



The Impact of Corporate Social Responsibility on Employees' commitment in the Finance Industry: A Study in Ireland

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Abstract

Stakeholders' expectations of corporations and organizations to operate ethically and responsibly toward their society have risen dramatically over the last few decades. Simultaneously, an increasing number of studies in the field of corporate social responsibility (CSR) have been investigated the demands, consequences, and advantages of CSR. Most literatures focused with CSR from the viewpoint of company brand image, the financial performance aspect and customer relationship. A relatively small number of studies have concentrated on the impact of CSR on employees and there is absolutely no evidence among these studies of such a study being conducted in Ireland. The aim of this research is to examine the impact CSR have on employee commitment in the finance industry in Ireland. The theory of social identity was used as the framework to describe the correlation between CSR and the employee commitment. The quantitative analysis approach is used in this research. A survey of 100 working professionals in the finance industry in Ireland was carried using self-completed questionnaires, and the obtained data was analysed using SPSS software. According to the results of this research there was a small correlation between CSR and employee commitment but there was not a significant difference or effect.

Key words: Corporate social responsibility, stakeholders, Employee commitment, Social identity theory, Ireland, Finance industry

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List of Abbreviations

CSR: Corporate social responsibility

EC: Employee commitment

EOC: Employee organizational commitment

SIT: Social identity theory

OCQ: Organizational commitment questionnaire

Serv- Dur: Service duration with current employer

Emp-Comm: Employee commitment

Chapter One: INTRODUCTION

1.1. Topic Introduction

The Corporate social responsibility (CSR) is one of the fervently debated issues in today's intensely competitive trade world. The idea has long progressed from being simply a "nice but optional" practice to being essentially obligatory for many businesses, and as such these organisations are now more likely to behave responsibly towards key social issues.

Organisations incorporating CSR into their business strategy in order to enhanced brand image, their reputation, to increase financial and shareholder value, build a good relationship with suppliers and government (KPMG, 2011). In view of the success of CSR, several studies have investigated the impact of CSR on different viewpoint of the organisations, such as financial performance (Brammer and Millington, 2008), relationship with internal and external stakeholders (Snider, Hill and Martin, 2003) and strategic contexts (Porter and Kramer, 2002) but failed to discuss the CSR from employee perspective.

Employees are a critical stakeholder group for businesses since their individual performance and general behaviour significantly influence the company's functioning, efficiency, and survival (Clarkson, 1995; Donaldson and Preston, 1995). According to the world economic forum (2002) Employees are considered by CEOs as an important stakeholder who exerts pressure and provides incentives for socially responsible behaviour. Employees are concerned about, contribute to, and react to the company's investment in social responsibility initiatives as members of the organization (Rupp, Ganapathi, Aguilera, and Williams, 2006). Employees are not only expected to behave in a socially responsible manner by their employers, but they are also key agents of CSR (Duarte and Neves, 2010; Peterson, 2004; Rupp et al., 2006). As a result, it is ultimately the responsibility of employees to carry out CSR strategies on a daily basis. Their willingness to participate and follow CSR strategies will be critical to achieving desired CSR outcomes (Collier and Esteban, 2007). Employees play different responsibilities that can raise their interest in and understanding of the company's socially responsible practices, in addition to their relevance as CSR agents. They are direct and/or indirect beneficiaries of CSR policies, as well as observers of their implementation (Maignan and Ferrell, 2001; Peterson, 2004). Employees' perceptions of

social performance may have an impact on their relationship with companies, sparking emotional, attitudinal, and behavioural responses. As a result, CSR should be a topic of interest to scholars, managers, and businesses (Rupp et al., 2006).

For several years the notion of employee commitment has been an area of concern amongst many scholars. Since the early 1970s, differences in meanings of the term have arisen. Sheldon (1971) described commitment to organisation as:

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

Employees’ emotional attachment to the organization, their engagement in the organization, and their conscious desire to be identified with it are all examples of employee commitment (Allen and Grisaffe 2001). Employees with a strong commitment, according to Hunt, Wood, and Chonko (1989), will recognize the organization's beliefs and values and expect to stay on board.

