



# National College *of* Ireland

AN INVESTIGATION INTO THE IMPACTS OF INTERNAL CSR PRACTICES ON  
EMPLOYEE ENGAGEMENT IN ORGANISATIONS IN IRELAND .

By

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Master's in Human Resource Management.

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## Submission of Thesis and Dissertation

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## **Abstract**

This research paper will mainly focus on the topics of Corporate social responsibility and employee engagement . The primary focus will be on the impact of CSR practices on employee engagement in organisations in Ireland's and employee engagement are becoming very popular in the HR world .It will be interesting to see what impact they have on each other .The research aim intends to look at the internal practices of CSR in Ireland the effect they have on engagement levels. The research approach will be qualitative. The data will be collected through semi structures interviews. This method was chosen because of the gathering of primary research on engagement levels in real life organisations .Semi structured interviews help with discussion and helps gather plenty of information .Along with the semi - structured interviews , the author used a thematic analysis when its data was collected .

## **Table of contents**

### **Chapter 1: Introduction**

- 1.1-Introduction chapter
- 1.2-Research background
- 1.3-Research aims and objectives
- 1.4-Rational of study
- 1.5-Methodology
- 1.6-Structure of Dissertation

### **Chapter 2: Literature Review**

- 2.1- Introduction
- 2.2-Corporate social responsibility
- 2.3-Internal CSR
- 2.4-Theories and perspectives
- 2.5-Employee engagement
- 2.6-Theories of engagement
- 2.7-Measuring employee engagement
- 2.8-History of CSR in Ireland
- 2.9- CSR and employee engagement
- 2.10-Conclusion.

### **Chapter 3- Research aims, objectives and methodology**

- 3.1-Introduction
- 3.2-Research aims and objectives
- 3.3-Framework
- 3.4-Research philosophy
- 3.5-Population and sample size
- 3.6-Pilot study
- 3.7-Research strategy
- 3.8-Research methods
- 3.9-Data collection
- 3.10-Data analysis -Thematic analysis
- 3.11-Ethical consideration

3.12-Limitations

3.13-Conclusion

## **Chapter 4 – Analysis and Findings**

4.1-Introduction

4.2-The process of the interview analysis

4.3-Introduction to participants

4.4-Braun and Clarke (2006) guide to thematic analysis

4.5 Analysis of the data

## **Chapter 5- Discussion**

5.1-Introduction

5.2-Research overview

5.3 -Discussion of research aims

- Research aim 1:types of CSR used in the organisation
- Research aim 2 : Defining CSR and employee engagement
- Research aim 3: Measuring CSR and employee engagement
- Research aim 4:link between CSR and employee engagement .

5.4 – Conclusion

## **Chapter 6 – Recommendations and Conclusion**

6.1- Introduction

6.2- Conclusion to research aims

6.3- Recommendations

6.4- Conclusion

6.5- Personal learning statement - CIPD

## **Bibliography**

## **Appendix**

## **Thesis Submission Form**

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## **Acknowledgments**

I would like to take this opportunity to thank a few people who helped me get through this master's degree and also assisted me with writing this research paper .Firstly I would like to thank and congratulate my fellow classmates from the HR master course of 2020/2021 . They were of huge support to me throughout the whole year . This has not been the easiest year ; it had its challenges and a lot of stress and uncertainty . I admire anyone who chose to progress their education and skills especially this year during a global pandemic .I would like to mention a special thanks to my friends Olivia and Tanya who were there for me since day one , they were of huge support during such a difficult time . I cannot wait to enter the HR world together and see where it will take us.

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## **Chapter 1 : Introduction chapter**

### **1.1 - Introduction**

Corporate social responsibility (CSR) is becoming more and more popular in corporations. Many view it and describe it in different ways. With the increase of CSR awareness, Organizations are expected to move away from the scope of creating traditional profits and move towards becoming more sustainable and ethical (Garavan and McGuire, 2010). Some people use it as an attraction tool and also use it as a way of engaging their current employees'. It is a key focus in businesses' mission statements, annual reports and is incorporated into the branding of the company (Epstein-Reeves, 2012). CSR and the impact it has on the employee engagement and employer brand of organisations will be the main topics discussed in this paper. The purpose of this study is to see if there is a link between CSR and employee engagement. The researcher will look at organisations with CSR practices and ascertain if it helps with engagement levels. The aim of this study is to investigate CSR and impact it has on the engagement levels of employees in Irish organisations. This study will attempt to fill a research gap, previous research mainly has looked at CSR and employee engagement as separate topics and have been linked with other elements.

### **1.2- Research background**

#### **CSR**

CSR is becoming very popular amongst organisations in recent years (Burns, 2021). Organisations have started to integrate CSR policies to mainly boost profits. They are putting more thought into their external practices which will attract employees. Most organisations that do use internal practices which are aimed at stakeholder within the organisation like employees. Organisations mainly focus on the external stakeholder (e.g.) customers whilst overlooking their main stakeholders being the employees this results in the engagement levels dropping (Kasturi- Rangan, Chase and Karim, 2015). Examples of internal CSR practices are training and education programmes, some of these programmes may not be sector related (Rupp and Mallory, 2015). External practices examples are community development programmes and environmental sustainability programmes (Rupp et al, 2015). Organisations should implement CSR policies and practices that will benefit the lives and society together as a whole (Antonaras, 2019). It is very common to see organisations use CSR practices for the purpose of their reputation, financial performance (Amarsaikhan, 2014). There is very little research that has looked at the effect on the internal stakeholders, this provides an



opportunity to fill in the research and will focus on the link between CSR and employee engagement. There will be discussion on some theories involved in CSR, the researcher will look at the internal and external concepts and perspectives of CSR along with Carroll pyramid (2016) and Freeman's stakeholder's theory (1984).

Initiatives from the Irish government have created national plan to encourage companies to become more aware and become more socially responsible (Enterprise Ireland, 2017). They have developed a national plan, allowing any company to change their ways of running and become more sustainable. The national plan was launched in 2017 with the aim that by 2020 more Irish businesses will have created more sustainable jobs, embrace diversity, and improve working conditions (Enterprise Ireland, 2017). This was set up to educate and encourage companies to become more conscious when making decision whether its environmental or social and community factors. They have developed a reward initiative to encourage them to change their behaviours and become more responsible. Due to the environmental changes in with the climate and social issues, many organisations are trying to become as sustainable as possible. The increase in CSR popularity will provide an opportunity to investigate whether they are doing it for the internal stakeholder or whether they are using them for an opportunity to gain profits.

### **Employee engagement**

This paper will look into the employee engagement, the author will look at the drivers and practices used to help create an engaged workforce and will look into how CSR links to engagement levels in the workplace in Ireland.

Employee engagement is a social construct in which organisations are seeing how crucial it is for an organisation to progress and to have a happy and productive workforce (Long 2019). There has been plenty of research conducted and shows that implementing initiatives that gets employees involved will increase the levels of engagement and productivity, these studies have taken place a variety of countries (Amarsaikhan, 2014). There is little evidence and research conducted on looking at the link between CSR and employee engagement in Ireland, giving the researcher the opportunity to investigate the link between CSR and employee engagement. Engaged employees that have good quality jobs and are managed properly will result in having staff that engage in work tasks and activities (CIPD, 2021). Employee engagement is a very broad topic, therefore defining it can be difficult because people interpret it very differently. Some theory that will be discussed will be

Kahn's theory (1990) on employee engagement . This paper be discussing some theories and drivers of engagement .A Theory that will be looked at is Kahn's study of 'Psychological conditions of personal engagement and disengagement at work ' ( Young, 2018).

### **Previous research**

CSR and employee engagement are on the rise in organisations. There has been research conducted on these areas in the past but on an individual level ,researchers have investigated topics separately ,so therefore this research paper will focus on the research to establish if there is a link between both topics of CSR and employee engagement .

Although there has been a small amount of research done which has shown that there is a link of the topics of CSR and employee engagement (Ferreira & Oliveira, 2014). This small amount of research has been focused on other countries mostly in America (Ferreira & Oliveira, 2014). Another study has looked at these topics which mainly focuses on the impact they had on a generation Y workforce in Ireland (Commons, 2017).This study found a significant difference between organisations and who used CSR and organisations that used no CSR as an engagement tool (Commons,2017). There is very little research done on the link between the CSR and employee engagement in Ireland which provides an opportunity for the researcher of this paper to fill in the gap .From researching the topic , a realisation that has been highlighted is that many companies only use CSR as attracting people to their companies and mainly focus on the economic side when it comes to implementing CSR practices and policies (Amarsaikhan ,2014).

### **1.3- Research objectives and questions**

The aim of this research investigate whether there is a link between CSR and levels of engagement in companies in Ireland .

The main aims of this study will look at :

- How is CSR defined in the organisation participating in the study ?
- Why are the organisations being researched using CSR and what internal practices are implemented in their strategy?
- How does the organisations being researched measure CSR?
- Does the organisations being researched use any theories when implementing strategies
- How do the organisations being researched define employee engagement?

- How does the organisation measure employee engagement?
- What other influences / drivers impact employee engagement levels in the organisation being researched
- Does employee engagement have a connection/link with CSR practices in the organisations being researched

#### **1.4- Rational of the study**

The main purpose of this study is to see if CSR practices benefits the levels of employee engagement .The researcher will look at the how CSR practices effects the levels of engagement in the Irish companies that will be interviewed as part of the research project . The study will look at whether companies are using CSR practices as an attraction tool or whether they have a genuine interest in being socially responsible ethical tool to drive employee engagement . The study will be investigating 4 Irish companies . By interviewing a variety of companies and people in HR roles or senior management .The companies taking part in this research paper are from the aviation ,hospitality and IT sectors. It will provide some different insights and opinions on CSR . They should provide some indication of why organisations use CSR practices . Previous research has been done on the link between the two topics based on other countries and different generational workforces. This study will mainly be focusing on the CSR in Irish companies and will look at the reasoning of why they use it to ascertain if there is a link to employee engagement ..

#### **1.5- Methodology.**

The research method that will be used in this paper is the qualitative approach. This approach provides primary data which creates relative and valid data of the research .This paper will be using a both primary and secondary data throughout this whole paper and when it comes to collecting data. Data will be collected through interviews . The data will be collected through semi – structured interviews which helps identify and gain insights and behaviours of people or issues (Edgecumbe, 2021). Using a qualitative approach will provide the researcher with more factual ,in-depth information and findings ( Saunders et al ,2019) . During the research process, the researcher should see some themes being highlighted .The themes will emerge during the analysis process (Saunders et al 2019). Themes will help with the analysis of the research paper and help conclude it also . The group that will be surveyed will senior members of companies in Ireland. Interviewing senior members will provide more detail and accuracy to the research paper. Interviews provides opportunity to explore

point of views , clarity and meaning (Saunders et al ,2019).The research taking place will focus on companies within Ireland .There will be a mixture of local and some well- known organisations .The researcher will be looking at a variety of different companies within Ireland . The aim is to interview members from 4 different organisation in Ireland. The organisation will vary from being local companies and some well-known companies within Ireland.

