interests. They attempted to achieve this by going back and looking into the rationale behind the involvement of organisations in CSR and concluded that since maximization of stakeholders' interest is the top priority of businesses, it could be unethical to engage in CSR (Clark and Grantham 2012). During this period, most scholars held identical views on CSR, that is, businesses should associate their long term objectives with CSR initiatives to maximize social wellbeing.

2.3 The Development Stage

During this stage, the evolution of CSR changed direction from scholars trying to define the concept to focusing more on social sustainability, and this began with the perspective of Jones in 1980 who suggested that CSR be voluntary (Garavan and McGuire 2010). He asserted that CSR initiatives can be taken over from the usual stakeholders like investors and carried out by social groups like employees, customers, and the community as a whole (Kim 2019). He also argued that partaking in CSR practices is a process and not an outcome, this means that engaging in socially responsible practices are bound to have direct or indirect benefits for the organisation (Gond, El Akremi, Swaen and Babu, 2017). According to Brejning (2016) as more attention was given to corporate responsibility that goes beyond the economic interest that aims to incur profit for shareholder's benefit, several theories, and concepts that examine the obligations organisations have to their stakeholders developed among researchers. One theory was

that of stakeholder management which was postulated by Edward Freeman in the early 1980s (Lim and Greenwood 2017). He defined stakeholders in an organisation as “any group or individual who can affect or is affected by the achievement of the organisation’s objectives”. Freeman and Dmytryiev (2017) also connote that stakeholders may either be investors, employees, consumers, suppliers, competitors, or government bodies depending on the size of the organisation. Stakeholder theory strengthened views on CSR, by highlighting that organisations should be responsible for all stakeholder groups (Russo and Perrini 2009).). This study will, however, focus on one of the groups, the employee in a bid to explore how this group perceives CSR and the role that perception plays in attracting and retaining employees.

By the 1990s debates on CSR continued to gain momentum with the introduction of the Corporate Social Performance model by Wood in 1991 and Carroll’s pyramid of responsibility as important contributors (Masoud 2017). While Wood’s model explored on a broader scale, an organisation’s external performance, Carroll’s pyramid depicted a more natural relationship between CSR and stakeholders (Baden 2016).

2.4 The Extension Stage

With the dawn of the new millennium, CSR became more of an essential concept and was being debated on a global scale with much focus on multinational companies (Vartiak 2016). These companies were challenged to engage seriously in CSR initiatives that would be of benefit to society. In other words, Dahlsrud (2006) connotes an in-depth view of CSR that would encompass environmental, social, economic, and public welfare. This growth was spurred by Windsor (2013) who asserted that an organisations financial performance should be independent of CSR. He set the foundation on the popularity in future work in stakeholder management and corporate citizenship (Brejning 2016). On the other hand, McWilliams and Siegel (2001) argued that CSR could add value to financial performance and stakeholders simultaneously noting that investing in philanthropic and social activities can also be acceptable for profit maximization. They presented CSR to be a strategic resource for added business value rather than being independent of profitability (Mosca and Civera, 2017). As CSR evolved, literature research began to provide evidence on the likelihood of the impact of an important stakeholder category, the employees. A study carried out by Peterson (2004) highlighted

the relationship between corporate citizenship and the attitude of employees concerning their commitment, his findings concluded that corporate citizenship does affect employee commitment. Logsdon, Thomas and Buren (2006) in another study carried out on in large Mexican companies took the relationship between CSR and employees further by developing a model based on Woods's 1991 CSP model and concluded that the concept of CSR provides organisations with the tools to manage resources and employee turnover effectively.

2.5 CSR as a Motive for Joining an Organisation

According to Brammer, Millington, and Rayton (2007) job seekers in the 80s placed little or no interest in the CSR of the organisation they wish to join. However, in recent times, awareness of social and environmental responsibility has been projected by special interest groups and non-governmental organisations (Bolten, Kim and O'Gorman 2011). Organisations are now being challenged to take a stand and identify their position on several social and environmental issues (Kotler & Lee, 2005). According to Viswesvaran et al., (2000) Job seekers or prospective employees in most cases do not have adequate information concerning the organisations they intend to join, and often accept job offers going by general public knowledge regarding the social performance. Backhaus et al., (2002) also connote that potential employees to a large extent depend on the information contained in job adverts or company websites to be credible, and thus the inclusion of any information on CSR will likely be a tool in attracting a large number of quality applicants. In this regard, Greening and Turban (2000) assert that companies that are publically noted to have good corporate social performance standing tend to be more appealing to the best workforce. A research carried out on working professionals by Turker (2009) also shows a direct link between an organisations CSR engagement and employee job satisfaction.

The degree in which prospective workforce are attracted by the corporate social performance of businesses was investigated in research by Albinger and Freeman (2000). This study was carried out on the working population of a large working population. The research sought to determine the perception this working group has on some of the largest private-sector employers and whether that makes them more

attractive as a likely employer (Albinger and Freeman 2000). The result showed to be similar to previous findings, however with added information that despite CSR being an influential determining factor when participants had a wide job selection pool, it turned out to be a less important factor for those with fewer choices (Wood 2010). In conclusion, the authors asserted that organisations that have stronger CSR brand are more likely to attract a more qualified workforce.

Three theories have been identified that put into perspective how potential employees interpret CSR information they come across within a recruitment process, these are; the signalling, social identity, and person-organisation fit theories (Gelens, Hofmans, and Pepermans 2015). These theories seek to explain how the CSR information available to job seekers can serve as a motivational factor in recruitment. De Boeck et al., (2018) also asserts that they help to distinguish the reasons why potential employees would decide to work for one organisation over another.

Signalling theory: Karanges et al., (2018) highlights that relatively insufficient published information at the start of a recruitment stage, for example, job adverts, encourage job seekers to look out for certain signs that help them obtain information about an organisation. This theory indicates that prospective employees use available knowledge about an organisation to form expectations on how the organisational environment might feel like (Ehrhart and Ziegert 2005). This is done using incomplete information obtained during the recruitment process, which forms a resulting perception of the prospective employers (Rynes, Bretz and Gerhart, 1991). Zerbini (2017) asserts that when employers include CSR information in recruitment advertisements or company websites, positive signals may be projected to prospective employees about the nature of the organisations attributes such as ethical inclinations and working conditions. These CSR attributes or signals will then result in the job seeker presuming that organisation is better suited for them and then apply for their desired role or show a willingness to move from their present organisation Mahoney et al., (2013).

Social identity theory: This theory suggests that job seekers are likely to assume their identities from social bodies that shares similar values (Turker 2009). According to Stets and Burke (2000), social identity involves forming a sense of affinity to a social body or prospective organisation an employee desires to join. This sense of affinity will make the job seeker feel like an intricately linked part of the organisation, and would consider the

success or failure of the organisation's projects as their own (Ashforth and Kreiner 2002). Aldrich, Ruef, and Lippmann (2012) therefore connote that if a job seeker considers an organisation's outcome as positive, he/she assumes it reflects positively on theirs as well. Social identity theory affords potential employees the avenue to identify or affiliate themselves with certain organisations where CSR stance can be perceived (Pratt 2006). Verkuyten, (2005) highlights that the reason for the desired affinity may be the employees' desire to add value to themselves and the community, and also a desire for career advancement within the organisation (Bhatt, Riel and Baumann 2016).

Backhaus et al., (2002) suggest that prospective employees often aspire to gain self-rewarding benefits from their future employer, and thus seek out organisations that adopt CSR as deserving of a job application. Organisational values as a result of taking on socially responsible practices are also enhanced, and thus by association, Greening and Turban (2000) highlight that employee values can be enhanced as well. Jaros, Jermier, and Sincich (2017) made some addition to this theory by asserting that the level in which people desire to build their self-growth or career growth is translated in their positive view of the organisation they wish to work for. Therefore it can be concluded that the rate in which a potential employee would be inclined to accept a job opening will also indicate how much that person wants to be associated and aligned with the organisation's identity (Lin 2019).

Person-organisation fit: This theory suggests that there are several employee-organisation suitability that occurs which offer different levels of implications (Chen, Sparrow and Cooper, 2016). Kristof-Brown et al., (2002) groups these levels into three; person-group fit, person-organisation fit, and person-job fit. While the person-organisation fit is established on an organisational level, person-organisation fit depicts the agreement between a prospective employee's values and an organisation's culture (Pratt 2006). Some research has presented a link between the perceptions job seekers have of how attractive an organisation is with actual organisational ethics to ascertain person-organisation fit (Rhoades and Eisenberger 2002). According to Downes et al., (2017), some of the organisational characteristics that may be preferred by job seekers may range from proximity agreement between the prospective and the organisation or a desire to be employed where company values align with their own.

Roberson, Collins, and Oreg (2005) further suggest that the information about an organisation carried in a recruitment advertisement can influence the perceptions of job seekers regarding how much their person-organisation fit. Rhoades and Eisenberger (2002) asserts that the addition of CSR information to recruitment adverts seen by prospective employees provides a certain level of information about the achievements made by the organisation, their values, and goals. This information may include CSR ambition, and it represents a means by which the perceived attractiveness of an organisation is strengthened (Jermier and Sincich 2017). Coldwell et al., (2008) also emphasises that information on CSR can heighten how prospective employees view an organisation's reputation and ethical stance, thereby improving their employer brand and a better choice against competitors in the labour market. Ashforth and Kreiner (2002) also support this notion by asserting that prospective employees are also more likely to view an organisation as a considerable choice when they perceive that their ethical values are represented in the company's social initiatives.

2.6 Effect of CSR on Existing Employees

The impact CSR has on current employees has been analysed from several perspectives. Malaysia (2016) carried out an extensive study on the theory of organisational commitment which delved into the study of employee commitment in the workplace. They asserted that employees who are committed are more reliable and are likely to retain their positions in their organisation than those employees who are uncommitted (Peterson 2004). The authors established three categories of commitment; normative, continuance, and affective commitment. They suggested that employees show more evidence of commitment when they are actively involved, are associated with or show some level of emotional attachment to their organisation (Gelens, Hofmans, and Pepermans 2015). Studies have also indicated that these employees have a higher chance of staying with their organisations longer (Jaros, Jermier, and Sincich 2017).

A study carried out by Meyer and Stanley (2016) stresses the likelihood of a definite relationship between Meyer and Allen's theory of commitment and organisational CSR values. The study also connotes that the self-motivation and job satisfaction levels of employees are raised when they view their organisations social responsibility initiatives in a positive way (Devece et al., 2016), thereby solidifying their commitment to their

organisation. According to Kim et al., (2015) how employees perceive CSR programs and their degree of job satisfaction is directly related, but noted that the effect this perception has on employee commitment is not as strong when employees exhibit a high degree of satisfaction already. Therefore it can be concluded that CSR initiatives have more effect in increasing the level of commitment when there is already low job satisfaction. In addition to this study, Vlachos, Panagopoulos, and Rapp (2012) highlights that the perceptions of employees in higher job positions such as middle managers are capable of having a much stronger influence on how much lower level employees perceive the intention their company's CSR initiatives. According to Coldwell et al., (2008), the success of CSR initiatives is likely to be more effective in fostering employee commitment when the employees are actively involved in planning, directing, and implementing CSR strategies within the organisation. Shen and Benson (2016) suggest that since employees are in the best position to identify their needs, involving them in this process will be beneficial for the success of the CSR initiative and the organisation since it provides a sense of purpose. However, Moir (2001) highlights the importance of managers maintaining transparency in communicating the purposes behind the CSR strategies to employees as carrying on a clouded approach could trigger job dissatisfaction.