According to Meyer and Allen (1991) studies organizational commitment is classified into three parts: (1) affective commitment: it related to individual enthusiastic connection to the organisation; (2) normative commitment: the connection to the organisation is focus on social standards, and employees believe that it is their duty to stay within the organisation; (3) continuance commitment: the connection to the organisation is focused on the expenses to be charged by the employees for leaving the organization, including the pension, professional conversion and the place of transformation, so that they remain in the organisation (Meyer and Allen 1991). Meyer and Allen's (1991) Three-Component Model has become the most widely used model for studying organizational commitment. As a result, it was chosen as the appropriate theoretical framework for this dissertation, mainly the affective commitment was used in this study

Given the importance of both CSR and Employee commitment, determining the relationship, if any, between the two concepts is going to be an interesting topic to research

1.2 Objectives of the study

Companies are participating in CSR initiatives to raise brand recognition and improve their partnership with suppliers and government agencies, but also to impact their employees' commitment to the company. The influence of CSR on employees' commitment to the organisation is examined around multiple regional borders, including the USA (Peterson, 2004), UK (Brammer, Millington and Rayton, 2007) Greece (Samanta, Kyriazopoulos, and Pantelidis, 2013). However, current literature offers no evidence of studies on the correlation between CSR and employees' commitment in the Irish finance industry. This could be due to Ireland's relative lack of CSR maturity in comparison to the rest of the world. (Sweeney, 2007).

This paper will discuss these gaps by developing a methodological that reflects on the impact of CSR on employee's commitment in the Irish finance industry. We used the gaps in the literature to develop research questions that covered these concerns. The paper will attempt to answer these questions to analysis the correlation between CSR and employee commitment.

The main purpose of this research is to investigate the impact of CSR on employee commitment in the finance industry in Ireland based on the social identity theory. The research will examine the relationship between CSR and employee commitment. In order to investigate the legitimacy of the effect of CSR on employee commitment in the Irish finance industry. The researcher used self-completed questionnaires to conduct a survey of working professionals in the finance industry in Ireland.

1.3 Contribution of the study

The author hopes that the study will provide a two-fold benefit. Firstly, the purpose of this study is to contribute to the current literature by investigating the impact of CSR on employee commitment in the Irish Finance industry. Secondly, the researcher hopes that the findings of

this study will provide business practitioners with insights on how to influence and motivate their employees through CSR initiatives.

1.4 Overview

The following is the order in which the research is organised:

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

Chapter Two: Literature review. The Development of CSR concept, Corporate Social Responsibility in Ireland, Social Identity Theory, and impact of CSR on current employees.

Chapter Three: Research question and hypotheses. The development of the current study's theories is explained in depth.

Chapter Four: Research methodology. The research method is used for the research, the variable studied, sampling and data collection, survey validity pretesting, and ethical considerations are all explored in depth in this chapter

Chapter Five: Data analysis. The results of the data analysis using SPSS are presented in this chapter.

Chapter Six: Discussion. The empirical evidence derived from the data analysis is analysed critically. In this chapter, possible reasons for the findings are presented.

Conclusion: Summary of findings, study limitations, and recommendations for further research are discussed in the study's conclusion section.

Chapter Two: LITERATURE REVIEW

2.1 Corporate Social Responsibility

The concept of CSR is strongly debated since it is about social responsibility and sustainability. At present, one issue in this field is that there is still no particular meaning of the term (McWilliams, Siegel and Wright, 2005). There are as numerous definitions of the term as there are scholars within the field (McWilliams, Siegel and Wright, 2005) which implies that each scholar may make his/her possess definition of it. The drawback with this is that it makes it impossible to compare the outcomes of previous research to each other (McWilliams et al., 2005). However, it is common to relate CSR with morals and ethics. CSR is characterized by McWilliams, Siegel and Wright (2005) as circumstances where the organisation goes beyond what is composed in law and participates in acts that are social goods and that are beyond the company's own interest.