## **1.6- Structure of Dissertation**

### **Chapter 1 -Introduction**

The introduction chapter will provide an overview of what the reader should expect. This chapter contains a brief summary from each heading which will provide the reader with some understanding of what to expect when reading . This chapter will provide some background on the topics that will be discussed throughout the research paper . The introduction chapter will have previous research which will show the opportunity gap for the research to take place .

### **Chapter 2 :Literature review**

This chapter will consist of definitions of what CSR and employee engagement are. The author will discuss the theory and perspectives involved in both of the topics. The topics will be discussed on an individual level and collaborative level, this will determine if there is a link between the two topics. CSR within Ireland will be discussed , this will provide a better understanding of what level of CSR is used in Irish companies. A topic that will be addressed in this paper is the CSR within companies and the history of CSR in Ireland. The history of CSR in Ireland will look at how much it has progressed since it was first introduced .

### **Chapter 3 : Methodology**

The methodology chapter will discuss the research approach . This chapter will contain the descriptions of how the research was conducted and what limitations were involved when the author was undertaking the study . The discussion will be backed up with literature where seems to be appropriate . The purpose of this study is to look at chapter to provide a breakdown of how the research was done and what tools were used . There will be a discussion on the limitation that prevented certain aspects of the study to take place . A

qualitative research approach will be used in this paper .This approach was chosen because it will provide more accurate findings.

#### **Chapter 4: Results and Findings**

This chapter will show the result of the research that took place. In this chapter there will be an analysis of the research and result be concluded. It will show how much of an impact CSR has the engagement levels of employees in Ireland .In this chapter , the results will show if they match up to the aims and objective set before the research was conducted .A thematic analysis will be used when investigating the data collected .

#### **Chapter 5 :Conclusion and recommendations**

The final chapter will conclude the finding and discuss the results. The author will discuss results. The results from the findings chapter will help discussion on the conclusion chapter . This chapter will provide a more defined answer to the research aims and objectives for this study .

### **Chapter 2: Literature Review**

#### **2.1 Introduction**

The aim of this chapter is to provide the reader with an analysis of previous research and studies that have been conducted around the topics of CSR , this will provide some insight on the background of CSR, it will also investigate the impacts it has on the levels of engagement in the workplace .The researcher will be analysing CSR with focus on theories and framework that are used .This chapter will also examine employee engagement and how it is impacted by CSR. There will be discussions and analysis on theories and perspectives involved alongside looking at how employee engagement is measured and to try determining the impact of CSR on employee engagement.

The literature review chapter will be used as a base to look at the previous research and it will highlight the research gap. The research gap will be conducted through qualitative primary research .

#### **2.2 Corporate social responsibility**

Corporate social responsibility is being used more frequently now than ever due to people and organisations becoming more environmentally and socially aware (Schooley, 2021).CSR has evolved over the years which has created different interpretations and definitions of the

topic. There are many different areas involved in CSR and many ways it can be done . CSR is continuously growing and is making an impact on society. Companies are continuously trying to make changes and become more socially responsible. Over the last few years CSR has been criticised due to companies' organisation misusing the concept to gain competitive advantage (Gleeson, 2019).Sheehy argues that defining CSR is both complex and complicated because of the nature of problems, it can be difficult to have conduct a one fits all definition. There has been debates over the years about the meaning and use of CSR .The different definitions and terminology can create a lot of confusion .The use of terms like 'going green ' and 'sustainability' are becoming popular in organisations mission statements and visions. This paper will be looking at the internal CSR incentives and practices organisations use to try and increase employee engagement , researched that has been conducted in the past looked at the impact of both practices have the employee engagement levels (Ferreira et al,2014). This paper will be looking at internal practices and the impact they have on employee engagement levels. This will address the research aim of looking at what internal practices are used and implemented into their strategies.

### **Definition of CSR**

Defining CSR can be difficult because it is such a diverse and broad topic , A basic description explained as ' when a business consciously and is deliberately active to enhance the social well-being of those whose lives are affected by the organisation operations'(Weber et al ,2018, p4) . Another definition is by the CIPD (2020) to which they simply defines this practice as an impact an organisation has or makes on a society , the environment, and the economy. Internal CSR are practices that are used to influence the workforce and source within the organisation (i.e.) is the wellbeing of employees whilst external CSR practice focus and influence the stakeholders of the organisations.ie customers and investors (Enterprise ,2017; Commons 2018)

Corporate social responsibility is broken into two dimensions which are internal CSR and external CSR (Jia et al,2019). CSR requires engagement from both internal and external stakeholders (European Commission,2011) , it can help with competition and can also help gain advantage especially in today's world where environments change very rapidly. Internal CSR focuses on the impact and influences of CSR practices within the company .Internal practices focus on how they can be socially responsible to their internal stakeholder in the organisation which are mainly the employees . Internal CSR are the actions that aim to satisfy

the expectations of the employees (Jia et al,2019) .These practices can focus on and help with employee wellbeing (Story et al ,2016). Some examples of CSR practices can involve training and development programmes and some flexibility to help create a work life balance .Internal CSR are practices that are used to influence the workforce and source within the organisation (i.e.) is the wellbeing of employees whilst external CSR practice focus and influence the stakeholders of the organisations.ie customers and investors .External CSR practices are focused on the external stakeholders from outside of the organisation. These practices are used more as attraction tool for the potential investors and customers (Story et al,2016). It refers to social responsibility that is targeted at local communities and consumer (Jia et al ,2019).Some external practice examples would be supporting local teams and clubs or also reducing their carbon footprint by minimizing the use of plastic on their products. Previous research has investigated the external factors more than the internal factors (Ferreira et al ,2014). .Internal stakeholders have got little or no attention in previous literature than other groups (Rodrigo and Arenas, 2007). This provides a gap for the research of this paper to investigate the link between CSR and employee engagement. This study will mainly look at the internal factors of CSR and the impact they have ,this will be further investigated through primary research with the 4 companies in Ireland .The primary research will examine how CSR is defined in the Organisations and will address the research objectives of how the Organisation being researched defines CSR .

### **2.3 Internal CSR**

Internal CSR deals with the relationships and responsibility within the working environment. Internal CSR practices refer to the practices that relate to the physical and psychological working environment of the employee ( Tucker, 2009 ) .The stakeholders are the key target when it comes to implementing CSR initiatives or practices .One of the key stakeholders within an organisation are the employee. Within internal CSR literature have divided the focus into two , they are organisational level and the individual level (Carroll ,2008). Organizational level looks the working context and working environment , some practices involved in the organisational level are improving working conditions (Tucker, 2009).Individual initiatives focuses more on the employee directly ( Cavazotte and Chang ,2016).Internal CSR can be overlooked, and companies can mainly focus external CSR shareholders and practices. The practices and initiatives that should be looked at to improve the levels of CSR are health and safety and investing in human capital (European Commission , 2001). A study conducted in Malaysia found that that affective commitment

when implementing CSR practices internally can help with employee identification with the organisation and are less likely to leave the organisation because the company are looking beyond the basics (Low et al,2015). This paper will be mainly looking at the CSR internal practices and the impact they have employee engagement levels .This area will address research aim of what type of internal practices are in place in organisations being investigated .

## **2.4 Theories and perspectives of CSR**

There are some theories and perspectives that have been researched and developed around CSR .Some of these theories like the stakeholder theory (1984) at how internal stakeholders can be overlooked, and the main focus is put on external shareholders when it comes to implementing CSR practices and incentives. Carroll's stakeholder pyramid (1979) and Freemans's stakeholder theory (1984) provide an understanding of the importance of CSR and how it should be used .These theories can help understand the concept of CSR (Commons ,2017).

### **Carroll's CSR pyramid**

CSR has been researched in the past, from that research theories have been developed and altered. One of the perspectives was Carroll's CSR pyramid which has been used in literature and has been put into practice for many decades (Carroll,2016). It is a very popular model used in organisations . Carroll's pyramid is a four-part pyramid that focuses on the legal ,ethical , economic, and philanthropic expectations from organisations (Carroll 1979) cited from Carroll (2016)). Carroll's pyramid ( 1991) has responsibilities laid out in a hierarchical way which is very similar to Maslow's hierarchy ( 1943) (Carroll,2009) .The structure of the pyramid is four layers (See figure 1). The core responsibility which is at the base is the Economic roles which focuses on profit making. The layer above is the legal role which involves obeying the rules and legislations. Following onto the ethical role which involves doing what is right and fair ,Lastly is philanthropic which is role being a good citizen . The four responsibilities set a base for organisations be characterized into the following.

The economic responsibilities are a requirement that organisations have towards society , although it seems unusual to have an economic society for a company to sustain its profits and to encourage their investors which helps the company to operate . In other words , the economics responsibility is the biggest responsibility in the Carroll's pyramid , business makes profits which helps with the society by



providing and improving products and services (Carroll,1991) . The economic responsibility is helps companies survive . Organization focuses on the profits helps them survive which will benefit society with products and services .

Legal is important because organisations have a responsibility to follow and obey laws and regulations which help with the standards in the workplace . Some of the basic legalities that need to be followed are health and safety standards and employment standards .

Ethical responsibility encourages the organisations to act morally and ethically with their actions and behaviours. They can be done internally and externally .This responsibility suggest that organisations should go beyond the basic laws and requirements .Some of the responsibilities that they encourage are employment treatment and work conditions

Philanthropic responsibility focuses on what and how organisations can give back to societies and communities. The choice of acting of on this responsibility is up to the organisation. Philanthropic main focus on the is on communities and society, this responsibility can also affect the employees. Previous research has confirmed that organisations that implement aspect will influence the employee morale and engagement (Carroll (2016)

The purpose of Carroll's pyramid is to give organisations a starting point and gives them an idea of how to implement all 4 parts into their business plan . Each of the 4 parts of the pyramid addresses and prioritises different stakeholders of the company. However, Schwartz and Carroll(2003) have reevaluated Carroll's ( 1991) four-part pyramid down to three sections; Economic ;legal ;Ethical. Both have changed the structure of the theory from pyramid to a Venn diagram (see figure 2) .Schwartz et al (2003) have suggested that each section in the diagram represents characteristics of organisations which will help during the analysing process for the firm. The researcher will research how many of headings are used in organisations being researched .The four headings will be investigated through primary research to see how many of these heading are used and will investigate the research aim to see if organisations use any CSR theories when implementing an engagement strategy .