Several studies have examined the impact of effective communication of CSR initiatives on employees and how it is translated in their behaviour. Mirvis (2012) highlights three ways in which organisations can manage employee's engagement in CSR strategies; relational approach, developmental approach, and transactional approach. Preda (2019) describes the relational approach as a situation where the organisation and its employees have similar ethical views and are genuinely committed to CSR, developmental approach, however, emphasises employees being groomed on the specific values which eventually creates opportunities for the organisation while transactional approach depicts a situation where the organisation designs CSR programmes that also satisfies employees interest in the process. Mishra et al., (2014) also carried out a separate study and categorises employees responses to CSR into four stages; The initial stage where employees are informed of the CSR programme, the second stage is where employees start to recognise the significance of the programmes and show their support, in the third stage employees sees the impact CSR will have on the society and the fourth stage involves employees actively participating in these

programmes. The study also supports earlier research by concluding that the more employees are involved in these CSR initiatives, the higher their level of commitment to their organisation (Shen and Benson 2016).

An opposing view, however, was highlighted through a study carried out by Rodrigo and Arenas (2008) on employees in a construction company that had a well-structured CSR programme in place. The study revealed that this programme did not have a positive impact on all employees. The study indicated that after the CSR programme was over, there was no further interest shown by young employees who were squarely focused on their careers, while older employees who were already committed to the organisation showed a more positive attitude and effort to improve their working performance (Khan et al., 2018). Though some researchers have highlighted the impact of involving employees in CSR planning and implementation process to boost their commitment levels, Rupp et al., (2006) in their study highlighted the importance of discerning who actual employees are when discussing employee perceptions of CSR. The study describes employees as those who do not have managerial positions and are not expected to be part of the planning and developing CSR initiatives but are rather impacted by them and are in the best position to form evaluations and reactions to the implemented CSR initiatives by the organisation (Kim et al., 2015).

Brammer et al., (2007) conducted a study on the ways employee commitment is affected by their perceptions of CSR in the society, ethical conduct by their organisation and how much their organisation is involved in employee development and training. The findings suggest that the perceptions employees have of CSR greatly affects how committed they are to their organisation (Glavas and Piderit 2009). According to (Rodrigo and Arenas 2008) the study concluded that organisational ethical conduct had a higher influence on female employees while career development was more significant to male employees. Peterson (2004) conducted a similar study on business professionals and highlighted that employees' commitment to their organisation is highly influenced by their perception of CSR. The study further connotes that the ethical category of CSR infers to be more influential in shaping employee perceptions than those other aspects such as discretionary, economic, and legal (Mirvis 2012).

2.7 CSR Perception and Job Satisfaction

Chaudhary (2019) defines job satisfaction as the inclination of an employee's psychological capacity towards their employment. It is derived from an employees' perception of how they are being treated and the conduct of their organisation (Ahmed et al., 2017). This employee-based job attitude is the central concern in organisational research and is proved to be associated with many organisational variables (Gross and Holland 2011). According to Lu et al., (2016), previous research on increased job satisfaction has indicated that employees generally prefer organisations that promote ethical beliefs and principles. Vlachos, Panagopoulos, and Rapp (2012) also connote that by fulfilling employee expectations of organisational ethics which is an aspect of CSR, organisations are expected to improve job satisfaction. Therefore given the relationship between organisational ethics and CSR, employees who relate to their organisations social awareness and engagement are more likely to display a high level of job satisfaction (Tziner et al., 2011). Previous studies have attempted to examine the relationship between job satisfaction and employee's perception of their organisations social responsibility. A recent study by Moshavi and Terborg (2002) on a large sample of working professionals, however, concluded that employee's perception of CSR has a positive relationship to job satisfaction. It was observed from the study that employees showed higher job satisfaction in organisations where perception or indication of socially responsible practices by the organisation was evident (Barakat et al., 2016). These findings further validate the impact of CSR perception on job satisfaction.

Based on the four aspects of CSR highlighted by Carroll (2016), employee perception of CSR can be regarded as how employees comprehend the ethical, economical, discretionary, and legal endeavours or responsibilities by the stakeholders in their organisation. According to Freeman and Dmytriiev (2017), employees represent the most essential stakeholder category and are most concerned about how organisations fulfill their social obligation which could also reflect on their attitude to their jobs. Saunders and Thornhill (2003) further buttress this point with the help of organisational justice theory. This theory describes how employees decide if they are being treated fairly by their employers (Pattersonn et al., 2011). Baldwin (2006) also suggest that CSR is an important tool that helps put organisational justice into perspective as it gives employees somewhat of measurement of ethical practice and whether their psychological needs are being fulfilled. It has been reported in previous studies by

Hefferman and Dundon (2012) that employees are likely to deem their organisation as being socially responsible if they are being treated fairly in the workplace. Therefore Patterson et al., (2011) assert that the implication of employees feeling fairly treated encourages a positive attitude towards their organisation and their job roles. This feeling of justice greatly influences an employee's attitude towards their jobs in a positive way (Williamson and Williams 2011). Therefore how employees perceive their organisations CSR could translate into how they approach their work-related duties and improve job satisfaction Barakat et al., (2016). The fundamental hypothesis is however that CSR takes into consideration not only the interest shareholders or investors but also other stakeholders.

CHAPTER THREE: RESEARCH QUESTION AND HYPOTHESES

Taking the aforementioned works of literature and research studies into a review, it has been noted that there has been insufficient work done by previous researchers that delves into the concrete study of how CSR influences employee attraction, commitment to their work, and the effect on subsequent retention. Taking the understanding that CSR addresses global socio-political and environmental issues into a review (Zhang & Gowan 2012), this research focuses on employees randomly selected from different working sectors in different parts of the world. The perception of employees towards CSR is the basis for this research, it has been implied that CSR can have an impact of workplace behaviour such as employee commitment, organisational attractiveness and desire to relocate (Brammer et al., 2007). Jaros et al., (2017) also suggest that the relationship between employee perception and subsequent behaviour could be mediated by employee attitudes and cognitions. In this regard, this study goes beyond the direct connection between the employee's perception of social responsibility and organisational performance by taking into consideration the following intermediate roles that influence the attitudes of employees.

3.1 Organisational Attractiveness

Previous studies have suggested that organisations that are perceived to have a greater CSR brand are viewed to be more attractive. One notable study that supports this notion was one conducted by Greening and Turban (2000). The authors concluded that there is a positive relationship between firm attractiveness and CSR. This recommendation was also supported by another research conducted by (Jones, Willness, and Madey 2014). The study revealed that job seekers who have a considerable number of opportunities at their disposal are more likely to consider CSR information as appealing. Both of these studies highlight the relative benefit and importance of what a good CSR brand can add to the favourable attraction of the best available talent. As regards to organisational attractiveness, another study was conducted by Aiman-Smith, Bauer, and Cable (2001) with the help of a 'policy capturing method' and concluded that job seekers were more attracted to those organisations that had significant environmental valuation, reduced layoff practices, and competitive pay. Albinger and Freeman (2000) in a separate study also collected data from working professionals and also concluded that

those organisations which were known to have strong CSR brand were considered more attractive by job seekers than those excluding it. This study, therefore, seeks to expand on these findings using the following hypothesis;

Hypothesis 1: The perception of improved CSR brand in a recruitment process has positively impact on organisational attractiveness.

3.2 Desire to Relocate

The desire to relocate has been described as the fundamental factor that determines whether or not a job offer will be accepted or rejected (Hogg and Terry 2000). There are several determinants according to Scott (2013) that aids this decision among managerial and professional employees, the most important being the eagerness to move to an organisation that offers opportunities for career development. Weik, Sutcliffe, and Obstfeld (2005) indicate other factors that influence employees decision to relocate include; job engagement, proximity, time spent in the job role, salary, etc. The willingness to become associated with an organisation's brand or identity also enhances the desire to relocate (Stets & Burke, 2000). According to Aldrich, Ruef, and Lippmann (2012), the ability of employees to identify with an organisation's brand also creates a feeling of belonging and unanimity with an organisation. This feeling of belonging also helps to give the prospective employee an idea of what it will feel like to work there thereby fuelling the desire to leave their current employment (Scott 2013). Recent studies have alluded to the possibility of a relationship between an organisation's positive CSR brand and the desire of working employees to relocate there. To address this notion, the following hypothesis will be tested;

Hypothesis 2: Employees are more likely to leave their organisations for those they believe have renowned corporate social responsibility values which are aligned with their values.

3.3 Organisational Commitment

Organisational commitment describes an employee's sense of psychological attachment that stems from engagement and identity with an organisation (Turker 2009). It is characterised by an employee's strong inclination to accept their organisations objectives and principles, and the willingness to add more value to the organisation and

devotion to its mission (Khan et al., 2018). Peterson (2004) researched the link between perceived CSR and organisational commitment and asserted that an employee's idea of voluntary responsibilities towards CSR has a significant influence on commitment. This favourable reaction will lead to positive job attitudes towards the organisation. Previous research also indicates that organisational commitment is higher in organisations that engage in ethical practices (Meyer and Stanley, 2016). Considering the aforementioned relationship, if an organisation reacts positively to socially responsible issues, it will increase employees' willingness to commit to that organisation accompanied by positive work attitudes. Thus the following hypothesis is also proposed;

Hypothesis 3: Employees are more committed to their organisations when they perceive their job functions contribute to positive social impact. The objective of this study, therefore, is to analyse to what extent the potential influence of employee perceptions of CSR has on organisational attractiveness, employee commitment, and willingness to relocate based on dissimilar ethical values between employee and organisation. This will help provide organisations with an understanding of how their CSR promotions can influence their employees positively.

CHAPTER FOUR: METHODOLOGY

4.1 Introduction

As per the book of 'Research Methods for Business Students' by Saunders, Lewis and Thornhill (2016), the research methodology is crucial to improve the accuracy and credibility of a research outcome. The methodology of a research or a project has two conspicuous categories of development, research design, which deals with the theoretical alignment with the research subject area, and the development and justification of the data collection methods (Spens and Kovács, 2006). The methodology has been structured as per the format and protocol of the research 'onion' in the same book.

4.2 Research Design

4.2.1 Research Philosophy

The research was carried out by undertaking the **positivism research philosophy**. This choice is in alignment with the nature of the premise of the subject area which is true, external, and universal. The contribution of the research findings with a positivist philosophy will be inclined towards causal explanations (Bunniss and Kelly, 2010). The research predicted the occurrence or incidence of greater employee retention due to CSR practices in an organisation based on the data collected. The research was independent of the research methodology and maintained an objective stance during the research. The methodology and data collection are highly structured and the data is quantitative in nature which justifies the choice of the positivism research philosophy.

4.2.2 Research Approach

The research approach was chosen to keep in alignment with all the factors of the research subject area, research objectives, and the research philosophy. The research was undertaken by the **deductive approach to theory development**. The premises of the subject are true and the conclusions based on the responses would also be true (Spens and Kovács, 2006). The data collection would be made with the help of primary quantitative data collected from a large or general study sample which can be applied to specific scenarios, which is the essence of the deductive approach to research theory

development. The data collection would not only be to meet the research objectives but also to validate or falsify the research hypotheses.

4.2.3 Methodological Choice

The ***mixed-method complex*** was chosen as the methodological choice of the research. This data collection method included primary quantitative data collected and inter-evaluated (Petticrew et al., 2013). The data collected was primary in nature distributed to different stakeholders such as employees, managers, customers. The quantitative data was collected virtually using social media such as Facebook and LinkedIn and also email addresses and the).

4.2.4 Research Strategy

The research was administered by the undertaking of two major research strategies of ***survey documentary***. The survey strategy is compatible with the sheer choice of data collection method which is by online surveys (Butts, 1983). The analysis of the research involved the usage of a lot of digital and virtual platforms for literature sourcing and documentation as is done in an archival and documentary research strategy (Zhou, 2008).

4.2.5 Time Horizon

The time horizon of the research was a mix of both cross-sectional and longitudinal data collection. The cross-sectional nature of the research was predominant in the aspect where the online survey responses were collected as both the study sample and the questionnaire were representative of a cross-sectional dataset. Thus the data collected were representative of both long and short temporal relevance as per the longitudinal and cross-sectional time horizons (Rindfleisch et al., 2008).

4.3 Research Techniques and Procedures

4.3.1 Sampling Method

As per the specifications and requirements of the research objects and the research design, the systematic sampling method is the most inclusive and compatible one for this dissertation (Burck, 2005). The systematic sampling method does not require any periodic pattern of data collection and is an easy method where the accessibility to study samples is also easy. It was not dependent on the study sample size (which is 100 in

this case) with a low cost of conducting and relatively easy to be explained to the participants.