Commission of the European Communities defined CSR as:

“A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”

(Commission of the European Communities, 2011)

This concept advises organizations that they should incorporate CSR into their business operations and core strategy with the goal of linking it to social, environmental, ethical, human rights, and consumer concerns. This will be accomplished when businesses work together with their stakeholders (European Commission, 2011).

The pyramid of corporate social responsibility was designed by Carroll (1991) to better comprehend CSR's role within an organization. He believed that in order to be successful with CSR, a corporation had to be ethical, socially responsible, and law compliant. Carroll (1979) stated that CSR can be divided into four components known as the four-layer pyramid such as Economic, legal, ethical and discretionary. The Economic rationale is placed at the bottom of the pyramid as the core responsibility. The legal responsibility of complying with the law and the ethical responsibility is means doing what is right, fair and reasonable and avoiding harm. The philanthropic responsibility placed at the top of the pyramid which means that being a successful corporate citizen arises from contributing to community services and

enhancing the quality of life (Carroll 1979). Carroll's (1979) CSR approach is stakeholder-centered, but he asserts that corporations believe they are socially responsible if they engage in discretionary activities, which are frequently praised in the media as noble to society. According to Carroll (1979), the stakeholder approach is a way for a business to reconcile its commitment to its stakeholders by embracing social responsibility through encompassing the "expectations that society has of organizations at any given time" (Carroll, 1979)

However, Carroll's pyramid does not mention any connection to the impact of CSR on employees. Thus, in 2001, the EU Commission added to Carroll's four pillars by stating that organisations should invest more in human capital and other stakeholders who have an impact on the organization, in addition to complying with laws and policies. (Commission of the European Communities, 2011)

As corporate responsibility is increasingly emphasized beyond the economic obligation to make profit for the benefit of their stakeholders, theories and notion of organisations' obligations to stakeholders have emerged among scholars and researchers. The concept of the stakeholder theory was developed by Freeman (2010). He defined the stakeholder theory as "*Any group or individual who can affect or is affected by the achievement of the firm's objectives*" (Freeman 2010, pp.46)

The viewpoint of stakeholders determines the relationship between stakeholders and corporate performance. The stakeholder theory is proposed to be closely connected to CSR in terms of how businesses influence their shareholders. Based on stakeholder theory, Organisations are recommended to attempt social obligations by taking under consideration the interests of all stakeholders who may well be influenced by their exercises (Freeman, 2010). All stakeholders, according to Freeman, have a role to play in the company's success and survival in its market (Freeman, 1984). Freeman adds that if a stakeholder feels ignored or unappreciated, they may grow disengaged and pull back on their support, perhaps resulting in the organization's collapse (Freeman, 1984)

Wood and Jones (1995) suggest three roles of stakeholder to explain the substance of stakeholders' appraisal on CSR: stakeholders are the source of CSR perceptions; stakeholders experience the impacts of CSR and Partners will make assessment CSR (Wood and Jones 1995). Employees are the most critical stakeholder groups whose preferences need to be taken under consideration as they may influence the actions of their organization and often be

influenced by the organization. Therefore, CSR activities are more likely to influence employees (Clarkson, 1995).

2.2 Corporate Social Responsibility in Ireland

CSR today in Ireland incorporates a cluster of exercises and programs, such as waste or recycling policies, improved work-life balance measures, charity occasions and sponsorships, and a variety of others (Business in the Community, 2012). In any case, within the past Ireland did not have the resources or expertise to establish a philanthropic society and the Irish government have given very little funding to implement or assist organizations to take on CSR initiatives (Business in the Community, 2012).