Figure 1: Carroll's CSR pyramid

**Figure 1**  
**Carroll's (1991) Pyramid of Corporate Social Responsibility**

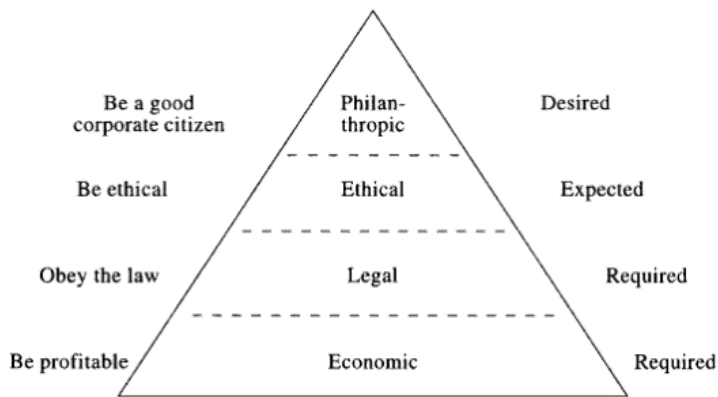
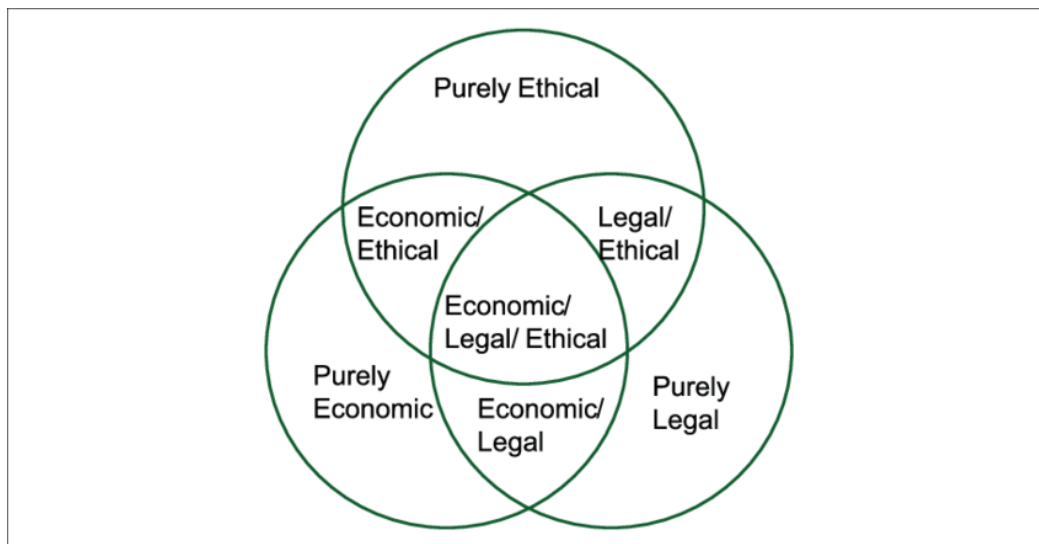


Figure 2 ;Carroll and Schwartz three-domain model



**Freemans's stakeholder theory**

Freemans stakeholder's theory (1984) stresses about the relationships that are involved between an organisation and the employee , suppliers, customers , investors, and communities (Littlewood,2020) .The theory emphasises that a firm should create value for all stakeholders instead of just providing value to the shareholders ( Donaldson, et al 1995; Stakeholder theory, 2018).The stakeholder theory's states that the main focus is that organisations should include all stakeholders and should look at how their actions and practices will affect each group , employees are stakeholders and can be shadowed which

can have an impact on the engagement levels. Including every group of stakeholders in the practice will help with encouragement and motivation. Freeman (1984) believes that if stakeholders feel left out or excluded from the organisations activities, the levels of engagement can decrease and can result in some putting less effort into their work which may affect the overall business performance. This theory shows organisations how important employees are and it shows that by including and involving them in the company it will help with the engagement levels. There is a potential link that can be made within CSR and employee engagement within this theory because they can implement some CSR practices like improving work conditions or implement the employee voice initiatives. The primary research will examine if these practices are in place in the organisations being researched. This theory will examine if these practices are in place in the organisations being researched which focus on the internal factors. This theory will be addressed in the aim of what theories the organisations implemented.

## **2.5 Employee engagement**

There is no one stop shop for the definition of employee engagement, however there are some crucial elements that need to be included in the when employee engagement is mentioned. The main elements that are considered crucial are employee's should have an emotional commitment and willingness to provide their best work (Peters, 2019). Kruse (2012) defines employee engagement as an emotion commitment an employee has towards the organisation and set goal it has. Willingness and commitment are two factors that can influence the levels of engagement in employee when they are working. People who love what they are doing will put extra work to see the company succeed. Disengaged employee's put in the minimum effort, have a very poor work ethic and don't want to develop of their skill (Peters, 2019). For employees to be engaged, organisations need to provide opportunities for growth and also look after the employees overall well-being. Employee engagement will be investigated through primary research. This addresses the research aim of how the organisation being research defines employee engagement.

Employee engagement is crucial for organisation. The word engagement is beginning to fade out and is being replaced with new words like motivation and commitment. Engagement is a very broad term, therefore having many different meanings and definitions. Malsach et al (2001) cited from Armstrong (2012)) describes engagement as a positive and fulfilling work related state of mind that is broken down by vigour, dedication and absorption. Organisations

should also be encouraging and developing their employees . Employees who are engaged tend to be happier and more productive in the workplace. Organisations need to look after their employees and help develop skills that will enhance their performance in the organisation. A Theory that organisations can follow to help with improving engagement levels is Kahn's ( 1990) theory of employee engagement.

## **2.6 Theory of employee engagement**

A theory which is known within the subject of employee engagement , The Kahn theory was conducted by William Kahn in (1990) , the theory looked the psychological conditions and the result would show of the level of engagement or disengagement .Kahn (1990) research involved interviews with councillors at summer campers and members on an architecture organisations, the interviews consisted of questions where the councillors and members felt engaged or disengaged .From conducting the interviews Kahn (1990) found three psychological conditions that are linked to the levels of engagement and disengagement in the workplace .The three conditions are safety , meaningfulness and availability

- **Kahn's concept of Safety**

Kahn's concept of safety looks at the working environment and the conditions. Work should be a safe space for employees to express their views and points without feeling ashamed or uncomfortable (Young,2018).Kahn ( 1990) highlights this concept as major condition for engagement, if an employee feel uncomfortable in their working environment it can affect the motivation and engagement levels

- **Kahn's concept of meaningfulness**

Kahn's concept of meaningfulness is making sure employee understand their values , behavioural impacts, and the role they have as a whole (Young,2018).Being appreciated in the workplace can contribute to the motivation levels and the level of engagement .

- **Kahn's concept of availability**

Kahn's concept of availability involves many aspects of the workplace , these are the physical environment , management support and peer relationship .The environment is crucial because it is where employee need to apply themselves and perform. Management support and peer relationships are interpersonal connections that help with performing to their best ability .The main goal to help achieve the best level of

engagement and motivation to create the right work environment and work culture(Young ,2018).

From the study Kahn also found that engagement is not static and that employee experiences in the workplace can cause a fluctuation in their motivation and engagement levels (Young, 2018).Kahn's theory on engagement focuses on internal factors that affect employee engagement .The factors and concepts discussed in this theory will be investigated through primary research .

### **The importance of employee engagement**

Employee engagement has grown into a critical driver for businesses to help with competitive advantage (Swarnalatha et al , 2013).Higher levels of engagement have a positive effect; it promotes retention of staff and improves organisational performance (Chandra, 2019.).

Strong employee engagement encourages many outcomes that benefit employees and even customers .Higher engaged organisations have double the rate of a company with lower engaged (Baltoni, 2013 ) .A company that is productive and is succeeding brings some encouragement to employee which can results in them putting in their efforts in the organisation .The efforts that are being put in will provide them with regards and development in their career path. Engagement can provide opportunities for employee if the suitable practice and policies are used (Valamis,2020).

Employee engagement has impacts on other concepts within the organisation and employees, the other concepts are satisfaction and experience (Brooks,2019) . It is important for organisation to invest time and effort into practices and reward policies to keep engagement levels up .Research and reports have shown that employee who are invested in their role are more productive than employees who are not (Moseley, 2021) ,most believe if you are in an role for a long period of time that you area automatically engaged and happy , on study found that worldwide that only 15% of worker fall into the engaged category (Gallup, 2021.)

Employee engagement has huge importance in the workplace .Latham ( 2015) states that employees who are succeeding and have the feel-good factor in the workplace can contribute more and are proud to work for company .

## 2.7 Measuring employee engagement

Measuring engagement levels can help management with implementing practices to improve them (Brown, 2020). William Schaufeli developed a scale that measures the levels of engagement called Utrecht Work Engagement scale (UWES) (see figure 3 for an example of the layout of the UWES). The UWES (1999) used to help measure and categorise the levels of employment. The scale consists of seventeen items and three subscales which broken down as the following: Vigour which consists of six items; Dedication which consists of 5 items; Absorption which has the remaining six items on the scale.

- **Vigour:** This level engagement consists of high energy levels and perseverance when working. People are willing to invest their time and effort into the work (Schaufeli Bakker, 2004), do not allow challenges to knock their confidence and energy levels.
- **Dedication:** This level of engagement consists of being involved in their jobs where they have a meaning and value their role (Schaufeli Bakker, 2004). They see challenges as a way of improving skills. People who have this level of engagement are enthusiastic and carry pride in their role.
- **Absorption:** This level of engagement consists of people who have full concentration and are engrossed in their work and role (Schaufeli Bakker, 2004). People with absorption levels can struggle to disconnect from their job and have a very poor work-life balance.

This scale has been successful in many studies there has also been some criticism on it. a study that was conducted in Malaysia criticised this scale for invalid for different individuals, groups, and organisations (Seppal, (2009) cited from Shahrazadet al (2016). They believed the validity of the scales did not work for the different cultures (Shahrazad Wan et al (2016). Schaufeli et al (2004) believe that the UWES (1999) has universal approach. The measurement of employee engagement will be investigated with primary research and will look at how the organisations being researched measure engagement; the author will also look at other influences in the organisations that may affect the levels of employment.

Figure 3 :Utrecht Work Engagement Scale

|       | Almost never               | Rarely               | Sometimes           | Often       | Very often         | Always    |
|-------|----------------------------|----------------------|---------------------|-------------|--------------------|-----------|
| 0     | 1                          | 2                    | 3                   | 4           | 5                  | 6         |
| Never | A few times a year or less | Once a month or less | A few times a month | Once a week | A few times a week | Every day |

1. \_\_\_\_\_ At my work, I feel bursting with energy
2. \_\_\_\_\_ I find the work that I do full of meaning and purpose
3. \_\_\_\_\_ Time flies when I'm working
4. \_\_\_\_\_ At my job, I feel strong and vigorous
5. \_\_\_\_\_ I am enthusiastic about my job
6. \_\_\_\_\_ When I am working, I forget everything else around me
7. \_\_\_\_\_ My job inspires me
8. \_\_\_\_\_ When I get up in the morning, I feel like going to work
9. \_\_\_\_\_ I feel happy when I am working intensely
10. \_\_\_\_\_ I am proud of the work that I do
11. \_\_\_\_\_ I am immersed in my work
12. \_\_\_\_\_ I can continue working for very long periods at a time
13. \_\_\_\_\_ To me, my job is challenging
14. \_\_\_\_\_ I get carried away when I'm working
15. \_\_\_\_\_ At my job, I am very resilient, mentally
16. \_\_\_\_\_ It is difficult to detach myself from my job
17. \_\_\_\_\_ At my work I always persevere, even when things do not go well

© Schaufeli & Bakker (2003). The Utrecht Work Engagement Scale is free for use for non-commercial scientific research. Commercial and/or non-scientific use is prohibited, unless previous written permission is granted by the authors

### Drivers of employee engagement.

There are many drivers when it comes to engaging employees in a workplace, the three drivers that they believe are crucial for a company's success are leadership, work-life balance and employee voice and communication (Bedarker and Pandita (2014)). Some of these drivers do not have connection with CSR.