4.3.2 Data Collection Method

The data collection for the research was done by using primary quantitative data collection by administering an online survey of 100 participants (stakeholders such as employees, managers and customers) with the help of a questionnaire. 80 responses out of the total 100 have been collected to date.

4.3.3 Data Analysis Method

The data analysis of the research was done primarily to find the validation of the research hypotheses and to either falsify or validate the same. This was done by the graphical and statistical analysis of the survey data to find the most statistically significant responses and response patterns. Further, the information from the data analysis was compared with the survey responses and projected to attempt to develop a set of recommendations and to determine if the two correlated or regressed with each other. SPSS was the prime software that was used for both types of analyses.

4.4 Research Variables

The research variables of the dissertation were based on the aspects, reasons, and components of employee attraction and retention in an organisation and the impact of CSR on the same. The two dependent variables of the research were the impact of corporate social responsibility on an organisation and the factors of employee attraction and retention in an organisation. The independent variables for the former dependent variable were chosen to be company goodwill, environmental compliance and employee motivation and for the latter dependent variable were chosen to be an appraisal, skill development, employee engagement and employee appreciation.

4.5 Reliability of Research Data

The reliability of the research data was improved and ensured at two specific levels of data collection. The reliability of the survey data was ensured by multiple times checking of identity, occupation, and residence documents of the potential participants and finalising them only after adequate background research of the same through these documents.

4.6 Ethical Considerations

The ethical considerations of the dissertation were in terms of the following aspects:

- The participants were chosen impartially and non-coercively and sheerly on the basis of the requirements of the study sample group.
- The participants were entitled to all forms of information regarding the dissertation as and when demanded.
- The participants were shortlisted only after their official consent to be a part of the study.
- The participants were entitled to the two crucial aspects of the right to privacy and the right to anonymity and safeguard of identity.
- The research processes were carried as per the convenience and consent of the participants.
- The research was compliant with the legal rules and regulations of the university.

4.7 Limitations

The research limitations in terms of methodological incompetencies were identified to be the following:

- The number of survey participants could have been chosen to be higher for better representation of the target population of the research subject area and a better degree of validity and reliability of the dataset and thus, the research findings.
- The absence of primary qualitative research was a major methodological limitation of this dissertation and it decreased the scope of data and thematic representation of both literature and quantitative data.
- The questionnaire of the online survey purpose could have been better developed and more structured to improve the relevance and effectiveness of the data collection technique.

4.8 Summary

The methodology of the dissertation was based on the research 'onion' as developed in the book of 'Research Methods for Business Students' by Saunders, Lewis, and

Thornhill (2016). As per the various 'layers' of the research 'onion', the research philosophy of positivism was chosen for this dissertation. A deductive research theory development and inference drawing were further undertaken for the research following the philosophy of positivism. The methodological choice for the research was the mixed method complex primary and quantitative is required for meeting research objectives and cross-evaluated to develop recommendations. The strategy of meeting methodological choice was by the two options of the survey strategy and the archival & documentary strategy. The entire research was carried out with intensive ethical considerations along with validation and reliability ascertained at each phase. The inclusion of a primary qualitative data collection would have significantly improved the credibility of the research findings.

CHAPTER FIVE: DATA ANALYSIS

Data for this study was analysed using SPSS with Descriptive statistics, regression, and correlation coefficient analysis as the statistical method. The critical analysis of the findings from this chapter will also be further be discussed in the subsequent chapter. A total number of 80 questionnaires were retrieved successfully from the participants and was used for this analysis, additional information on the demography is listed in the table below.

Table 5.1: Descriptive Statistics for Participant Demographics

Dependent Variables	N	Minimum	Maximum	Mean	Std. Deviation
Age	80	1	25	10.16	6.216
Gender	80	1	2	1.41	.495
Country	80	1	10	3.26	2.266
Industry	80	1	14	4.54	3.842
Jobrole	80	1	55	20.61	17.459
Duration	80	1	4	3.09	1.070
Employee_rate	80	1	4	2.90	1.086
CSR	80	1	2	1.13	.333
Responsibility	80	1	4	1.64	.846
Awareness_CSR	80	1	2	1.24	.428
CSR_initiatives	80	1	2	1.34	.476
Ethical	80	1	3	1.25	.540
leaving_difference	80	1	3	1.65	.781
Employee_engagement	80	1	2	1.08	.265
Charities	80	1	3	1.40	.608
Dedicated Time at Work	80	1	3	1.70	.644

Participation_CSR_activities	80	1	3	1.59	.807
Socially_beneficial	80	1	2	1.25	.436
External Engagement	80	1	2	1.29	.455
Comment	80	1	17	15.10	4.304
Valid N (listwise)	80				

Determination of demographic factors in the propagation of research was significantly important as it contributed to the credibility of the research through proper identification of the target demography. The Prima-facie of the survey was selected from respondents who could provide specific insignificance regarding the perceptions of CSR. Therefore the responses contained groups of varied age margins that validated the purpose of the research. CSR has been recognised as the independent variable while the dependent variables have been listed in Table 5.1 above. Responses regarding the level in which participants agreed or disagreed with statements concerning their perception of their organisation CSR engagement were collected.

From the analysis, it was deduced that the Standardized beta value of .694 defines the fact that the strength of independent variables is not equivalent for all age groups apart. The survey participants comprised 58.8% male and 41.3% female which demonstrated the fact that CSR objectives are valued by both the groups. The consideration of gender attribute in regression analysis was made to determine enthusiast and realization groups of CSR objectives and the value .176 of standard error determined the statistical significance of the study.

The predominance of participating in the survey oriented to the norms and influence of CSR has been most visible amongst the participants residing in the accounting and finance industry. The regression analysis between the chosen variables in this arena has propagated a standard error value of .881 which implicates fact that means are to some extent spread out and subsequently valuation of CSR in all the chosen industries is not equivalent.

It was also relevant to determine the valuation of CSR by high-level employees of an organisation and thereby respondents belonging to distinguished designation have been considered. Consequently, it was observed that responses from all sorts of possible

groups have been gathered which somewhat made it possible to interpret the CSR objectives accounted for by diverse groups

The familiarity of CSR value was reflected amongst most of the participants which showed positive signs towards the prospect of best in class learning of the organisations. The agreeability based on the incorporation of CSR within the facet of every organisation has been somewhat neutral even though the majority has provided consent to the above concept. However, the significance value close to 0.5 depicts a deficiency of holistic intention in adapting CSR strategy. Awareness of the CSR practices has been prolific amongst the participants as implicated by 76.3% positive responses. Also, a standard error dimension less than 1 presented in the regression table affirms the above-mentioned concept.

Sharing of similar ethical values by the organisation caters towards the accomplishment of common goal defining authenticity which has further been confirmed by 80% of the employees. A significant value of more than 0.5 provided statistical significance to the concerned observation.

The difference in ethical values tends towards a higher employee turnover rate which has been proclaimed through the opinions of the employees in the survey. However, confinement of the independent and dependent attribute approximately deviated from the mean contradicts the universal perception of this matter.

Relativity between employee engagement and CSR value was extremely high and other directly proportional to one another. The R-square dimension equating to .568 reflects a uniform trend between the two variables. Prima facie of CSR objectives circulates on the establishment of community objectives which are premised by most of the organisations as observed by the 66.3% responses. Consequently, the margin of F-value in equivalence to 70.171 does not define higher variation between the selected concepts of this question. Dedication towards CSR objectives by the organisations is somewhat oriented towards ample amounts of disinterest as conferred through the answers by the survey participants. Therefore CSR objectives and dedication towards the CSR initiatives are moderately aligned within the premises of all the organisations..

It was observed from the majority of positive responses of the survey that CSR activities assist the employees towards overall development. Standardized beta range of .205

categorizes the presence of strength and relativity between the dependent and independent considerations. It was observed that spontaneity in the participation of socially beneficial activities provides a cohesiveness of raising awareness regarding CSR activities. The maximum rate of participation would imply the growth of social advantages. Engagement of respondents with the exterior groups provides a room for a continuous learning environment. Regression statistics between the above concept and CSR specified the likelihood of creativity in the organisational scenario.

Table 0-1. Age Distribution of participants

Responses	Number	Percentage
22	2	2.50%
25	4	5%
26	5	6.30%
27	9	11.30%
28	3	3.30%
29	3	3.80%
30	8	10%
31	2	2.50%
32	3	3.80%
33	4	5%
34	7	8.80%
35	5	6.30%
36	3	3.80%
37	3	3.80%
38	3	3.80%
39	1	1.30%
40	4	5%
43	3	3.80%
44	1	1.30%

45	1	1.30%
49	1	1.30%
53	1	1.30%
54	1	1.30%
56	1	1.30%
57	2	2.50%
	80	

Figure 1. Bar Chart showing Age Distribution



Age Distribution

Table 0-2: Variables Entered/Removed

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	CSR ^b	.	Enter

a. Dependent Variable: Age
b. All requested variables entered.

Table 0-3. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.481	.475	4.506
a. Predictors: (Constant), CSR				

Table 0-4. ANOVA on Age Perception of CSR

ANOVA^a on Age Perception of CSR						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1469.016	1	1469.016	72.344	.000 ^b
	Residual	1583.871	78	20.306		
	Total	3052.888	79			
a. Dependent Variable: Age						
b. Predictors: (Constant), CSR						

Table 0-5. Table of Coefficients

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	-4.414	1.786		-2.471	.016
	CSR	12.957	1.523	.694	8.506	.000
a. Dependent Variable: Age						

Gender Response Distribution

Table 0-6. Table showing gender response distribution

Responses	Number	Percentage
Male	47	58.8%
Female	33	41.3%

Gender Distribution

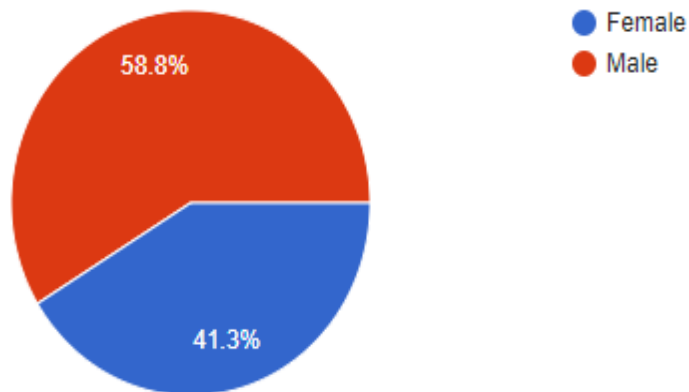


Figure 2. Pie Chart showing Gender Distribution

Table 0-7. Tables showing variables entered/removed

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	CSR ^b	.	Enter
a. Dependent Variable: Gender			
b. All requested variables entered.			

Table 0-8. Table showing the Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.451 ^a	.203	.193	.445
a. Predictors: (Constant), CSR				

Table 0-9. The ANOVA Analysis of Gender Perception of CSR

ANOVA^a Analysis of Gender Perception of CSR						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.945	1	3.945	19.924	.000 ^b
	Residual	15.443	78	.198		
	Total	19.387	79			
a. Dependent Variable: Gender						
b. Predictors: (Constant), CSR						

Table 0-10. Table showing Coefficients Analysis of Gender

Coefficients Analysis of Gender						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.657	.176		3.726	.000
	CSR	.671	.150	.451	4.464	.000

a. Dependent Variable: Gender

Table 0-11. Table showing the Geographical Distribution of Participants

Response	Number	Total percentage
Ireland	10	12.50%
Nigeria	29	35%
Nigeria	20	25%
India	7	8.75%
USA	4	5%
Ghana	1	1%
South Africa	1	1.25%
UK	3	3.80%
United Kingdom	2	2.50%
Canada	3	3.80%

	80	
--	----	--

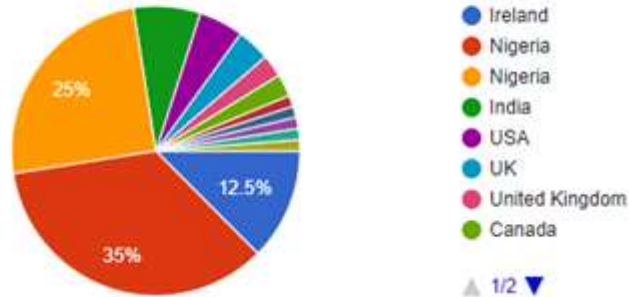


Figure 3. Pie chart showing Geographical Distribution of participants

Table 0-12. Table showing variables entered/removed

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	CSR ^b	.	Enter
a. Dependent Variable: Country			
b. All requested variables entered.			

Table 0-13. Table showing Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.770	1.086
a. Predictors: (Constant), CSR				

Table 0-14. Table showing ANOVA Analysis on Geographical Distribution

ANOVA^a Analysis on Geographical Distribution						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	313.502	1	313.502	265.836	.000 ^b
	Residual	91.986	78	1.179		
	Total	405.488	79			
a. Dependent Variable: Country						
b. Predictors: (Constant), CSR						

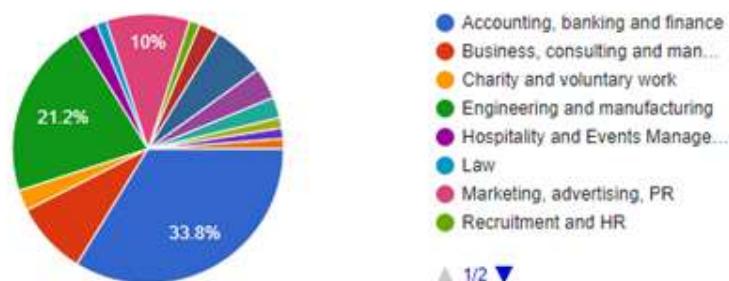
Table 0-15. Coefficient on Geographical distribution

Coefficients^a on Geographical Distribution						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.471	.430		-8.064	.000
	CSR	5.986	.367	.879	16.304	.000
a. Dependent Variable: Country						

Table 0-16. Table showing Industry Distribution of Responses

Responses	Number	Percentages
Accounting, banking and finance	27	33.75%

Business, consulting and management	7	8.75%
Charity and voluntary work	2	2.5%
Engineering and manufacturing	17	21.2%
Hospitality and event management	2	2.5%
Law	1	1.2%
Marketing advertising , PR	8	10%
Recruitment and HR	1	1.2%
Retail	2	2.5%
Sales	5	6.25%
Teaching and education	3	3.8%
Telecommunications	1	1.2%
Travel	1	1.2%
Entertainment	3	3.8%
	80	



colour codes *Figure 4. Pie Chart showing the percentages of industry distribution and the corresponding*

Table 0-17. Table showing variables entered/removed

Variables Entered/Removed^a			
Model	Variables Entered	Variables Removed	Method
1	CSR ^b	.	Enter
a. Dependent Variable: Industry			
b. All requested variables entered.			

Table 0-18. Table Showing Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.546	.540	2.605
a. Predictors: (Constant), CSR				

Table 0-19. ANOVA Analysis on Industry Distribution

ANOVA^a Analysis on Industry Distribution						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	636.445	1	636.445	93.764	.000 ^b
	Residual	529.443	78	6.788		
	Total	1165.888	79			
a. Dependent Variable: Industry						

b. Predictors: (Constant), CSR

Table 0-20. Coefficient Analysis on Industry Distribution

5.18: Coefficients^a Analysis on Industry Distribution						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.057	1.033		-4.897	.000
	CSR	8.529	.881	.739	9.683	.000
a. Dependent Variable: Industry						

Table 0-21. Job Role Distribution of Responses

Response	Number	Percentage
Manager	8	10%
Relationship manager	6	7.5
Client service	4	5%
Managing director/CEO	3	3.80%
Business manager	3	3.80%
Team leader	2	2.50%
Slickline operator	2	2.50%
Research assistant	2	2.50%

Loan recovery officer	2	2.50%
Software engineer	2	2.50%
Technical sales engineer	1	1.25%
Sales executive	1	1.25%
Production assistant	1	1.25%
Process operator	1	1.25%
Transaction officer	1	1.25%
Marketer	1	1.25%
CSR	1	1.25%
Bank assistance	1	1.25%
Assistant lecturer	1	1.25%
Resident representative	1	1.25%
		1.25%
Customer care executive	1	1.25%
Account executive	1	1.25%
Assistant bank officer/operations	1	1.25%
Associate	1	1.25%
Communication manager	2	2.50%
International trade banking	1	
Marketer	1	1.25%
Service executive	1	1.25%

Car merchandise	1	1.25%
IT implementation manager	1	1.25%
CEO	1	1.25%
Investment banking analyst	1	1.25%
Project officer	1	1.25%
Sales manager	1	1.25%
Partner	1	1.25%
Area manager	1	1.25%
Customer service	1	1.25%
Senior wireline field engineer	1	1.25%
Records manager	1	1.25%
Head teller services	1	1.25%
Loan collection officer	1	1.25%
Env engineer	1	1.25%
Senior Hydrogeologist	1	1.25%
Actor	1	1.25%
Chef	1	1.25%
Trade consultant	1	1.25%
Customer service representative	1	1.25%
Analyst	1	1.25%
IT engineer	1	1.25%

Bank officer	1	1.25%
Travel agent	1	1.25%
Legal officer	1	1.25%
Music artiste	1	1.25%
Risk analyst	1	1.25%
Project manager	1	1.25%
	80	

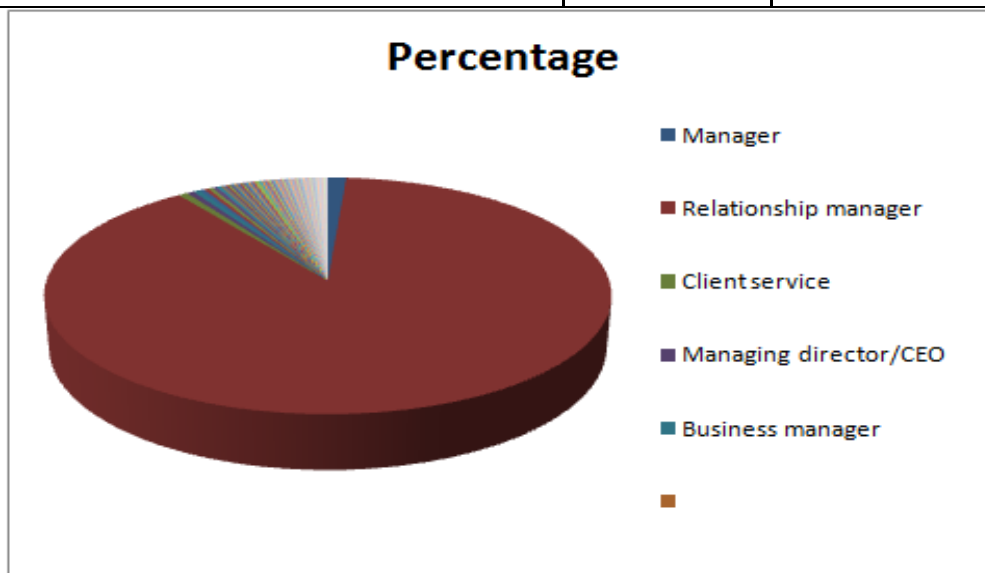


Figure 5. Pie Chart showing Percentage Job Role Distribution

Table 0-22. Table showing Variables entered/Removed for Job Role Distribution

Variables Entered/Removed^a			
Model	Variables Entered	Variables Removed	Method
1	CSR ^b	.	Enter
a. Dependent Variable: Jobrole			
b. All requested variables entered.			

Table 0-23. Table showing Model Summary for the Job role Distribution

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 ^a	.424	.417	13.336
a. Predictors: (Constant), CSR				

Table 0-24. Table showing ANOVA Analysis on Job Role Distribution

ANOVA^a Analysis on Job Role Distribution						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10208.716	1	10208.716	57.401	.000 ^b
	Residual	13872.271	78	177.850		
	Total	24080.988	79			
a. Dependent Variable: Jobrole						
b. Predictors: (Constant), CSR						

Table 0-25. Table showing Coefficient Analysis of Job Role Distribution

Coefficients^a Analysis Job Role Distribution						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-17.814	5.287		-3.370	.001
	CSR	34.157	4.508	.651	7.576	.000
a. Dependent Variable: Jobrole						



Table 0-26. Correlation analysis of variables

Correlations		Age	Gender	Country	Industry	Jobrole	Duration	Employee rate	CSR	Responsibility	Awareness CSR	Ethical	CSR_ initiatives	Leaving_ difference	Employee_ nt
Age	Pearson Correlation	1	.825**	.925**	.975**	.983**	.835**	.874**	.694**	.917**	.803**	.795**	.824**	.919**	.607**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Gender	Pearson Correlation	.825**	1	.692**	.813**	.891**	.719**	.854**	.451**	.845**	.666**	.556**	.852**	.869**	.340**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.002
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Country	Pearson Correlation	.925**	.692**	1	.938**	.889**	.628**	.685**	.879**	.916**	.822**	.898**	.739**	.861**	.768**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Industry	Pearson Correlation	.975**	.813**	.938**	1	.973**	.734**	.799**	.739**	.937**	.852**	.856**	.869**	.928**	.631**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Jobrole	Pearson Correlation	.983**	.891**	.889**	.973**	1	.828**	.889**	.651**	.928**	.817**	.755**	.880**	.950**	.523**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Duration	Pearson Correlation	.835**	.719**	.628**	.734**	.828**	1	.934**	.324**	.651**	.479**	.400**	.613**	.719**	.244*
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000

*Impact of CSR In Employee Attraction and Retention
By Olivia Enyawu Ujah*

	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.003	.000	.000	.000	.000	.000	.029
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Employee_rate	Pearson Correlation	.874**	.854**	.685**	.799**	.889**	.934**	1	.385**	.746**	.569**	.475**	.727**	.794**	.290**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.009
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
CSR	Pearson Correlation	.694**	.451**	.879**	.739**	.651**	.324**	.385**	1	.748**	.677**	.811**	.530**	.657**	.753**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.003	.000		.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Responsibility	Pearson Correlation	.917**	.845**	.916**	.937**	.928**	.651**	.746**	.748**	1	.800**	.839**	.811**	.936**	.631**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Awareness_CSR	Pearson Correlation	.803**	.666**	.822**	.852**	.817**	.479**	.569**	.677**	.800**	1	.835**	.782**	.819**	.510**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Ethical	Pearson Correlation	.795**	.556**	.898**	.856**	.755**	.400**	.475**	.811**	.839**	.835**	1	.653**	.781**	.752**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
CSR_initiatives	Pearson Correlation	.824**	.852**	.739**	.869**	.880**	.613**	.727**	.530**	.811**	.782**	.653**	1	.833**	.399**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
leaving_difference	Pearson Correlation	.919**	.869**	.861**	.928**	.950**	.719**	.794**	.657**	.936**	.819**	.781**	.833**	1	.495**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Employee_engage	Pearson Correlation	.607**	.340**	.768**	.631**	.523**	.244*	.290**	.753**	.631**	.510**	.752**	.399**	.495**	1

*Impact of CSR In Employee Attraction and Retention
By Olivia Enyawu Ujah*

ement	Sig. (2-tailed)	.000	.002	.000	.000	.000	.029	.009	.000	.000	.000	.000	.000	.000	
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Charities	Pearson Correlation	.873**	.790**	.869**	.920**	.882**	.568**	.675**	.688**	.877**	.797**	.810**	.928**	.832**	.676**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Dedicat ed	Pearson Correlation	.907**	.710**	.835**	.879**	.886**	.810**	.843**	.649**	.797**	.628**	.655**	.665**	.795**	.578**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Participa tion_CS R_activiti es	Pearson Correlation	.892**	.875**	.850**	.926**	.927**	.629**	.747**	.666**	.910**	.874**	.822**	.895**	.933**	.502**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Socially_ beneficia l	Pearson Correlation	.807**	.689**	.817**	.856**	.828**	.496**	.588**	.655**	.799**	.967**	.808**	.809**	.818**	.493**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Exterior_ talking	Pearson Correlation	.819**	.758**	.785**	.873**	.856**	.545**	.647**	.595**	.800**	.879**	.734**	.890**	.820**	.448**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Commen t	Pearson Correlation	.561**	.372**	.410**	.412**	.494**	.749**	.706**	.168	.337**	.248	.207	.317**	.372**	.127
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000	.000	.137	.002	.027	.065	.004	.001	.263
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80

**. Correlati on is significa nt at the 0.01 level (2- tailed).
*. Correlati on is significa nt at the 0.05 level (2- tailed).