- Leadership's main focus is on the line managers and how they perform and act. Research that has been done on the leaderships as shown that leadership behaviours are associated with motivation and job satisfaction (Bedarkar and Pandita (2014)) out of the three main drivers, leadership has huge connection of motivating staff but also has less impact with CSR practices in comparison to the other two.
- Work-life balance is a crucial component when it comes to engaging staff. This driver can be considered a part of a CSR practice. Many companies have started to introduce flexible working hours to help balance their work-life and personal life. This can be considered as CSR; studies have found that employees with the

balance have seen increased performance and higher engagement levels.

(Bedarkar et al (2014))

- Communication can be huge importance when it comes to running a business in general. It also brings huge benefits when engaging the staff. Poor internal communication can fluctuate the engagement levels. Communication in an organisation should be a two-way system .Employee voice falls under the ethical and philanthropic responsibility in Carroll's pyramid. Allowing an employee's voice been heard gives them some value and appreciation

Bedarker et al ( 2014 ) believe that the main drivers are the for engagement are the communication ,work life balance and leadership. Bedarker et al (2014) also argue that if the three drivers are successfully implemented into the organisations business plan it will result in a more engaged workforce . The researcher will be looking at what drives engagement levels in the organisations that are taking part in the study. This area will address the research objective of what influences /drivers are in place in the organisations and will look at if they have impact on the engagement levels in the organisations being researched .

## **2.8 History of CSR in Ireland**

CSR although very popular is a relatively new concept polices have become more common in Ireland in recent years .Some of the policies that have been introduced are improvements in work-life balance and working conditions and being more active with recycling and managing waste( Business in the community Ireland (BITCI), 2012).Ireland use of CSR polices are very new and in the past Ireland did not have the knowledge or wealth to create a philanthropic society ( Commons , 2017 ) . Irish government provided very little supports to help enforce or implement CSR initiatives

In 2011,the European commission updated and adapted the plan for CSR where CSR was redefined (European commissioner , 2011). The aim of this plan created by the EU commission was to encourage the governments of EU countries to develop and implement their own national plan. Irelands first national plan was created in 2014 , by doing this it helped with creating a lot of awareness and knowledge of CSR within Ireland (Commons , 2017). The development of the CSR national plan increase in 2017 , Irish government created



a plan for 2017-2020 called 'towards a responsible business ( Enterprise ,2017). The plan is aimed to encourage businesses to adopt a responsible practice and policies

## **2.8 CSR and employee engagement**

Organisations are always looking into new ideas to help motivate and encourage their workforce. From looking from the CSR theories and perspectives , there is opportunities to link CSR with employee engagements. In recent times employee what to get involved in the company but also want to work of an organisation that have a positive impact on the society (CIPD ,2013). The CIPD also stated in report that more and more employers are highlighting the purpose and effectiveness of employee engagement and how companies are becoming increasingly involved in CSR roles .CIPD conducted a study on the role HR and management play in CSR and the levels of importance it has in the workplace (CIPD ,2013).The findings of this study where that 53% of management only implement CSR practices because of government pressures, 47% believed it helped with employee engagement and 41% said they only used it because of pressure from shareholders (CIPD, 2013). One of the main findings from this study found that using CSR is a main driver for employee engagement .Management of different companies were surveyed . 72% of management believed their employees find it important to have a positive impact on society and the environment round them (CIPD,2013) .

## **2.10 Conclusion**

This paper has relevance because due to limited amount research done on CSR and employee engagement in Ireland. . This paper will question to find a link between CSR practices and the impact on the levels of engagement in organisations in Ireland. The objective for this paper are the is first find the definitions of CSR and employee engagement in the organisation being researched . Secondly it will look at why they use CSR and what practices are in place in the in the organisation under investigation . Thirdly it will look at how CSR and employee engagement are measured in the organisation being researched .Fourthly ,it will look what internal practices are in place and look at the other influences that may affect the levels of engagement. Finally, this paper will look at what theories are used in organisation being researched when it comes to developing and implementing an engagement strategy .This investigation will be conducted through primary research and some of the

literature discussed in this chapter .The literature discussed will assist the researcher ascertain a link between CSR practices and employee engagement.

## **Chapter 3 :Methodology**

### **3.1 Introduction**

In this chapter there will be a discussion the research on the methodology that is used in the study. The researcher will provide a brief discussion on the research aims and objectives that will hopefully be achieved during the research process. This chapter will highlight the research strategy being used to conduct the research and gather the data. Limitations that may have had on the impact on the study

### **3.2 Research aims and objectives**

After looking at previous research and literature on the topics of employee engagement and CSR , The researcher has decided to investigate the impact of internal CSR practises on the levels of employee engagement in organisations in Ireland. There are some aims that the researcher has set out to achieve during their study ,The main objective is to find a link between CSR practices and employee engagement .

#### **The main aims of this study will look at :**

- How is CSR defined in the organisation participating in the study ?
- Why are the organisations being researched using CSR and what internal practices are implemented in their strategy?
- How does the organisations being researched measure CSR?
- Does the organisations being researched use any theories when implementing strategies
- How do the organisations being researched define employee engagement?
- How does the organisation measure employee engagement?
- What other influences / drivers impact employee engagement levels in the organisation being researched
- Does employee engagement have a connection/link with CSR practices in the organisations being researched .

### 3.3 Framework

The framework that will be followed in this paper is the ‘research onion’ which was created by Saunders, Lewis and Thornhill (2019).

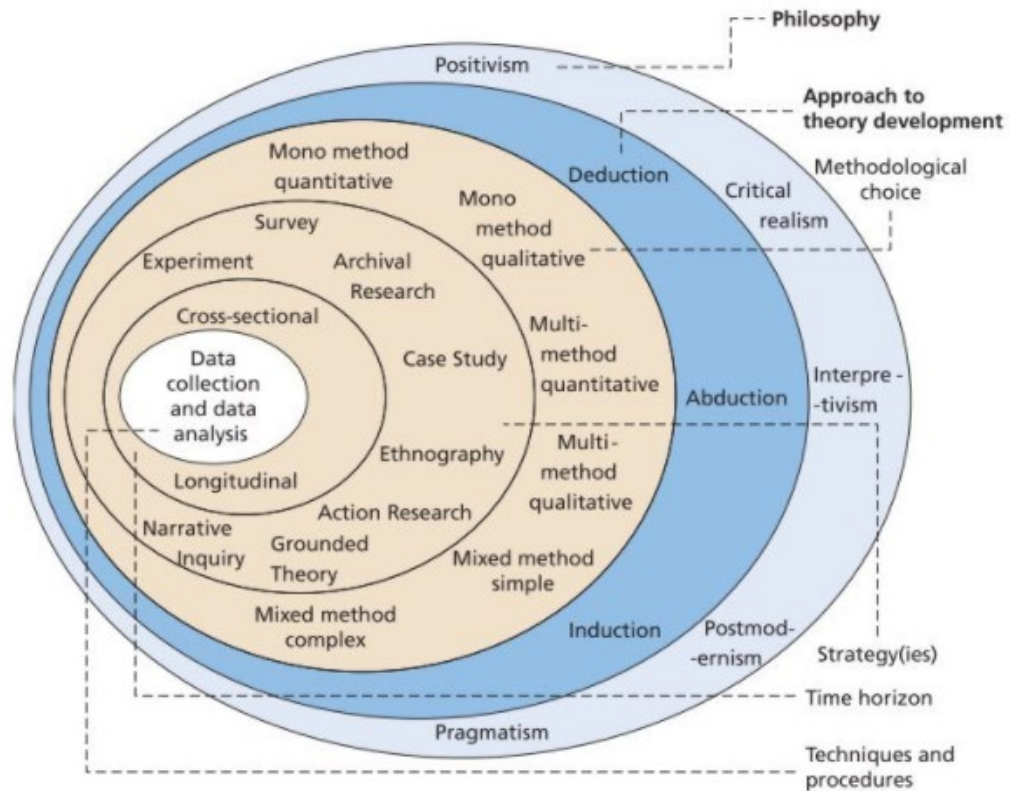


Figure 4.1 The 'research onion'

### 3.4 Research philosophy

The research philosophy refers to system of belief and assumptions about the development of knowledge (Saunders , 2019, p130)The philosophy that a researcher uses when conducting research is crucial because it will have an impact research process and can influence the outcome of the study. There are two areas that a researcher could have chosen for conducting their study . The two areas are Epistemology and Ontology

The aim of this paper is to look at the CSR practices in companies in Ireland and the impact these practices have on the engagement levels of their employees .Specific focus will be looking at the internal practices and if they have a positive or negative impact on the engagement levels in the organisations being researched .Qualitative research has been chosen for this paper as it allows gain further knowledge and words of individuals in

organisations in Ireland , Saunders ( 2019) believes that a qualitative approach develops rapport and helps gain cognitive access to data .

For the purpose of this paper the researcher will be using epistemology .It is important to have a good understanding of the philosophy when progressing with the study . Epistemology has three principles of research philosophy which are interpretivism , positivism and realism . Epistemology refers to the assumptions about knowledge ( Saunders et al , 2019).The approach that will be used the interpretivism approach. this approach emphasis that humans are different from physical phenomena because they create meanings ( Saunders et al , 2019). The main reason the researcher chose this approach for this study is because the data that will be collected in the interviews will have to be interpreted and analysed because all the responses will be different. The purpose of using an interpretive approach is that it creates a new understanding and opinions of social contexts .An inductive approach will be used as part of the theory development of the research process. This approach is defined by Saunders (2019) as an approach to theory development involving adding on to theory as result of observing empirical data. An inductive approach has a connection with humanities and has huge focus on the interpretations (Saunders ,2019). This paper will use an inductive and interpretive approach because they have symbiotic relationship .

There will be two main sections to the interview process . The structure of the interviews will consist of 2 opening questions , the questions will be based around the role or positions they are working in the organisation .The main section which consists of questions with the focus being on the topics of employee engagement and CSR. These questions have a universal approach and are suitable for interviewing any company.

### **3.5 Population and sample size**

The sample that was chosen for this research paper were senior management and human resource management of various organisations in Ireland .The reasoning behind choosing these members of the companies is because they have a good understanding and knowledge of the topics involved in this study .The interviewees that have an agreed to take part in this study are from various industries like the aviation, hospitality, and IT. The researcher is hopeful to get 4 people to participate in the interviews .

### **3.6 Pilot study:**

A pilot study was conducted for this research paper. The purpose of conducting a pilot study is to examine the feasibility of the approach that is being taken (Leon et al , 2011).The main concepts that are gathered from a pilot study is that it is a trial run which helps finds any issues that need to be changed before the real interviews are conducted , some issues can arise in the sample size and will looks at the interview questions to see if they are suitable. The main reason for doing a pilot study for this research is that it will trial the research interview questions . The main purpose using a pilot study is it will help with validating the research and prevent any false information from being collected (Hassan et al ,2006).Pilot studies allow for feedback which can result in improvements being made for the real interviews. Pilot studies also allow the researcher to use alternative measures which can help produce more accurate and clear data (Hassan et al,2006).In other words a pilot study is of huge importance when it comes to conducting research ,it improves the quality and efficiency in the research process.