Table 0-27 Spearman's Rho Correlation

Correlations			Age	Gender	Country	Industry	Jobrole	Duration	Employee_rate	CSR	Responsibility	Awareness_CSR	Ethical	CSR_initiatives	leaving_difference	Employee_en	
Spearman's rho	Age	Correlation Coefficient	1.000	.848**	.967**	.974**	.997**	.922**	.944**	.572**	.891**	.739**	.698**	.817**	.906**	.457**	
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
		N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
	Gender	Correlation Coefficient	.848**	1.000	.828**	.838**	.853**	.768**	.898**	.451**	.929**	.666**	.594**	.852**	.899**	.340**	
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.002	
		N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	
	Country	Correlation Coefficient	.967**	.828**	1.000	.935**	.965**	.908**	.913**	.593**	.886**	.756**	.714**	.798**	.906**	.470**	
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		
		N	80	80	80	80	80	80	80	80	80	80	80	80	80		
	Industry	Correlation Coefficient	.974**	.838**	.935**	1.000	.975**	.899**	.918**	.583**	.885**	.746**	.714**	.840**	.897**	.466**	
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000	.000	.000	.000	.000	.000	.000		
		N	80	80	80	80	80	80	80	80	80	80	80	80	80		
	Jobrole	Correlation Coefficient	.997**	.853**	.965**	.975**	1.000	.922**	.949**	.573**	.895**	.738**	.697**	.820**	.905**	.457**	
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.000	.000	.000	.000	.000	.000	.000		
		N	80	80	80	80	80	80	80	80	80	80	80	80	80		
	Duration	Correlation Coefficient	.922**	.768**	.908**	.899**	.922**	1.000	.928**	.346**	.777**	.512**	.456**	.654**	.812**	.261*	
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	.000	.000	.000		

*Impact of CSR In Employee Attraction and Retention
By Olivia Enyawu Ujah*

		Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000	.002	.000	.000	.000	.000	.000	.019	
		N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
		Employee_rate	Correlation Coefficient	.944**	.898**	.913**	.918**	.949**	.928**	1.000	.405**	.863**	.598**	.533**	.765**	.863**	.305**
			Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	.000	.000	.006
			N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
			CSR	Correlation Coefficient	.572**	.451**	.593**	.583**	.573**	.346**	.405**	1.000	.622**	.677**	.781**	.530**	.588**
			Sig. (2-tailed)	.000	.000	.000	.000	.000	.002	.000	.	.000	.000	.000	.000	.000	.000
			N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
			Responsibility	Correlation Coefficient	.891**	.929**	.886**	.885**	.895**	.777**	.863**	.622**	1.000	.756**	.736**	.844**	.960**
			Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	.000
			N	80	80	80	80	80	80	80	80	80	80	80	80	80	80
			Awareness_CSR	Correlation Coefficient	.739**	.666**	.756**	.746**	.738**	.512**	.598**	.677**	.756**	1.000	.892**	.782**	.765**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	.000	
		N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	
		Ethical	Correlation Coefficient	.698**	.594**	.714**	.714**	.697**	.456**	.533**	.781**	.736**	.892**	1.000	.697**	.749**	.626**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	
		N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	
		CSR_initiatives	Correlation Coefficient	.817**	.852**	.798**	.840**	.820**	.654**	.765**	.530**	.844**	.782**	.697**	1.000	.830**	.399**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	.000	
		N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	

*Impact of CSR In Employee Attraction and Retention
By Olivia Enyawu Ujah*

	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
leaving_difference	Correlation Coefficient	.906**	.899**	.906**	.897**	.905**	.812**	.863**	.588**	.960**	.765**	.749**	.830**	1.000	.443**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Employee_engagement	Correlation Coefficient	.457**	.340**	.470**	.466**	.457**	.261*	.305**	.753**	.486**	.510**	.626**	.399**	.443**	1.000	
	Sig. (2-tailed)	.000	.002	.000	.000	.000	.019	.006	.000	.000	.000	.000	.000	.000	.	
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Charities	Correlation Coefficient	.828**	.841**	.812**	.851**	.830**	.646**	.755**	.607**	.858**	.803**	.745**	.987**	.837**	.524**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Dedicated	Correlation Coefficient	.896**	.718**	.857**	.919**	.901**	.866**	.875**	.567**	.780**	.594**	.589**	.656**	.794**	.493**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Participation_CSR_activities	Correlation Coefficient	.869**	.921**	.853**	.869**	.870**	.708**	.827**	.602**	.924**	.822**	.793**	.913**	.911**	.454**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Socially_beneficial	Correlation Coefficient	.750**	.689**	.772**	.759**	.751**	.529**	.619**	.655**	.766**	.967**	.862**	.809**	.771**	.493**	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80

*Impact of CSR In Employee Attraction and Retention
By Olivia Enyawu Ujah*

	Exterior_talking	Correlation Coefficient	.784**	.758**	.789**	.800**	.785**	.582**	.681**	.595**	.797**	.879**	.783**	.890**	.793**	.448**	
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
		N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
	Comment	Correlation Coefficient	.706**	.431**	.645**	.606**	.712**	.721**	.690**	.194	.436**	.287**	.256*	.367**	.456**	.147	
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.084	.000	.010	.022	.001	.000	.195	
		N	80	80	80	80	80	80	80	80	80	80	80	80	80	80	

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

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

The correlation amongst all the considered variables is statistically significant due to the presence of the variable within the margin between 0-1. Uniformity of the variables has been elucidated through the observation of linearity under the confidence level of 95% through the context of both Pearson and Spearman correlation coefficient.

To test the hypothesis

Table 0-28. Table showing one way ANOVA test of hypothesis

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Employee_engagement	Between Groups	3.150	1	3.150	102.375	.000
	Within Groups	2.400	78	.031		
	Total	5.550	79			
Participation_CSR_activities	Between Groups	22.802	1	22.802	62.218	.000
	Within Groups	28.586	78	.366		
	Total	51.388	79			
Awareness_CSR	Between Groups	6.645	1	6.645	66.083	.000
	Within Groups	7.843	78	.101		
	Total	14.488	79			

The hypothesis considered in the case of this research caters towards three specific arenas and the consideration of one-way ANOVAs test to this facet has signified the rejection of the null hypothesis and acceptance of an alternative hypothesis. The main agenda of CSR objectives are aligned towards garnering strong employee engagement and employee commitment rates with lesser employee turnover scenarios.

CHAPTER SIX: FINDINGS AND DISCUSSIONS

6.1 Research Findings

Question 1:

To get a proper understanding of the data obtained for building up research that is dealing with the subject of corporate social responsibility, it is important to get a demographic understanding. Therefore, in this topic, the analysis of the demographic aspect of the target market is essential to an understanding of the role of age in determining the choices made by the participants. According to the survey responses and its vertical graphical representation, the majority of the participants with a percentage share of 11.30%, are of the age of 27 whereas there is a lesser number of participants in the age group of 40 to 60. Therefore, this can help in understanding that the representation of age is lowest from the age group of 40 to 60.

Question 2:

The next vital demographic factor is that of the gender and it is highly important to identify the gender of the people with their influence on the responses provided by them. It is also very important to incorporate both the genders in the survey to obtain a balanced and well distributed response. In this research, therefore, it can be seen with the help of the pie chart that the number of male participants is having a 58.8% share. The tabular representation also highlights that the number of female participants out of the total 80 participants is 33. This enables the readers to understand that gender representation is not equal among the number of participants as there is more number of males in comparison to females.

Question 3:

To make the study global in nature, people from multiple countries have been enabled to participate in the data collection process of the research. Nine countries participated in the completion of the research and to collect the data. The participants from Nigeria comprise 60% of the total percentage share of the participants coming from different

countries, in terms of the pie chart. The lowest number of people to participate is from countries like Ghana and South Africa, comprising 1 participant each out of 80 responses. This helps in the understanding that the responses are mostly belonging to the African and western countries with a few exceptions of India.

Question 4:

This question is crucial to analyse the relevance of the people participating in the survey to the concepts of corporate social responsibility and its importance in employee satisfaction and retention. There are participants from as many as 14 types of industries that have been a part of this research study. Among the 80 participants as per the pie chart, the biggest share of the participants comes from the industry of accounting and banking and finance. The share of a percentage that this industrial sector has is 33.75% whereas as per the table the lowest number of people who participated in this survey is from the sectors like law and education. The sectors of travel, telecommunication, recruitment, and HR also have the lowest amount of representation in comparison to others. Therefore, employee satisfaction and retention due to the CSR policies of the companies' topic will get most of the data from the perspectives of the people involved in the financial sectors.

Question 5:

The job title and the job role helps in finding out the relation and the proximity of relevance the participants have with the concepts of CSR and the aspects of employee management. According to the table, in this research, the researcher would get the maximum share of participants, who are appointed as either a manager or a relationship manager. The managerial posts in any company are very closely related to the issues of the employees as well as supervising the proper adoption and implementation of the CSR policies. Therefore, getting the majority share of the participants appointed in managerial roles takes the research a step closer to the understanding of the topic.

Question 6:

The job experience of the participants is highly relevant as it helps the research study be more comprehensive. The more an employee of a company is experienced the

more is the person accustomed and familiar with the internal aspects like CSR policies and employee satisfaction of the company. Participants with the lowest job experience of fewer than 6 months comprise only 10% of the share of participants. Therefore, this acts greatly in favour of the research study as it makes the research filled with more experienced participants who are capable of providing accurate data to the study.

Question 7:

The number of employees associated with a company helps in determining the policies that the company or organisation undertakes to determine their satisfaction. Therefore the more the number of employees in a company the more the company is prone to be affected on the grounds of employee satisfaction. One of the very positive points of this research survey is that the majority of the participants, comprising 41.3 percent of the total share, worked in organisations having more than 250 employees. This helped the research in getting a better understanding of the rate of employee satisfaction and turnover happening in these companies based on their CSR policies.

Question 8:

In the present times, almost all the companies incorporate the policies of Corporate Social Responsibilities to keep themselves relevant in the market. However, there can still be a large share of the population who might be still not familiar with the concept of CSR. While collecting the data for this research it has been seen that there are 87.5 percent of the participants are familiar with the concept of CSR. However, there are still 12.5 percent of the participants who are unfamiliar with it which can be a small but significant amount that is capable of providing an accurate understanding of the topic.

Question 9:

In the age of growing competition, the responsibilities of the companies should not be overlooked and therefore this question tried to find out the opinions of the participants about the implementation of CSR policies. Although the majority of the participants are positive about implementing the policies, there is a small section of the participants who disagrees with it.

Question 10:

Through the responses of this question, the research tries to find out whether the participants are knowledgeable about the CSR policies of their own company or not. After the collection of the data, it has been observed that at least 23.8% of the participants are aware of this. This enables the understanding that there still exists a small share of the working force whose employability choices do not depend on the CSR policies of the companies.

Question 11:

As per the responses collected by the respondents, it is seen that 66.3% enjoys the smooth communication of CSR initiatives taken by the company. A substantial percentage of people of 33.7% reported that they are unaware of the CSR activities that are initiated by the organisation.

Question 12:

An organisation needs to share similar ethical views with their employee to establish a healthy relationship between the two. As per the responses of this question, 80 percent of respondents array the positivity regarding the company initiatives that they are satisfied that organisation shares vital ethical views with them and initiates taking responses. However, 15% proclaim negative responses regarding the perspective of an organisation in sharing ethical views with them. While 5 percent of the population indicates that it does not apply to them.

Question 13:

Moral philosophy or ethical views and discipline are concerned with a descriptive and prospective outlook of right and wrongdoings. The success of achieving a goal depends on the perspective of ethical views whereas, the individual ethical view and an organisational view must align. It can be interpreted that 53% of employees are determined that they might leave the organisation if their moral philosophy differs, while 27.5% of employees will not leave the organisations as by keeping their ethical norms apart these groups of respondents will try to keep a balance between the two. 18.8% of the minimal group of respondents does not apply to ethical views.

Question 14:

Employee engagement indicates how happy and content an employee is and how passionate he feels regarding the work he is being allotted. By engaging this activity an organisation can improve its employee satisfaction level. In recent times every person working in an organisation must be familiar with employee engagement terms. As per the response to the above question, 92.5% of employees working in this organisation are aware of the term employee engagement. 7.5% of a small group of people are still unfamiliar with the term of employee engagement and how it is measured.

Question 15:

A business is aligned with 3P's: people, planet, and profit. By helping others one can make a huge difference, whereas it is important to seize a minimal opportunity to collaborate and enhance the network. In an organisation employees must be encouraged by their managers to suggest creative or fresh ways to enhance the support of an organisation in a community cause or be a part of a charity. It motivates others to share valuable knowledge regarding the empowerment of a community. In response to the above question, it can be emphasized that 66.3% of a mass group of people agree that the organisation encourages their employees to suggest ways or ideas in which the company can support the community or a charity. Henceforth, 27.5% of the population states that they are not encouraged in participating or initiating new ideas for community or charity. Whereas, a small group of people with less percentage of 6.2% declare that they are not applicable for participating in idea generation for charitable communities.

Question 16:

Time balance is essential during working hours. An organisation must initiate to enhance the distribution of work control over the programmes of CSR. Whereas, employees must aim to dedicate their part of the time at work and contribute in social responsibilities activities. In response to the question, it is found that 40% of the group of people successfully contribute their dedicated time at the work and initiates

participating in the CSR activities organised by the company. It is also seen that almost half of the population, say about 50% of employees fail to dedicate their time at working hours to contribute to the CSR activities initiated by the organisation. Also, it is noticed that 10% of the minimal group is not allowed and is neither interested in such CSR activities.

Question 17:

Through guiding CSR programs, communicating their success to everyone, and working respectfully and sustainably workers build a company with which people will be proud to be employed. This contributes to higher retention rates which also supports the recruiting efforts. It helps in personal as well as professional growth and development. In response to the question, it is found that 61.3% of people agree that participating in CSR activities helps them to develop and grow professionally. On the other hand, 18.8% of people do not feel any professional growth and development while initiating in CSR activities. 20% of people are not applicable for initiating such growth and development through CSR activities.

Question 18:

CSR is responsible for the programs and policies that impact the community, the environment, and culture as a whole. Effectively enriching and adding to a successful CSR program. In response to this question, a massive number of employees say about 75% personally get involved in this program of socially beneficial activities in their own time. 25% employees do not engage their "ME" time or own time in such socially beneficial activities.

Question 19:

Most of the people love to brag and gossip about their work in an organisation to their friends and contacts outside the workplace. Similarly, with a response to this question, it is determined that 75% of a large group of people enjoy and love chit-chatting about

their work to the people outside the organisation. On the contrary, 25% of the respondents like to keep their personal and professional lives different and not to talk about the work with their contacts outside the organisation.

Question 20:

In response to the above question, out of 80 respondents, 17 participants gave their opinion regarding the survey conducted regarding employee engagement and CSR activities initiated by the organisation. The participants opined that CSR is vital for every organisation and it is worthwhile suggesting an idea to the manager which massively contributes to the positive response of the activities. While conducting CSR activities an organisation should encourage their employee to be a part of such interactive activities as it aligns both the employee as well as an employer of the company. It boosts workplace morale and hence productivity. CSR has a great impact on a business and also its ability to attract young talent

Hypotheses Alignment

Various findings urge employees to be extremely engaged in CSR activities. Consequently, these CSR activities that are held by an organisation can attract the employees whose ideology complements the CSR activities initiated by the company. Hence, this is capable of doing good advertisements for the company among the employees who reach a mass number of employees who want to be a part of the company on a large scale. In every organisation it is seen that employees should be a part of employment engagement activities, so they should enhance participating in CSR activities. The organisation initiating CSR activities and the ideology of employees get aligned with it then they initiate taking part in such activities more. If an organisation is positively related to CSR activities then the employee will feel positive toward his work. It is psychologically influenced that if an employee working in an organisation is related to some positive CSR activities then that employee is also directly or indirectly related to the contribution. This motivates employees to develop

a favourable opinion about the company, and it is a psychological aspect that the employee feels uplifted and great about being a part of such a company.

Although in the above findings it is also seen that there is a minimal group of people who agree that CSR doesn't matter in the employment choices but there are a majority of people who say that CSR does matter in the employment aspects. The employee thinks that if the CSR activities are not appealing to them and their ethical values then it might show negative aspects by demotivating or moralizing the employees.

6.2 Research Discussion

The finding from the data that has been collected from the survey contributes to the discussions that will be undertaken in this section of the research. One of the findings provides an insight that the duration of the employees' work makes them more familiar with the CSR policies of the organisations they are working. This statement is in absolute alignment with the analysis made by Aderum and Bejnarowicz (2018), where they have asserted the same. They have mentioned that the experience of the employees plays a huge role in the CSR activities of the organisation.

Similarly, there still exists a small number of people who are still not aware of the concept of CSR. This context of this finding is in agreement with the works Schaefer, Terlutter, and Diehl (2019), who have rightly pointed out that not every employee of a company is aware of the CSR activities that the company is embarking on. According to Gavett (2020), many companies failed to excel despite having committed CSR policies. Therefore, this can explain the reason why a small number of people in this survey did not find the implementation of CSR necessary.

In these findings, it is also identified that there exists a small section of workers, whose employability choices do not depend on the CSR policies of the companies. According to Jung and Kim, (2015), the study of CSR concerning employee satisfaction is still in the process of being more explored. Therefore, there has still not been a conclusive study that has completely evaluated a direct relationship between the two.

According to Latter (2017) and Weder and Karmasin (2016) Communication is essential in creating effective CSR activities. Organisations must make it integral to interactions and post daily action plans and updates to effectively incorporate the CSR system into the organisational culture. They may use email, intranet, posters, social media, and even public addresses to communicate. In essence, responsible stakeholder relationships are viewed as the state and result of CSR activities; also, CSR is defined as both internal and external communication processes and frameworks, strategy and context. In the above findings, it is also seen that the ethical values of an organisation may differ from an individual value whereas ethics are considered to be critical aspects, it is also aligned with Cabana and Kaptein (2019) that stated in his article, organisations' ethical culture is critical. An organisation's ethical culture is meant to be an antecedent of its employees' ethical behaviour. Organisations' ethical culture has been strongly related to other corporate outcomes, such as productivity and health for workers. This also notes that there can be many different ethical norms within an organisation.

Nevertheless, in the above section, it is important nowadays that every employee working in an organisation must be familiar with the term employee engagement. Whereas, Osborne and Hammoud (2017) in his article stated that it's a generally accepted norm, among corporate management teams and company experts alike, that employee engagement is essential to the success of an organisation. For this reason, companies large and small have been produced over the past decade with a keen focus on increasing and supporting engagement. Dedicated and meaningful work helps workers to understand and participate in how important they are within the company.

CHAPTER SEVEN: CONCLUSION AND RECOMMENDATIONS

7.1 Conclusion

This section of the research provides a summary of all the findings that have been identified in the process of interpreting and analysing the data. The data has been collected by incorporating the strategy of the survey. The survey consisted of 20 close-ended questions that were directed to 80 people who participated in this study of research. The study that has been done and analysed are based on the data that has been collected by the research. The analysis of the pie charts and the tables presenting the results of these pie-charts provided the research with certain findings that provides for key recommendations.

The key findings of this research are that the people appointed in the managerial posts are more acquainted with CSR policies of the company. The primary reason for this fact can be due to the various duties and responsibilities that the managers need to look into. This gives them access to multiple internal discussions as policies that are yet to be undertaken. They also get an understanding of the present performance of the on-going CSR activity of the company. Therefore, the responses from the managers somewhat increase the accuracy of the data collected.

Apart from these, there have been key findings like the more the number of days an employee has worked in an organisation the more is the person familiar with the CSR policies of the company. It has also been found that the more the number of employees in a company the more the company is conscious about developing plans to maintain employee satisfaction. The findings like that there exists a small number of people who go beyond the popular understanding believe that the implementation of the policies of CSR is not imperative to generate employee satisfaction and retention.

The study also reveals findings that assert there exist a very small percentage of people who although are employed in companies but not interested in the CSR activities of the company. Some people participated and responded according to which

they mentioned that they are not capable of participating in the CSR activities of the companies. The findings of this research also bring to light that there exists a section of employees who are not even accustomed to the concepts of employee engagement programmes. This explains the lack of understanding of the various corporate aspects among the employees even after being involved in the corporate sectors.

Therefore, this discussion enables both the readers and the researcher to conduct and provide a detailed study of the findings from the survey report. A thorough analysis of these findings can help in clarifying the relation of these responses further with the body of the research studies. Along with aligning the responses and the key findings of these responses with the hypotheses mentioned at the beginning of the paper, the researcher can testify the hypotheses. The researcher can evaluate whether the responses derived from the data collected by the researcher are capable of justifying the arguments provided in the formulation of the research. The process of testifying and the falsification of the themes and hypotheses solely depended on the analysis and interpretation of the data and the findings from the responses of the data. Therefore, this section of the research is highly significant in the process of building a comprehensive study of the research.

7.2 Recommendations

Universal implementation of CSR: CSR is constructive and can make a big difference even though it makes a slight improvement. CSR is vital for an organisation, every organisation should initiate. The Government does not have a role to play in controlling CSR activities; it puts a duty on the company board to ensure the efficiency and efficacy of the CSR programme. Corporations are not monolithic, but individually-run and rooted entities in the communities in which their companies are working. Government corporations, both small and large private businesses, also have far more flexibility to distribute their charitable dollars per their controlling owners' philanthropic interests, regardless of whether contributions fit well with the CSR intent of their companies. Private companies should improve their corporate social responsibility activity.

Improvement of Company Goodwill and Workplace Ethics through CSR activities: A business can improve its economic value, social impact, brand identity, credibility, and the benefits of society by engaging in social responsibility. Whereas corporations and other organisations are accountable to clients, staff, creditors, government officials, and so on in terms of effective use of society's resources. CSR has helped companies in improving business performance at various levels. CSR also enhances a huge benefit to the company practicing it as it can boost workplace morale and hence productivity. CSR has a positive influence on society and is well-known in carrying out its ordinary business activities. In recent years, the connection between social responsibility and company strategies has proved a valuable one. It is also seen that a company's primary objective is to produce profits, maximize revenue, please the customer, etc. The secondary aim of a corporation, however, is to contribute to the social and environmental objectives and more to incorporate corporate social responsibility as a strategic investment, as CSR may have a direct economic benefit.

7.3 Implications of Findings

CSR projects ought to be successful because it is their moral right to contribute to society and everyone recognizes that both reliability and social welfare programs are desirable. For the quest for win-win CSR incentives, the possibilities for political or social engagement within an organisation that is analysed provided its specific competences. Organisations that are deeply involved in CSR should get some kind of tax reduction or rebate. CSR provides security from liability risk of up to 4% of the value of the business at a value equivalent to the costs of insurance. Build a prestige dividend of up to 11% of market capitalisation. Minimize risk, equity, and borrowing costs. This decreases the financial risk of an organisation involved in CSR.

7.4 Research limitations

The study had multiple complexities due to the stipulated amount of time for research, which indirectly hampers the collective information of data. Due to the lack of time and unwanted circumstances, the research failed to contact the interview of organisational

contributors, who are working in the various industry with adequate knowledge and information about CSR. Apart from that, various organisational examples are also not be included, due to the encrypted data and security concerns.