From conducting the pilot study, it showed that the questions needed to be reworded and adjusted slightly so that they sound more professional . The researcher decided that precise questions needed to be added so that more useful data is collected which will help with the analysis.

### **3.7 Research strategy**

There are two main methods of data collection which are qualitative and quantitative. Qualitative research methods is used of collecting data in non- probability manner. This method allows the researcher to study the participants freely ,it also provides an opportunity to measure the relationship between theory and reality and make any comparison before coming up with an conclusion (Saunders et al , 2012; p 162-63).In contrast , a quantitative method approach focuses more on the numerical findings .In this type of research method the questions are clear and precise and use probability sampling (Saunders et al 2012).The samples used with this type of research method are much larger than the samples used in qualitative method ( Saunders et al 2012). Both methods are very useful depending on the study, quantitative looks at numbers and measures whilst qualitative uses a more observation approach .

The research method that is being used in this paper is a qualitative method as it is best suited to the study and allows the author to fully understand and rationalise the answers

provided .A qualitative approach allows the researcher to explore the information collected in more detail and make new discoveries when conducting the interviews because they are more flexible . Saunders (2019,p 638) defines qualitative data as ‘data derived from and spoken , written and typed words that haven been quantified’ .This paper involved conducting interviews with senior management /HR management of various organisations in Ireland. The research questions will be formed for a qualitative research approach , creating questions that are best suited to the qualitative research make it easier for the researcher to collect the data.

The main reasoning behind for selecting interviews for collecting data is because of the huge amount of information that can be collected and gained from the conversations. Interviews will provide primary data on the impact of CSR on employee engagement .They will provide us will first-hand information from businesses in Ireland .

Semi structured interview were selected to gather the data for this research paper. Saunders (2019 describes semi-structured interviews as ‘interviews with predetermined list of themes and some questions that relate to these themes which are then used as a guide when conducting interviews. This approach has some negative but also some positives. Starting with the disadvantages, semi -structured interviews can be very time consuming, the process of preparing ,conducting and analysing the interviews is not as quick and easy as it looks (Adams, 2015).All of this takes a bit of time .Due to the in- depth information’s being gathered it can take hours to transcribe .Despite the disadvantages of semi structured interviews, they also have some benefits. Semi structured interviews are suited to for numerous tasks particularly when the questions are open ended (Adams,2015) , this allows for additional information to be collected and which may help with the analysing process. Another benefit to using this type of interview is that it has more structure and is more consistent (Saunders ,2019) when it comes to gathering the data during the interview process . finally, another benefit to using this type of interview approach , they are very flexible and contingent (Saunders, 2019) . Flexibility during the interview process allows for interviewees to talk about other information and background information that may help with the study . It also allows for the interview to make slight changes in the layout of questions during the interview process .

The set questions for the interviews were created and developed with the hope of being able to achieve the research aims in this research paper. The researcher was eager to make sure that the questions being asked will achieve some or all the aims .The questions were also

inspired from other research papers and studies based on similar issues and topic. Inspirations of some of the question came from the studies that were conducted in the UK which was effect CSR has employees' attitude ( Slack et al , 2014) . Another research paper which looked at Internal CSR and the effect it has on the professional sector in Malaysia (Low et al ,2015) .Along with them ,issues and research gaps around the topics of research like the how internal are less favourable when it comes to implementing CSR practices .were also considered when it came to developing the questions.

### **3.8 Research methods**

For this study , the researcher will be using both primary and secondary data . The primary data will be collected in the interviews from the people who are participating in this study .The secondary data that will be used is from the literature review . The literature review help with designing the questions and analysis for the interview process .Qualitative interviews were used for this paper ; this method helped provide more detail for the study . The researcher decided use qualitative research because it provided a better understanding of the two topics, another reasoning for using this method is personal choice.

### **3.9 Data Collection**

There are three types of interviews that can be used in qualitative research ; structured; semi structured and unstructured ( Saunders ,2019) .Semi structured interviews are best suited for this research paper because they help gain a full understanding of the participants experiences and knowledge on the employee engagement and CSR practices

Collection of data was done though face to face interviews. Interviews are critical element of qualitative research .This type data collection method can be carried out in a variety of ways like over the phone ,through video calls ,email and face to face all these methods have positives and negatives .

The aim of collecting the data for this study to carry out face to face interviews , this is all dependent on the government restrictions in relation to the covid 19 pandemic . The alternative is to carry out the interviews over video or email .The method will be chosen closer to the time alongside the most up-to-date restriction announcement.

Face to face interviews allow for relationship to be created in a comfortable environment. A face-to-face interview are meetings where the participants are questioned in person (Saunders, 2019) .An advantage of using face to face interviews is that the interviewer can observe the like of body language and changes in tone , it provides a more accurate screening .These observations can be difficult to see when conducting interviews over the phone or through email . another advantage to using this this type of data collection process is meeting the participants can discuss any concerns in relation to data processing and sharing (Saunders et al , 2019). Physically in person can create an opportunity to build close relationships where also any concerns can be discussed .When conducting the interviews, they will be recorded over audio with consent of the interviewee , consent forms will be provided prior to interviews taking place . . The audio recordings will be safely secured in a location where only the interviewer will have access to , this will ensure that there is no leakage of information and privacy . Audio recordings can be very useful for the researcher to refer back to when it comes to the analysing and transcribing of the data.

For this study , there may be case when interviewing that the participants may have a busy schedule or the government covid restriction may not allow for face-to-face interview. The researcher may use alternative data collection like email interviews , these may be the only options depending on the circumstances around the time of the interviews taking place .

Telephone interviews are when questions are asked over the phone . The advantage of using for data collection is that it provides a low cost and easily accessible for both parties involved in this study .Phone interviews are accessible and available due to most people having some sort of phone device . This type of data collection makes it easy to interview someone no matter what their locations (Block et al 2012) another advantage of using telephone interviews is that it is less time consuming than face to face interviews. These types of interviews take less time to set up because there is no meet up or interview location to organise. They are quick and easy to conduct which results in more interviews taking place .

Email interviews are another alternative way to collect data, this consists of emails with questions which are filled in with the participants replies (Saunders , 2019).This type of interviews will be used in the case when the participants have busy schedule they can fill the questions out in their own time. The advantage of using email interviews is that the data is all on paper , typed up and recorded, this removes any issues or problems when it comes to transcribing . It saves on time cost and accuracy. Another advantage of using this type of



interview is that the participants can reply in their own time and will have time to reflect on their answers before sending them back .A disadvantage for both telephone and email interviews is that they both can't make physically observations like body language in the face-to-face interviews .Email interviews or face to face interviews will be used in this study depending on the schedule of the participants and the government restrictions allow for .

The reason for choosing semi- structured interviews as a way of data collection is that interviews are great way of collecting a huge amount of information at one time .Another reason for choosing this method of data collection was from another study conducted in the UK by Slack et al (2014) .The UK looked at similar topics of CSR and employee engagement , the method used were semie-structured interviews which were very successful, The author of this paper was inspired by the work that was conducted and decided that a similar approach would be used for this research paper. .

### **3.10 Data analysis -Thematic analysis**

The approach for analysing the data being collected is a thematic approach. When using qualitative research , thematic analysis can be useful ,it gathers data from real life experiences .Thematic analysis is a foundational method of qualitative analysis ( Saunders ,2019).The purpose of this analysis is to search for themes or patterns that occur across a data set. Using a thematic analysis helps and allows the researcher to discover reoccurring themes throughout the study .Thematic analysis can help the researcher make links with other shared experiences whilst also making links with theories and literature .

There are advantages to using thematic analysis is that it is highly flexible which means it can be modified for the needs of a specific study, the flexibility can assist in providing rich and detailed data (Braun and Clarke ,2006). Thematic analysis can collect as much, or a little data needed of the named study . Another advantage to using this type of analysis process is that it is easy to use ,this can be very beneficial to new researchers who are unfamiliar with all the research methods (Nowell et al, 2017) . This method of data analysis is easy to use and is quite quick to learn from. There is one small disadvantage to using this approach, whilst the thematic analysis ins flexible .The flexibility can lead to inconsistency and lack of understanding when it comes to developing themes and collecting.

The main aim of thematic analysis is to find patterns and reoccurring themes when collecting data . The themes are generally formulated through codes, coding helps highlight the themes clearly .Braun and Clarke ( 2006) have developed a six-step guide when using a thematic

analysis . It is a guide to help the researcher analyse the data into themes. The interviews consisted of in-depth questions related to the topics of CSR and employee engagement and the impact they have on the organisation .From the interviews the researcher gathered the data and started to break it down into codes and categorise them into themes .These themes and codes will be discussed in detail in the discussion and findings chapter

### **Step 1 -Familiarising yourself with data**

Qualitative data can be collected and created in many different forms like focus groups and recorded observations (Thorne ,2000). These are just some of the ways of collecting and creating data . Regardless of what way and who collects the data ,it is crucial to become familiar with the data. Braun and Clarke (2006) recommend getting a good understanding is to read through the data at least once before coding .Patterns may become more shaped as they become more familiar.

### **Step 2 -Generating initial codes**

This phase involves initial productions of codes from collected data . Qualitative coding is a process of reflection and a way on interacting with and thinking about (Savage,2000 cited from Nowell et al 2017).Coding helps simplify and focus the data .This can be done very effectively when the researcher is very familiar with the data. Using and creating codes can help the researcher identify themes.

### **Step 3 – Searching for themes**

The third phase is when the data has been coded and list of different codes are found . This phase involves sorting the codes and placing them into themes (Braun and Clarke ,2006).Arson (1994 cited from Nowell et al 2017) defines a theme as bring together components of an idea.

### **Step 4- Reviewing the themes**

This phase is when a set of themes are created and have been defined (Braun and Clarke,2006) The researcher looks at the codes from each theme from those themes they look for patterns .In this step of thematic analysis , the researcher will look at how the theme relates to the main objectives of this study . In some cases, there is a possibility that themes can collapse into other themes. The main aim that should be achieved at the end of this step is

that the researcher should have a clear understanding of the theme that have been developed from the data collected as part of the study .

### **Step 5- Defining and naming the themes**

In one of the last phases to this guide , the researcher captures and identifies each theme and how it relates to the main theme ( Braun and Clarke, 2006).Each theme should have a detailed analysis and identify the story behind each of the themes developed from the data.(Braun and Clarke ,2006). Having a good analysis of themes shows the reader of this paper that the researcher had a good understanding of the data .

### **Step 6- Writing up and producing a report**

At this stage the researcher should have plenty of knowledge on the data collected .The researcher should also have established some themes .In the final stage of the of guide for analysing themes, it involves preparing , analysing, and writing up a report ( Braun and Clarke , 2006) .The report should be concise and coherent so that it relates to the data and themes that were developed and collected .

### **3.11 Ethical consideration**

From reading ethical considerations in the handbook, the researcher believes there are no concerns with the topics that are being researched .All the data will be safely collected and stored with the researcher being the only one to access it. The interviewees will be anonymous .The questions that are created as part of this study are of no major concern. The questions do not involve any personal or indecent question that may make them feel uncomfortable .The participants are in senior management and HR roles to which they should have a good understanding of the topics and should feel uncomfortable. The participants will be provided a consent and a participation of information form will be provided prior to the interviews which will provide them with some information (See appendix) then can ask any questions and will have a better understanding of the process and the role they have.

### **3.12 Limitations**

There are some limitations that may affect the findings in this research paper. One limitation that may encounter some issues when trying to reach its full potential is the time limit. The

time limit may restrict the research process in regard to how much detail that the researcher can go into when conducting the interviews and writing up .The timeline can result in less interviews been completed .

Another limitation that may impact the study and research process is the Covid -19 pandemic .Due to the restrictions it could prevent the researcher from making some observations during the interview process which may affect the information being gathered .The restrictions will also make it difficult to arrange face to face meetings which can result doing them virtually via video or email . Another issue that may arise from the pandemic is that technology could be unreliable which may cause delays in the research and interviewing process .

### **3.13 Conclusion**

In this chapter , the author has explained and selected the techniques that used for collecting data . Interviews and a qualitative approach will be used as a form of data collection .These are best suited for the purpose of this study due the amount of information that can be collected .These approaches gather people’s opinions and can collected specified data based on the topics of the research paper.

## **Chapter 4 – Analysis and findings**

### **4.1 Introduction**

This chapter aims to gain a good understanding of the topics being investigated .The focus of this research was to establish whether there is a link with internal CSR practices and employee engagement . As discussed in the methodology chapter a thematic analysis will be used to break down the data collected .Semi structured interviews were selected to collect the data with as already stated in the methodology chapter is a thematic analysis .The main purpose of using a thematic analysis is that it will help understand and highlight reoccurring themes that have been said during the interview process .

### **4.2 Braun and Clarke (2006) guide to thematic approach**

When it came to analysing and breaking down the data from the interviews, the researcher followed the steps of from Braun and Clarkes (2006) guide. The researcher followed the steps which was very helpful when it came to breaking the data into codes and themes

Step one of the Braun and Clarke guide involves the researcher looking at the data that was collected in the interviews. It involved rereading and relistening to interview transcripts and recordings. The main purpose of rereading /listening to the data is that they familiarise themselves with data and have a good understanding of the data which will be of huge benefit when it comes to coding in step two.

Step two involves generating the codes, this is done by breaking down the information into categories which makes it easier for the data to be analysed. The codes that are created are based off the reoccurring response that were stated during the interviews. The area of interest for this study and where the questions had a particular focus was on the following areas.

- Types of CSR practices in place and what areas of CSR are implemented.
- Measurement of CSR/ employee engagement
- Seeing opinions of there is a link between the two.
- Definitions of CSR and employee engagement and CSR.
- Other drivers of engagement that are in place in the organisation
- Any plans to implement more CSR practices in the future

Based off the transcripts and the responses from the participants codes and themes were highlighted. There were some similar responses that appeared throughout the interviews. The similarities helped the author to form an initial code. The following are the list of codes that were formed from the data that was collected during the interviews.

- Types of CSR practices main focus : Sustainability and environment
- Methods of measurement of CSR and employee engagement
- Link between CSR and employee engagement
- Similarities in the definitions of both topics
- Mainly have a focus on the external factors

Now that the codes have been generated, Step three involves sorting through which will create themes which will hopefully relate to the research aim stated at the beginning of the paper. The main aim looked at the impact of internal CSR practices on employee engagement in Ireland.

With the codes and themes created the researcher will move onto four, five and six which involves looking at the themes and developing some definitions and write up some findings that will be discussed later on in this paper .

Step four is where the themes are reviewed , there will be a discussion of the themes that were highlighted in the previous step.

- Types of CSR practices main focus : Sustainability and environment
- Methods of measurement of CSR and employee engagement
- Link between CSR and employee engagement

### **Step four five and six**

From looking at the interview responses, the author has discovered some themes and amongst the replies from the participants .The author will break down and discuss each theme in detail following the steps of Braun and Clarkes (2006) guide

### **4.3 Type of CSR practices used in the organisations**

Based off the interview questions surrounding the areas of CSR practices that are in place in the organisation . There is a theme on the type of practices used in the organisations . Environmental themes are discussed by the all the participants that took part in the interviews. All the participants agreed that there are some CSR practices in place in their organisations . Participant A said that *'although we have some policies in place we are hoping to develop and invest more into this area , there is always room for improvement, we have started to create an environmental , social and governance policies which is in the early stages.* The other three participants have agreed that their organisations have CSR implemented and related to an internal function. Participant B said that *'their company have implemented bonus schemes that are related to sales and targets , another practice is a suggestion box / email for employees to put their ideas forward , any that are considered or used will result in a reward'*. The other participants have similar initiatives in place .The main CSR practice that were mentioned in the interviews revolved around the areas of sustainability and environmental factors .A general consensus that was observed was that the organisations didn't use a lot of internal CSR practices and they were mainly focusing on the external factors and as an attraction tool . All participants did mention that CSR is growing and becoming more and more popular amongst organisation, participant D *'mentioned that in some cases it helps with the competitive edge when it comes to recruiting staff .'*An

interesting point that was highlighted during the interviews that was discussed in the literature review of this paper is that the very few organisations are using CSR internally and are using it as an attraction tool, in the words of Gleeson (2019) companies have been criticised for using CSR to gain competitive advantage, there is a small link between the two, some of the participants who took part in the study stated that it 'helps gain a competitive advantage

#### **4.4 Measuring CSR**

The participants were asked questions about how they measure CSR and employee engagement in their organisations. An observation that was made by the author when looking at the responses from the interviews. All participants were not able to answer the question on how to measure CSR because they '*don't know how* or don't see *the purpose* in doing so'. Measuring CSR can be difficult but when it is done right it can be very beneficial. Deloitte (2020) have highlighted that by measuring CSR helps organisations educate their business stakeholders on their social impact. From discussing the topic in the interviews, the overall understanding from the participants is that it can be difficult to measure CSR in engagement and they there isn't a point in doing so. Participant A stated in their interview *that 'CSR is on the rise and will become more integrated into the business plans in the future because of younger generations entering the workforce want to work for companies who are socially responsible, organisations will have to make some alterations to adjust to the needs'*.

#### **4.5 Measuring employee engagement**

A reoccurring theme that was highlighted when discussing measuring employee engagement is that all the participants agreed that they have some way of measuring engagement levels in their organisation. Participant A stated that '*we work loosely around the Utrecht work engagement scale, we use it to get a rough idea how engaged the employees are*'. Participant A continued to explain that measured on the scale, '*reports will be drafted and sent out to management every month*'. Participant C mentions that when it comes to measuring engagement, '*we look at the levels of absenteeism and turnover rates which gives us a good indication on how involved and happy they are in the organisation*'. An interesting point that was flagged when asked about measuring employee and engagement is that all participants used different techniques of measuring, but all are valid techniques, there is no universal approach when it comes to measuring employee engagement. Participant D said that '*we provide surveys every six months in our organisation which asks questions around the working environment and resources available and discusses there over all experience*

*over the last six months and what needs improving*'. The researcher found it interesting that all organisations took a different approach when it is measuring the engagement levels. The Utrecht scale was discussed in literature review chapter, it was good to see the organisations which took part in this study are using these practices as a way of gathering the levels of engagement. The researcher thought it was interesting to see that some organisations were using old school techniques when nowadays there are other ways of measuring engagement levels.

#### **4.6 Links between CSR practices and employee engagement levels.**

A reoccurring theme that was highlighted from the data collected was that two agreed that they didn't believe that there was link between the two areas currently and two believed there was link. Although two of the participants commented saying that it could change in the future because CSR is becoming more and more popular. Participant C said, *'that if practices are implemented effectively and efficiently, the link between the two could become stronger but as for now I don't see a huge link between the two because it is relatively new concept and has only begun to emerge very recently'*. Participant A stated that CSR practices in organisation will become a norm and people are going to expect to have them in place in the near future. It was interesting with how the responses about the link were a mixed response with some saying that it could all change in the future and that CSR could become a major part in corporations, organisation are going to have to change their way of just making profits and will have to take society, the environment, consumers, and employees into account for the future, which supports the views cite by (Heyward,2020). On the other hand, like Ferreira et al (2014) research paper which was discussed in the literature review believed that there was no link between the two areas. The same finding that was found in that study is also the case in this research paper.

#### **4.7 Defining CSR and employee engagement.**

##### **Defining CSR**

A reoccurring theme that was highlighted during the interview process was when defining CSR. All interviewees all has similar wording in their definitions. The interesting theme that was highlighted is all participants used words like *'socially responsible' and sustainable'*. There choice of wording was interesting because CSR is such a huge area, it was surprising that all of the definitions revolved around the external stakeholders. When asked to give examples of CSR practices only two participants were able to provide some internal CSR



practices that surround the employees, which are ‘*growth and development days for employees*’ and ‘volunteering days for employees’. Some of the wording used in the definitions had similar wording to what was discussed in the literature review in relation to the confusion of terminology when it comes to defining CSR. Some of the participants have only started looking at the topic of CSR so the definitions were based off what they had read and what words they associate with it. The definitions were more related to the environmental factors, As weber defined CSR as being ‘consciously and is deliberately active’ with people who are affected by the organisations actions. The definitions were slightly different.

### **Defining employee engagement**

All the definitions that were stated in the interviews were all very similar again with the use of words like ‘*commitment*’ and *identifying with the corporations’ values and feeling heard* ‘ other words used *were having the feeling that you were part of the organisation* ‘. The definitions from the participants all involved some sort of emotion attachment to the organisation when it came to defining this topic. The theme that was highlighted from the participants is that they were all in agreement that when defining employee engagement that the commitment should be included in the definition. The definitions from the participants and the definition from Peters (2019) and Kruse (2012) that were discussed in the literature review all had similar wording and addressed the meaning of employee engagement.

### **4.8 Conclusion**

In this chapter the author discussed the themes that were highlighted from the interviews. Most of themes that were highlighted addressed the researched aims and objective. The data size was a quite small in comparison to other studies, but it was interesting to see some similarities and common patterns throughout the 4 interviews, it was also interesting to see similarities because all the organisations were involved in different sectors in Ireland. It was good that there was some link between the literature review and the finding from the interviews, like the use of the UWES scale when it comes to measuring employee engagement. Furthermore another vital theme that stood out in the findings that was also discussed in the literature review is the how little internal CSR practices are implemented in the organisations. There will be further discussion on the relationship between the themes and the objectives in the discussion chapter.

## **Chapter 5- Discussion chapter**

### **5.1 Introduction**

In this chapter the researcher will discuss the main themes that were developed from the analysis and findings chapter. The themes that were found will be discussed in detail and linked back into previous theory on the topics. This chapter involves the discussion any similarities or differences that may have been found. The researcher will break the themes into the main themes that were found in the data. This chapter's main purpose is analysing the findings that were gathered. This will help the readers and researcher gain a good insight on the research question and how it related to the aims set out in the methodology chapter. The following themes were highlighted from the analyses and findings chapter.