7.5 Future Scope of the study:

CSR affects the ability of an organisation to retain top talent and influences the productivity and retention levels of employees. A transparent and successful CSR approach seeks employers from the next generation of employees currently working. An individual wants to be employed by a transparent organisation to do well and benefit. Enterprises that do not give priority to the policy of corporate social responsibility risk losing top talent to corporations. CSR has a great impact on a business, and also its ability to attract young talent. In turn, businesses with CSR have a more fulfilled and healthier workforce. This is because workers feel like they work for a socially conscious boss. Organisations that exercise Corporate Social Responsibility strive to spend more and work harder to build an environment for workers to return every day. By evaluating the factors of CSR, it is inherently stated about creating healthy ecosystems for business. On the other hand, by applying the indicators of CSR through this study, organisational culture can be nurtured through staff engagement and participation in areas that are impactful to staff and its surroundings. Through implementing a comprehensive and effective CSR plan, companies may retain their current workers for longer.

7.6 Personal learning Statement

This research was conduct out of a deep concern for how organisations can engage and improve on their SR. The aim of the research was achieved albeit the limitations that presented itself over its course. CSR awareness and ethical practices should be normalised and prioritised within all organisations. The learning take back from this research was that not enough seriousness is being given to CSR and/or employees are not as engaged as they should be. Organisations need to improve on how much CSR initiatives and ethical measures are being put into business practices. Although the financial constraint and size of the organisation may be a factor in determining

how much effort organisations put into CSR, government and private sectors should do their part in ensuring businesses have a more convenient way to practice CSR. It is also important to mention that this study would have been carried out more efficiently given more time and resources available.

REFERENCES

- Ahmad, R., Islam, T. and Saleem, S.S., 2017. Employee engagement, organisational commitment and job satisfaction as consequent of perceived CSR: A mediation model. *Journal of Research Society of Pakistan*, 55(2), pp.153-168.
- Aiman-Smith, L., Bauer, T.N. and Cable, D.M., 2001. Are you attracted? Do you intend to pursue? A recruiting policy-capturing study. *Journal of Business and psychology*, 16(2), pp.219-237.
- Albinger, H.S. and Freeman, S.J., 2000. Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, 28(3), pp.243-253.
- Aldrich, H., Ruef, M. and Lippmann, S., 2012. *Organisations Evolving*. 2nd ed. Cheltenham, Gloucestershire: Edward Elgar Publishing Limited, pp.36-50.
- Angus-Leppan, T., Metcalf, L. and Benn, S., 2009. Leadership Styles and CSR Practice: An Examination of Sensemaking, Institutional Drivers and CSR Leadership. *Journal of Business Ethics*, 93(2), pp.189-213.
- Ashforth, B.E. and Kreiner, G.E., 2002. Normalizing emotion in organisations: Making the extraordinary seem ordinary. *Human Resource management review*, 12(2), pp.215-235.
- Backhaus, K. B., Stone, B. A., & Heiner, K. (2002). Exploring the relationship between corporate social performance and employer attractiveness. *Business and Society*, 42, 292-318.
- Baden, D., 2016. A reconstruction of Carroll's pyramid of corporate social responsibility for the 21st century. *International Journal of Corporate Social Responsibility*, 1(1), p.8.
- Baldwin, S., 2006. *Organisational Justice*. 2nd ed. Brighton: Institute for Employment Studies, pp.13-30.

Barakat, S., Isabella, G., Boaventura, J. and Mazzon, J., 2016. The influence of corporate social responsibility on employee satisfaction. *Management Decision*, 54(9), pp.2325-2339.

Bhatt, M., Van Riel, C.B. and Baumann, M., 2016. Planned organisational identity change. *The Oxford handbook of organisational identity*, pp.436-454.

Bolton, S.C., Kim, R.C.H. and O’Gorman, K.D., 2011. Corporate social responsibility as a dynamic internal organisational process: A case study. *Journal of Business Ethics*, 101(1), pp.61-74.

Bowen, H., 2013. *Social Responsibilities Of The Businessman*. 4th ed. Iowa: University of Iowa Press, pp.22-84.

Brammer, S., Millington, A. and Rayton, B., 2007. The contribution of corporate social responsibility to organisational commitment. *The International Journal of Human Resource Management*, 18(10), pp.1701-1719.

Brejning, J., 2016. *Corporate Social Responsibility And The Welfare State*. 3rd ed. London: Routledge, pp.42-74.

Bunniss, S. and Kelly, D. (2010) "Research paradigms in medical education research", *Medical Education*, 44(4), pp. 358-366. doi: 10.1111/j.1365-2923.2009.03611.x.

Burck, C. (2005) "Comparing qualitative research methodologies for systemic research: the use of grounded theory, discourse analysis and narrative analysis", *Journal of Family Therapy*, 27(3), pp. 237-262. doi: 10.1111/j.1467-6427.2005.00314.x.

Butts, D. (1983) "The Survey—A research strategy rediscovered", *Journal of Research in Science Teaching*, 20(3), pp. 187-193. doi: 10.1002/tea.3660200302.

Carroll, A.B., 2016. Carroll’s pyramid of CSR: taking another look. *International journal of corporate social responsibility*, 1(1), pp.1-8.

Chaudhary, R., 2019. Corporate social responsibility perceptions and employee engagement: role of psychological meaningfulness, safety and availability. *Corporate Governance: The International Journal of Business in Society*, 19(4), pp.631-647.

Chen, P., Sparrow, P. and Cooper, C., 2016. The relationship between person-organisation fit and job satisfaction. *Journal of Managerial Psychology*, 31(5), pp.946-959.

Clark, T.S. and Grantham, K.N., 2012. What CSR is not: Corporate social irresponsibility. In *Corporate social irresponsibility: A challenging concept* 25(2), pp.51-70.

Coldwell, D. A., Billsberry, J., Van Meurs, N., & Marsh, P. J. (2008). The effects of person– organisation ethical fit on employee attraction and retention: Towards a testable explanatory model. *Journal of Business Ethics*, 78, 611-622.

Connolly, J.J. and Viswesvaran, C., 2000. The role of affectivity in job satisfaction: A meta-analysis. *Personality and individual differences*, 29(2), pp.265-281.

Dahlsrud, A. (2006). How corporate social responsibility is defined: an analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management*, 15, 1–13.

De Boeck, G., Meyers, M.C. and Dries, N., 2018. Employee reactions to talent management: Assumptions versus evidence. *Journal of Organisational Behavior*, 39(2), pp.199-213.

Devece, C., Palacios-Marqués, D. and Alguacil, M.P., 2016. Organisational commitment and its effects on organisational citizenship behavior in a high-unemployment environment. *Journal of Business Research*, 69(5), pp.1857-1861.

Downes, P.E., Kristof-Brown, A.L., Judge, T.A. and Darnold, T.C., 2017. Motivational mechanisms of self-concordance theory: Goal-specific efficacy and person– organisation fit. *Journal of Business and Psychology*, 32(2), pp.197-215.

Duby, D., 2016. Crafting a Platform for CSR. *Executive Ethics II: Ethical Dilemmas and Challenges for the C Suite*, p.235.

Ehrhart, K.H. and Ziegert, J.C., 2005. Why are individuals attracted to organisations?. *Journal of management*, 31(6), pp.901-919.

Falkenberg, J. and Brunsael, P. (2011), "Corporate social responsibility: a strategic advantage or a strategic necessity? *Journal of Business Ethics*, Vol. 99 No. 1, pp. 9-16.

Fonceca, C.M. and Jebaseelan, A.U.S., 2017. EFFECTIVENESS OF CSR PROGRAMMES (EMPLOYEES VS. BENEFICIARIES PERSPECTIVES)–AN IT SECTOR UNDERTAKING. *Indian Journal of Social Research*, 58(5), pp.591-604.

Freeman, R. Edward, and Sergiy Dmytriyev., 2017 "Corporate social responsibility and stakeholder theory: Learning from each other." *Symphonya. Emerging Issues in Management* 1 (2017): 7-15.

Garavan, T.N. and McGuire, D., 2010. Human resource development and society: Human resource development's role in embedding corporate social responsibility, sustainability, and ethics in organisations. *Advances in Developing Human Resources*, 12(5), pp.487-507.

Gelens, J., Dries, N., Hofmans, J. and Pepermans, R., 2015. Affective commitment of employees designated as talent: Signalling perceived organisational support. *European Journal of International Management*, 9(1), pp.9-27.

Glavas, A. & Piderit, S. K. 2009. How does doing good matter?: Effects of corporate citizenship on employees. *Journal of Corporate Citizenship*, 36, 51-70.

Gond, J.P., El Akremi, A., Swaen, V. and Babu, N., 2017. The psychological microfoundations of corporate social responsibility: A person-centric systematic review. *Journal of Organisational Behavior*, 38(2), pp.225-246.

Greening, D.W. and Turban, D.B., 2000. Corporate social performance as a competitive advantage in attracting a quality workforce. *Business & society*, 39(3), pp.254-280.

Gross, R. and Holland, B. 2011. Corporate social responsibility and employee engagement: Making the connection *Journal of Applied Social Psychology*, 43, 1869-1880

Heffernan, M. and Dundon, T., 2012, July. Researching employee reactions to high performance work systems in the service sector: the role of organisational justice theory. In *16th ILERA (IIRA) World Congress* (pp. 1-24).

Hogg, M.A. and Terry, D.I., 2000. Social identity and self-categorization processes in organisational contexts. *Academy of management review*, 25(1), pp.121-140.

Idowu, S. and Vertigans, S., 2018. *STAGES OF CORPORATE SOCIAL RESPONSIBILITY*. 2nd ed. Switzerland: Springer International Publishing, pp.52-60.

Jaros, S.J., Jermier, J.M., Koehler, J.W. and Sincich, T., 2017. Effects of continuance, affective, and moral commitment on the withdrawal process: An evaluation of eight structural equation models. *Academy of management Journal*.

Jones, D.A., Willness, C.R. and Madey, S., 2014. Why are job seekers attracted by corporate social performance? Experimental and field tests of three signal-based mechanisms. *Academy of Management Journal*, 57(2), pp.383-404.

Karanges, E., Johnston, K.A., Lings, I. and Beatson, A.T., 2018. Brand signalling: An antecedent of employee brand understanding. *Journal of Brand Management*, 25(3), pp.235-249.

Khan, M., Sarwar, S. and Khan, H., 2018. Impact of corporate social responsibility on job attitudes: Job satisfaction and organisational commitment of banking sector employees of Pakistan. *SEISENSE Journal of Management*, 1(3), pp.28-47.

Kim, J., Song, H. and Lee, C., 2016. Effects of corporate social responsibility and internal marketing on organisational commitment and turnover intentions. *International Journal of Hospitality Management*, 55, pp.25-32.

Kim, S., 2019. The process model of corporate social responsibility (CSR) communication: CSR communication and its relationship with consumers' CSR knowledge, trust, and corporate reputation perception. *Journal of Business Ethics*, 154(4), pp.1143-1159.

Knudsen, J. and Moon, J., 2017. *Visible Hands*. 1st ed. Cambridge, United Kingdom: Cambridge University Press, pp.53-60.

Kolk, A., 2016. The social responsibility of international business: From ethics and the environment to CSR and sustainable development. *Journal of World Business*, 51(1), pp.23-34.

Kotler, P. and Lee, N., 2005. Best of breed: When it comes to gaining a market edge while supporting a social cause, "corporate social marketing" leads the pack. *Social marketing quarterly*, 11(3-4), pp.91-103.

Lantos, G., 2002. The ethicality of altruistic corporate social responsibility. *Journal of Consumer Marketing*, 19(3), pp.205-232.

Lee, E., Park, S. and Lee, H., 2013. Employee perception of CSR activities: Its antecedents and consequences. *Journal of Business Research*, 66(10), pp.1716-1724.