- Similarities in the types of CSR practices
- Methods of measuring CSR and employee engagement
- Linking CSR with employee engagement
- Definitions of CSR and employee and engagement

The themes that were highlighted relate back some of the research objectives and aims that were set out at the beginning of this research paper. The researcher will discuss the themes and how they are.

### **5.2 Research overview**

Moving on from analysing and gathering the data from the interview, the discussion process will be implemented. The researcher will break down each of the research aims that were established from the interviews. There will be in-depth discussion with the information from the analysis and findings chapter, throughout the discussion chapter the researcher will relate back to the some of the information that was discussed in the literature review chapter.

#### **Research aim 1 :Types of CSR practices used in the organisations**

Based off the interview responses relating to the types of CSR practices that are in place in the organisation. There is a clear them that all organisations have a focus on being sustainable and have huge emphasis on the environment when it comes to implementing CSR practices in there organisations. It was clear that all of them have a small amount of internal CSR implemented but their main focus was on the external side of CSR. The results of this research objective are in line with studies conducted by Story et al (2016) and Ferreira

et al (2014) to which they had found in their papers that CSR practices that are implemented in organisations are used as an attraction tool and had very little implemented internally .During the data collection process , the interviewees were asked what areas of CSR is used , they had a choice of 5 areas ( environmental ; philanthropy; social issues; Community investment ;working environment ) which they highlighted which ones they used .The five areas all relate to Carroll’s pyramid which was discussed in the literature review chapter in this research paper which is has hierarchal structure and shows what basic CSR is required and desired in an organisation .Only one of the organisations had all areas that were listed implemented into the organisation .The main area that was discussed in the interviews was environmental areas which the organisations aim focus was when implementing CSR initiatives.

To conclude this research, aim on the types of CSR practices that are in place in the organisations that took part in this research paper. The majority of the practices revolved around the areas one environmental factors. The CSR practice that are in place were mainly external with select few being the internal. The main point that was gathered from this question being asked is that they live up to the reputation practices as attraction tool which are mainly aimed at the external stakeholders .This point is backed up by Story et al (2016) who explained in the literature review previously that organisation use more external practices than an internal because it is a great ‘attraction tool ‘

### **Research aim 2 :Defining CSR and employee engagement**

The first objective of this research paper is to look at and understand the definitions of CSR and employee engagement from management / HR roles perspectives in real life organisations . It was interesting when the participants were asked to define CSR because they all used similar wording and responses when asked the question. All the participants definitions related to sustainability and being socially responsible .Although CSR is mainly about being responsible with the corporation practices and actions , there are also many other elements to it because it was affects people internally and externally which was explained by Jia et al (2019) . It was interesting when asked to provide some examples of practices they had in place in the organisation because one participant mentioned that it was related to the environment issues because of being in the aviation industry they are planning and trying to reduce their CO2 emissions .Two of the participants mentioned that they have some incentives in place in relation to the employee which was good to hear , they have days that

dedicated to employees where they can volunteer which an organisation of their choice , they also have growth and development days .

It was nice to hear that some of the organisation had future plans to invest in more incentives that will surround employee only .All organisation did agree that they need improvement in their internal CSR practices .

Based on analysing of defining CSR ,It was clear that some organisations are ahead when it comes to CSR and that others need to invest in it more . The participants that they had less practices in place admitted that they are scared to invest in case it wasn't as beneficial as anticipated. It was surprising to hear that some organisations were afraid to invest in case it didn't benefit them .This is where government incentives come into place which it was discussed in the literature review . The governmental policies around CSR will provide guidance for organisation who are trying to introduce some CSR practices .

### **Defining employee engagement**

Again when it comes to looking at the definition in relation to employee engagement , the participants all had similar language .The definitions all had wording relating to the emotions like connection and the feelings they had towards work .Previously explained in the literature review of this paper , Peters (2019) had explained that employee engagement should have emotional commitment and willingness to provide their best performance .Willingness and commitment are huge factors that influence the levels of engagement towards work .Employee engagement plays a huge part in HR and in business, it was great to see that they were able to provide good in depth definitions for this paper .Organisations are constantly finding different ways to keep their employees engaged because by not having an engaged work force it reduces work ethic which can result in the organisation underperforming.

Looking back at the interviewees responses when asked about measuring CSR ,it was highlighted that not all of the participants were able to answer this questions because some of the organisations have only started introducing CSR practices into their business plan .The overall understanding that the researcher gained from the interviewees is that all participants struggled to or didn't measure CSR in their organisation .Some of the participants did mention that they plan to look more into the measurement of CSR in their organisation . The discussion of theories that took place in the literature review wasn't discussed in the interviews because of the lack of measurement that took place during the interviews .

## **Measuring employee engagement.**

Based off the responses from the interviewees around the area of measuring employee engagement is that all the organisations have some sort of method of measuring employee engagement. Some of the organisations that took part in the study measure engagement level more than others. The structure that they measure their engagement levels off are based off the Utrecht work engagement scale (UWES) which was discussed in detail in the literature review in this paper. The results of the scale are broken down into three into three different types of engaged workforce (Vigour; Dedication ; Absorption ). From analysing the data in the findings chapter , a general conclusion that has been taken form is that the small number of organisations are just using the UWES as a way of measuring employee engagement . most of them have resorted to using the surveys and gathered feedback from their employees. It was interesting to see that they use a theory that has been around for decades. The participants that used the scale, it brought brilliant conversation in the interviews because they were able to provide us with the type of engagement levels in the workplace due the scale having three types . The main level of engagement observed for there last measurement was that they had a dedicated workforce , explained by Schaufeli et al (2004) as being involved in their jobs where there is a meaning and value their jobs .It was great to see they have engagement measured on a regular basis because provided insight to the researcher .

To conclude on this research aims is the measurement of employee engagement is more popular in organisations than the measuring of CSR .Employee engagement plays a huge role in the organisations , it is important to keep on track with it because it give them a good indication what state of happiness and commitment are like in the organisations .CSR is still on the rise so the measurement of it will be slowly introduced into the organisations as the begin to invest more it business plan .

## **Research aim 4: Link between CSR and employee engagement**

In the literature review the author discussed employee engagement and CSR as whole .From looking at the responses and the information discussed around the topics .The general consensus that was gathered is that there was little to no link between the two .Although some participants wouldn't fully agree with that conclusion. The interviewees were asked do they see a link between CSR and employee engagement .It was interesting looking back on the responses , there were mixed response amongst all the participants . Some of them said there is a link to a certain extent , their reasoning was that some employees can be driven

easier than others and are driven by different things , one think might encourage one person and may not have the same effect on another .The CIPD (2013) explained in a report which was previously discussed in the literature review ,found that there is an increase in employees becoming more aware of CSR practices and how beneficial they can be .It was interesting to see a mixture of opinions with this question . Reasonings behind why they see a link between the two areas is because it can provide a competitive advantage because they are keeping employees ‘*interactive and engaged*’ whilst also being ‘*socially responsible*’.

To conclude this research, aim of seeing if there is a link between CSR and employee engagement is a mixed one .There was such a mixed response from the interviews it was difficult to conclude a final answer in this research aim . The researcher believed that the link also depends on the amount of interest the organisation has in CSR , that is the deciding factor weather they see a link between the CSR and employee engagement.

## **Conclusion**

To conclude this chapter ,It was interesting to see how much the information that was gathered during the interviews and the information that was discussed in the literature review were linked .With likes of the measurement of employee engagement and how the organisations that took part used the UWES as a method of measurement , another similarity between the definitions of employee engagement. It was good some strong link between some of the literature and the findings ,it shows that organisations are becoming more aware of the topics that were investigated and hopefully in the future the companies will introduce more into CSR and will appreciate employee more , to make sure they are engaged in the workplace .

## **Chapter 6 : Conclusion and recommendations**

This chapter involves the researcher concluding the overall findings from the research and the based off the analysis of the data collected from the previous chapter .The researcher will provide some recommendations based of the information and research.

Following on from analysing and discussing the data that was collected .The author is going to provide some recommendations that may bring some improvements from results.

### **6.1 Conclusion**

The research for this paper aimed to examine whether there was link between CSR and employee engagement levels. From looking at previous research is that organisations focus more on external practices as an attraction and marketing tool . The researcher had huge intertest in the two areas and wanted to pursue down this research route to find more information in depth .Looking at past research , the papers mainly focused on the external practices .The author found a research gap by looking at internal CSR practices and whether they have a link with employee engagement .The author then decided to focus on organisations in Ireland because it would be easiest to find contacts for interviews and information would be easily accessible in relation to government regulations around these areas .The literature review was written and research aims were formed , the researcher put together some questions that were focused around the research aims , the interviews were then conducted with four organisations in Ireland .After the interviews were conducted the author began the analysing the data and break down in the themes.

### **6.2 Conclusion to research aims**

#### **Conclusion to Research aim 1 :Types of CSR practices used in the organisations**

Based off the findings along with the information from the literature review ,the researcher can conclude that the practices that are implemented in the organisations are mainly external and very little interest is on the internal practices .It can be concluded that the organisations that took part in the interviews mainly focus on the environmental practices and very little practices focus on the employees and engagement levels .This conclusion has similar confirmation of information to the a study conducted by Low et al (2015) which was conducted in Malaysia ,the organisations in both countries seem to have similar result and

conclusions when it comes to implementing CSR practices with the emphasis being on the external practices more than internal ones

### **Research aim 2 :Defining CSR and employee engagement**

Based off the findings and information from the literature review the interview responses and definitions from the literature review there was not much to conclude when asked to define the two topics .A small finding that was highlighted was when asked to define CSR some of the participants struggled to define it .Apart from that the language and wording were all similar when it came to define employee engagement .

### **Research aim 3:Measuring CSR and employee engagement.**

Based off the information gathered around these topics in the literature review and from the findings from the interviews .The researcher can conclude when it comes to measuring the two areas in the organisations there is different approaches .The measurement of CSR isn't a huge thing in all the organisations and that some believe they don't see a point in it and others haven't developed a suitable method for their organisations so just haven't done any measurement of CSR

To conclude the measurement of employee engagement ,all the participants had some sort of method when comes to measuring employee engagement in their organisations .Some mentioned that they use the Utrecht work engagement scale. The researcher can conclude that measurement of employee engagement is very popular amongst the organisations who took part in the study. To conclude this aim measurement of employee engagement is more popular than the measurement of CSR.

### **Research aim 4: Link between CSR and employee engagement**

Based off the literature and the information collected during the interview process around the areas of CSR and employee engagement to see whether they have link or not .Frome looking at the findings , the researcher can conclude that as of yet there is no link between the two , some of the participants believe that there is a link to a certain extent and depending what and how many CSR practices are in place whilst other believe that there isn't a link between the two because there is no one practice that suits all. The researcher can't conclude a definite result because of the mixed responses that were collected from the participants.



## **6.5 Recommendations**

Following on from collecting , analysing, and discussing the data . the researcher will now make some recommendations that help improve some elements of the relationship between CSR practices and employee engagement.

### **CSR practices**

Although some of the organisations that were interviewed has more CSR than others ,the CSR practices didn't have a huge emphasis on the employee and were implemented more as a selling mechanism to encourage external stakeholders .The author would recommend that to help improve employee engagement levels , they will have to create and implement some practices that are aimed at the employee and that will be beneficial for them. From conducting the research, a general understanding that was gained is that there is very little interest when it comes to implementing internal CSR practices in the workplace ,the researcher would recommend that organisation should looking at ways to keep employee engage , some CSR practice may have the potential to that if they suit the company and are implemented correctly . As already discussed in the literature reviews chapter there is a few theories that can help management and HR departments develop and implement more CSR practices in the workplace .the researcher would recommend the management look at the Carroll's pyramid it is a simple theory around the different practices around CSR.

As previously stated CSR is becoming more and more popular so organisation will have to invest in it at some stage , the researcher would recommend management to look at different CSR practices that don't only benefit external shareholders but benefit the internal CSR practices. From conducting this study, the researcher found that the organisations that took part in this study were lacking in internal CSR practices .Like discussed in the literature review , the Irish government have plans create regulations for more CSR practices be implemented , so organisations will have to change their ways .

**Cost:** Depending on the type of internal practices that the organisation choose and are best suited to the business and culture ,the cost can be varied .The likes of training and development days can be expensive but can also be beneficial like creating happier work

environment for the employees .Some other practices that can be inexpensive is like changing some of the structures in the organisation like flexible working hours and remote working .

**Timeline:** Obviously the organisations will have to reevaluate their business plans and make some adjustments to their structure when it comes to implementing CSR practices into the organisation. This could take up to six months to a year to implement .They are all dependent on the type of practice being introduced and also the size of the organisation .There are some CSR practices that can be implemented and help with employee engagement , flexible working hours help with improving working conditions and it also allows employees have a work-life balance. Organisations need to be clever when it comes to implementing practices in the workplace.

### **Personal learning statement - CIPD requirement.**

This past year has been a challenge and brought a lot of uncertainty. Studying remotely and during a global pandemic created some hurdles .I had never planned to go on and do a masters but one thing I would not have ever thought I would do is complete a master's degree from my bedroom which has made me realise that I can do anything . Looking back, it was it was one of the best things I have ever done , with the government restrictions I would have had a lot of spare time on my hands ,I put my time to use by completing a Master's in Human Resource Management .

This year has been very stressful year for many reasons , the main one being the remote learning during a global pandemic .This was challenging because for me it was my first experience of doing everything through a laptop. It was hard to adjust from interacting in a classroom-based environment to interacting through a computer screen .I found at the beginning that it was hard to stay focused looking at the screen all day .Other issues that arose from remote learning is that technology isn't always reliable which was frustrating at times .Resources were limited online also which was annoying when it came to researching assignments and for this research paper. Apart from these issues, the author enjoyed the whole research and writing process of this research paper.

At the beginning of this module, I found the whole concept of writing a dissertation very overwhelming and scary ,especially with the word count. The topics I based the research around I found were very interesting and very topical at the moment. I have gained a lot of

knowledge about CSR and Employee engagement from conducting interviews and looking at another research. I did not struggle with my time management with working part-time and reaching the word count throughout the research process but I completed in the end. This research paper definitely improved my time management skills because of the targets I had set myself.

The data collection process was a bit of a challenge because everyone was working remotely. It was a challenge to arrange meetings. The researcher felt that the data collection would have been more beneficial if they were faced face-to-face because it would have been more natural.

Overall, I found this whole process of writing this dissertation very challenging because it was my first attempt to do it. It was very daunting and overwhelming at the beginning, it was a slow process, but I got into the swing of things. The author is bursting with pride for completing the research paper remotely and was able to overcome the challenges they face throughout the whole educational journey.

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## **Appendix**

### **Appendix A**

#### **Interview questions**

**Title : An interview on the impact of internal CSR practices on employee engagement levels in organisations in Ireland**

#### **Opening questions**

1. Position in the organisation?
2. What CSR practices are in place your organisation and why where they chose?

#### **Core questions**

3. How does your organisation measure CSR (if applicable )?
4. Does your organisation use the chosen CSR practices to improve engagement levels?
5. Are the practices implemented into the business plan in your organisation ?
6. How are engagement levels measured in your organisation ?
7. What drivers of engagement are implemented to keep employee engaged ?
8. Does your organisation see link between employee engagement or are their other initiatives in place to keep them engaged ?
9. Does your organisation implement or have any activities within the following areas ?  
(Highlight which are appropriate)  
-Environment



- Philanthropy
- Social issues
- Community investment
- Working environment

10. Does your organisations have plans to implement more CSR plans in the future?
11. What do you associate when you hear the term Corporate social responsibility?
12. How would you define employee engagement?

## **Appendix B**

### **Cover letter:**

#### **Cover letter for participant**

#### **Research paper title :**

#### **An interview on the impact of internal CSR practices on employee engagement levels in organisations in Ireland**

Dear participants,

You are invited to participate in a research study on the topic of the impact of internal Corporate social responsibilities ( CSR) practices on employee engagement in organisations in Ireland .The aim of this study is finding out if there is a link between CSR practices and engagement levels in the organisation.

Your participation is very important in relation to the study .Your identity will be made completely anonymous .However you do have the opportunity to withdraw from the study at any time .

The interview will consist of a set of questions. The first section will look consist of opening questions based on your positions in the organisations, section two will consist of core questions around the topics of CSR and employee engagement. Some of the questions will relate to real life organisations practices.

It is important to state that the data collected from the interviews will be used for the sole purpose of this research paper and will not be used or any other use.

If you have any questions feel free to email me, [X17470544@student.ncirl.ie](mailto:X17470544@student.ncirl.ie) / [sidbminogue@gmail.com](mailto:sidbminogue@gmail.com)

Thanks so much for taking time out of your day to participate in this research paper.

Sidbh Minogue  
MA in Human Resource Management  
School of business,  
National college of Ireland,  
Dublin.

## Appendix C

### Consent form

#### Consent form for interviews

I ..... voluntarily agree to participate in this research study.

- I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.
- I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
- I have had the purpose and nature of the study explained to me in writing and I have had the opportunity to ask questions about the study.
- I understand that participation involves **providing thoughts and opinions on the impact of internal CSR practices has on the engagement levels in your organisation.**
- I understand that I will not benefit directly from participating in this research.

- I understand that all information I provide for this study will be treated confidentially.
- I understand that in any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- I understand that disguised extracts from my interview may be quoted in the stated dissertation research paper.
- I understand that if I inform the researcher that myself or someone else is at risk of harm they may have to report this to the relevant authorities - they will discuss this with me first but may be required to report with or without my permission.
- I understand that signed consent forms and original audio recordings will be retained in a safe and secured storage space that is password protected until September 2021.
- I understand that a transcript of my interview in which all identifying information has been removed will be retained for Five years from the completion of the dissertation .
- I understand that under freedom of information legalisation I am entitled to access the information I have provided at any time while it is in storage as specified above.
- I understand that I am free to contact **Sidbh Minogue** to seek further clarification and information.

Signature of research participant -----

Signature of participant ----- Date -----

-----

Signature of researcher -----

I believe the participant is giving informed consent to participate in this study

## Appendix D

### Title : An interview on the impact of internal CSR practices on employee engagement levels in organisations in Ireland

1. Position in the organisation?

HR Generalist

2. What CSR practices are in place your organisation and why where they chose?

- Reduce carbon footprint. Our airline have purchased a number of new Boeing aircraft. These new Boeing aircraft are fuel efficient and environmentally friendly. They deliver 8 more seats per flight, yet burns 16% less fuel, and lowers noise emissions by 40%
- Our airline launched a partnership with Trinity College Dublin and launched “*Our airline Sustainable Aviation Research Centre*”. Our airline donated in order for Trinity to use to see a multi-disciplinary research team to engage in best-in-class research around Sustainable Aviation Fuels, Zero carbon Aircraft Propulsion Systems and Noise Mapping. The knowledge will inform the policies of both EU and international governments on making aviation environmentally and economically sustainable, as well as harness future investments by the aviation industry towards sustainability.
- Our airline have started to create an Environmental, Social & Governance (ESG) Policy. Our airline have created this policy in order to achieve growth objects while reducing the environmental impact that the company needs to invest in and to develop the business. There are 6 keep components which are being considered, Safety & Quality, Energy Efficiency, Environment & Carbon Emissions, Labour Management, Training & Social, Ethics & Transparency and Corporate Governance. Our airline is in the early stages of this policy.

3. How does your organisation measure CSR (if applicable )?

Currently we don't have any methods for measuring CSR in our organisation . we hope to look at this in the future

4. Does your organisation use the chosen CSR practices to improve engagement levels?

no. With the use of the new aircraft, it allows the company to

Create new routes for passengers, transporting more passengers and increasing the business. It helps Our airline lower their cost base and return growth. Along with the growth the new aircraft lower CO2 and noise footprint making it a clean and green airline. Which is more for them as an organisation rather than use to improve engagement levels across the staff. Our CSR practices mainly focus on the environmental factors and reducing our carbon footprint.

5. Are the practices implemented into the business plan in your organisation ?

As the practices do not currently improve engagement levels for staff this is a difficult question to answer. With the hope that in the future they will consider the engagement levels more for staff they will include more benefits and options for employees within the organisation.

6. How are engagement levels measured in your organisation ?

They would be measured differently depending on the department. In head office, they do not measure engagement well .Reports are sent around weekly at management level to detail all movement within the network, and it would be highlighted to management then.

7. What drivers of engagement are implemented to keep employee engaged ?

There are none however hopefully when the new ESG scheme is developed more there will be additional benefits the employees can benefit from which will massively improve engagement in my personal opinion.

8. Does your organisation see link between employee engagement or are their other initiatives in place to keep them engaged ?

Our airline has a massive turnover rate in their staff. There is no initiative in place in order to keep employees engaged. There are little to no benefits for staff in head office bar staff travel which they have not been able to use due to travel restrictions as a result of Covid 19.

9. Does your organisation implement or have any activities within the following areas ?

(Highlight which are appropriate)

-Environment – new aircraft as mentioned

-Philanthropy -no

-Social issues – no

-Community investment-we had two international partnerships supporting ISPCC Childline as its Irish chosen charity partner, and Pequeño Deseo as its European chosen charity partner

-Working environment – no

10. Does your organisations have plans to implement more CSR plans in the future?

Yes with the ESG plan mentioned above. They will continue to bring more Boeing aircraft in to increase the number of routes and with the new aircraft can continue to CO2 and noise pollution as mentioned above. We are hoping to implement more in the years to come.

11. What do you associate when you hear the term Corporate social responsibility?

companies now have to give back and do good for the environment, community and provide good social value. It would increase profits for the organisation, sustainability, increase positive relationships with employees as well as building public trust who follow or support the organisation.

12. How would you define employee engagement?

To me, employee engagement is how committed the employee is to the organisation. The more the employee is engaging the more productive, motivated, and driven they are regarding work. If the engagement levels are lower, employee's feel disengaged, unmotivated and productivity and work quality decreases.