Li, C.S., Kristof-Brown, A.L. and Nielsen, J.D., 2019. Fitting in a group: Theoretical development and validation of the Multidimensional Perceived Person–Group Fit scale. *Personnel Psychology*, 72(1), pp.139-171.

Lim, J.S. and Greenwood, C.A., 2017. Communicating corporate social responsibility (CSR): Stakeholder responsiveness and engagement strategy to achieve CSR goals. *Public Relations Review*, 43(4), pp.768-776.

- Lin, C.P., 2019. Modeling corporate citizenship and turnover intention: social identity and expectancy theories. *Review of Managerial Science*, 13(4), pp.823-840.
- Logsdon, J.M., Thomas, D.E. and Van Buren III, H.J., 2006. Corporate social responsibility in large Mexican firms. *Journal of Corporate Citizenship*, (21), pp.51-60.
- Lu, L., Lu, A.C.C., Gursoy, D. and Neale, N.R., 2016. Work engagement, job satisfaction, and turnover intentions. *International Journal of Contemporary Hospitality Management*. 51(2), 183-202.
- Luo, J., Meier, S. and Oberholzer-Gee, F., 2012. *No News Is Good News*. 2nd ed. [Boston]: Harvard Business School, pp.9-13.
- Mahoney, L.S., Thorne, L., Cecil, L. and LaGore, W., 2013. A research note on standalone corporate social responsibility reports: Signaling or greenwashing?. *Critical perspectives on Accounting*, 24(4-5), pp.350-359.
- Malaysia, M.P., 2016. A three-component conceptualization of organisational commitment. *International Journal of Academic Research in Business and Social Sciences*, 6(12), pp.2222-6990.
- Maon, F., Lindgreen, A. and Swaen, V., 2010. Organisational Stages and Cultural Phases: A Critical Review and a Consolidative Model of Corporate Social Responsibility Development. *International Journal of Management Reviews*, 12(1), pp.20-38.
- Masoud, N., 2017. How to win the battle of ideas in corporate social responsibility: the International Pyramid Model of CSR. *International Journal of Corporate Social Responsibility*, 2(1), pp.1-22.
- McWilliams, A., Siegel, D.S. and Wright, P.M., 2006. Corporate social responsibility: Strategic implications. *Journal of management studies*, 43(1), pp.1-18.
- Meyer, J. and Stanley, D., 2016. *Handbook Of Employee Commitment*. 2nd ed. Northampton, MA: Edward Elgar Pub., pp.208–221.

Middlemiss, N., 2003. Authentic not cosmetic: CSR as brand enhancement. *Journal of Brand Management*, 10(4), pp.353-361.

Mirvis, P. 2012. Employee engagement and CSR. *California Management Review*, 54 (2), 93-117

Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communications. *International Journal of Business Communication*, 51(2), 183-202.

Moir, L., 2001. What do we mean by corporate social responsibility?. *Corporate Governance: The international journal of business in society*.

Moon, J., 2007. The contribution of corporate social responsibility to sustainable development. *Sustainable Development*, 15(5), pp.296-306.

Mosca, F. and Civera, C., 2017. The Evolution of CSR: An Integrated Approach. *Symphonya. Emerging Issues in Management*, (1), p.16.

Moshavi, D. and Terborg, J.R., 2002. The job satisfaction and performance of contingent and regular customer service representatives. *International Journal of Service Industry Management*. 12(3), pp.484-505.

Overall, Jeffery., 2016. Unethical behavior in organisations: empirical findings that challenge CSR and egoism theory. *Business Ethics: A European Review*, 25(2), pp.113-127.

Patterson, F., Zibarras, L., Carr, V., Irish, B. and Gregory, S., 2011. Evaluating candidate reactions to selection practices using organisational justice theory. *Medical education*, 45(3), pp.289-297.

Peterson, D.K., 2004. The relationship between perceptions of corporate citizenship and organisational commitment. *Business & society*, 43(3), pp.296-319.

Petticrew, M. et al. (2013) "Synthesizing evidence on complex interventions: how meta-analytical, qualitative, and mixed-method approaches can contribute", *Journal of Clinical Epidemiology*, 66(11), pp. 1230-1243. doi: 10.1016/j.jclinepi.2013.06.005.

Pratt, C.B., 2006. Reformulating the emerging theory of corporate social responsibility as good governance. *Public relations theory II*, pp.249-277.

Preda, C., 2019, September. Motivations and barriers to employee engagement in corporate social responsibility (CSR): A case study. In *CSR COMMUNICATION CONFERENCE* (p. 9).

Rhoades, L. and Eisenberger, R., 2002. Perceived organisational support: a review of the literature. *Journal of applied psychology*, 87(4), p.698.

Rindfleisch, A. et al. (2008) "Cross-Sectional versus Longitudinal Survey Research: Concepts, Findings, and Guidelines", *Journal of Marketing Research*, 45(3), pp. 261-279. doi: 10.1509/jmkr.45.3.261.

Rodrigo, P., & Arenas, D. (2008). Do employees care about CSR programs? A typology of employees according to their attitudes. *Journal of Business Ethics*, 83(2), 265-283

Rupp, D. E., Ganapathi, J., Aguilera, R. V., & Williams, C. A. (2006). Employee reactions to corporate social responsibility: An organisational justice framework. *Journal of Organisational Behavior*, 27(4), 537-543.

Russell, S. and Brannan, M., 2016. "Getting the Right People on the Bus": Recruitment, selection and integration for the branded organisation. *European Management Journal*, 34(2), pp.114-124.

Russo, A. and Perrini, F., 2009. Investigating Stakeholder Theory and Social Capital: CSR in Large Firms and SMEs. *Journal of Business Ethics*, 91(2), pp.207-221.

Saunders, M., Lewis, P. and Thornhill, A. (2016) *Research methods for business students*. 7th edn. Harlow: Pearson Education. Pp. 32-40

Saunders, M.N. and Thornhill, A., 2003. Organisational justice, trust and the management of change. *Personnel Review*, 32(3), pp.360-375.

Scott, W., 2013. *Institutions And Organisations*. 4th ed. Los Angeles: Sage Publication, pp.52-60.

Shen, J. and Benson, J., 2016. When CSR is a social norm: How socially responsible human resource management affects employee work behaviour. *Journal of management*, 42(6), pp.1723-1746.

Spens, K. and Kovács, G. (2006) "A content analysis of research approaches in logistics research", *International Journal of Physical Distribution & Logistics Management*, 36(5), pp. 374-390. doi: 10.1108/09600030610676259.

Stabile, C., 2000. Nike, social responsibility, and the hidden abode of production. *Critical Studies in Media Communication*, 17(2), pp.186-204.

Stets, J.E. and Burke, P.J., 2000. Identity theory and social identity theory. *Social psychology quarterly*, pp.224-237.

Story, J., Castanheira, F. and Hartig, S., 2016. Corporate social responsibility and organisational attractiveness: implications for talent management. *Social Responsibility Journal*, 12(3), pp.484-505.

Torugsa, N., O'Donohue, W. and Hecker, R., 2011. Capabilities, Proactive CSR and Financial Performance in SMEs: Empirical Evidence from an Australian Manufacturing Industry Sector. *Journal of Business Ethics*, 109(4), pp.483-500.

Turker, D., 2009. How corporate social responsibility influences organisational commitment. *Journal of Business ethics*, 89(2), p.189.

Tziner, A., Oren, L., Bar, Y. and Kadosh, G., 2011. Corporate social responsibility, organisational justice and job satisfaction: how do they interrelate, if at all?. *Journal of Work and Organisational Psychology*, 27(1), pp.67-72.

- Vallaster, C., Lindgreen, A. and Maon, F., 2012. Strategically Leveraging Corporate Social Responsibility: A Corporate Branding Perspective. *California Management Review*, 54(3), pp.34-60.
- Vartiak, L., 2016. CSR reporting of companies on a global scale. *Procedia Economics and Finance*, 39, pp.176-183.
- Verkuyten, M., 2005. *The Social Psychology Of Ethnic Identity*. 2nd ed. New York: Psychology Press, pp.23-45.
- Visser, W., 2006. REVISITING CARROLL'S CSR. *Corporate citizenship in developing countries: New partnership perspectives*, p.29.
- Vlachos, P.A., Panagopoulos, N.G., Bachrach, D.G. and Morgeson, F.P., 2017. The effects of managerial and employee attributions for corporate social responsibility initiatives. *Journal of Organisational Behavior*, 38(7), pp.1111-1129.
- Weick, K.E., Sutcliffe, K.M. and Obstfeld, D., 2005. Organizing and the process of sensemaking. *Organisation science*, 16(4), pp.409-421.
- Williamson, K. and Williams, K.J., 2011. Organisational justice, trust and perceptions of fairness in the implementation of agenda for change. *Radiography*, 17(1), pp.61-66.
- Windsor, D., 2013. Corporate social responsibility and irresponsibility: A positive theory approach. *Journal of Business Research*, 66(10), pp.1937-1944.
- Wood, D.J., 2010. Measuring corporate social performance: A review. *International journal of management reviews*, 12(1), pp.50-84.
- Zerbini, F., 2017. CSR initiatives as market signals: A review and research agenda. *Journal of Business Ethics*, 146(1), pp.1-23.
- Zhang, L & Gowan, MA 2012, 'Corporate social responsibility, applicants' individual traits, and organisational attraction: a person-organisation fit perspective', *Journal of Business and Psychology*, vol. 27, pp. 345-362.

Zhou, X. (2008) "Student Archival Research Activity: An Exploratory Study", *The American Archivist*, 71(2), pp. 476-498. doi: 10.17723/aarc.71.2.n426270367qk311l

Appendix

Survey Questionnaire

An increasing number of organisations and businesses are taking on strategic socially responsible initiatives that put them on the good side of the public, either as a marketing strategy or for the real benefit of the community. This research survey is being carried out to determine whether or not the perception of the working public on an organisations' Corporate Social Responsibility (CSR) has a positive or negative impact on employee engagement.

This survey consist of CSR related questions and is completely anonymous so any answers given will not be traced back to any individual. It will also take approximately 10 minutes to complete this survey and If you decide to take part, you are free to withdraw at any time during the survey without giving a reason.

1. How old are you? (Give your answer in years using just numbers, e.g. 29) *
2. What is your gender?

Female

Male

Other:

3. What country do you currently reside? *

Ireland

Other:

4. What industry sector do you currently work in? *

Accounting, banking and finance

Business, consulting and management

Charity and voluntary work

Engineering and manufacturing

Hospitality and Events Management

Law

Marketing, advertising, PR

Recruitment and HR

Retail

Sales

Teaching and education

Other:

5. What is your current job title/role? *

6. How long have you worked at your organisation? *

Less than 6 months

6 months - 1 year

1 year- 2 years

More than 2 years

7. Approximately how many people are employed at your organisation? *

1-10

11-50

51-250

251 and above

Employee Perceptions of CSR

8. Are you familiar with the term Corporate Social Responsibility (CSR)?

Yes

No

9. Do you agree that implementing CSR should be the responsibility of every company? *

Strongly Agree

Agree

Neutral

Disagree

Strongly disagree

10. Are you aware of any CSR practices your company is engaged in? *

Yes

No

11. Are CSR initiatives regularly communicated to you by your company? *

Yes

No

12. Do you consider it vital that your organisation shares similar ethical views with you?

Yes

No

Not Applicable

13. Will you ever consider leaving your organisation because their ethical views differ from yours? *

Yes

No

Not Applicable

Effect of CSR on Existing Employees

14. Are you familiar with the term employee engagement? *

Yes

No

15. Are employees encouraged to suggest ways in which the organisation can support community causes and/or charities? *

Yes

No

Not Applicable

16. Do you have a dedicated time at work to contribute to your organisation's CSR initiatives? *

Yes

No

Not Applicable

17. Does participating in CSR activities allow you grow and develop professionally? *

Yes

No

Not Applicable

18. Do you personally get involved in socially beneficial activities in your own time? *

Yes

No

19. Do you enjoy talking about your work to people outside your organisation? *

Yes

No

20. Please add any other comments you believe may be useful to this study