Ireland went into recession in 2008, which had affected a lot of stakeholders. Employee in particular were impacted, as many were laid off or offered redundancy packages as businesses were unable to keep up with the cost of employees within the company and forced to make cuts to match the organization's productivity. This has a significant impact on both internal and external stakeholders' trust and commitment.

An updated plan on CSR was released by the European Commission in 2011. In relation to its effect on society and the environment, this update has helped redefine CSR for companies. The goal of the EU Commission was to establish its own national plan for the EU countries, with Ireland having drawn up its national plan in accordance with the recommendations of the EU Commission (European Commission, 2011). The government approved its first national plan in 2014, called "Good for Business, Good for the Community". Since then there has been a great deal of progress in helping to raise awareness and increase the visibility and influence of CSR in Ireland. In 2017 they launched a new 2017-2020 strategy called 'Towards Responsible Business' (Enterprise Ireland, 2017). It is an action-oriented strategy for organisation across Ireland to follow ethical practices and help them in doing so. The strategy outlines four dimensions of CSR and offers seventeen measures that can help the productivity of an organization while aligning it with social and environmental needs (Enterprise Ireland, 2017). A report covering about fourteen thousand organizations was

published by the Enterprise and Innovation Department. One of the key findings was that there is an increasing understanding of CSR among companies in Ireland. Responses demonstrated that 52% considered CSR was moderately important and 31% believed it was very relevant (Enterprise Ireland, 2017).

Grant Thornton carried out a global survey and the results found that Ireland was one of the world's top ten countries for contributing money to societies or organisations and one of the top ten countries for raising waste production (Grant Thornton, 2014). This result helps foster the expanded recognition and support of CSR to date by the Irish sector (National Standards Authority of Ireland, 2014). In 2014, the National Standards Authority of Ireland and Waterford Institute of Technology published a paper that looked at the primary reasons why individuals become involved in CSR activities. Some of the most popular responses included: to satisfy consumer needs, improve product and organization sustainability, and assure ethical decision-making and environmental impact. The study's respondents also firmly agreed that corporations should be performing more CSR work in their communities, with roughly a quarter believing that businesses are currently not doing enough or taking on any social duty. External stakeholders, such as customers, are aware of CSR, according to the survey, thus how a company portrays its actions to these stakeholders is critical.

We can conclude that Ireland has developed in CSR awareness and activities within organisations, but it is still within the early stages (Enterprise Ireland, 2017). The Irish governments need to focus more on the CSR activities and the companies need to incorporate in CSR exercises in order to improve their financial performance and attract more talent employees and investors.

2.3 Social Identity Theory

Social identity theory supports the relationship between employees' perception of CSR and their behavioural effects. Social Identity Theory (SIT) indicates that peoples see themselves as representatives of social categories such as, gender and age cohort, religious affiliation, organizational membership and they compare their characteristics and the groups with other peoples and groups in order to strengthen their positive self-concept (Ashforth and Mael, 1989; Turner, 1985). People tend to associate with groups that allow themselves to visualize their identity in particular and positive way. Brammer and Millington (2005) recommends that if employees recognise their organisation as a socially responsible member of the society, the sense of being part of this respectable company will improve their self-concept. CSR studies, according to Farooq, Payaud, Merunka, and Florence, (2013), increase the ability of employees to consider them as members and encourage them to work and stay committed to the organisation. Employees are proud to affiliate with companies that regularly engage in CSR programs, which in turn strengthen their attitudes and behaviours in the workplace, such as being committed employees (Bourauoi, Bensemmane, Ohana and Russo, 2019)

2.4 Impact of CSR on Current Employees

The effects of CSR on employees is analysed from several different viewpoints. First of all, Meyer and Allen (1997) have thoroughly researched the theory of the organizational commitment. The authors observed in their study of employee's commitment in the workplace that committed employees have more chances to stay in the company than uncommitted employees do. They came up with three components of commitment as highlighted in the previous section such as Affective, Continuance and normative commitment (Meyer and Allen, 1997). According to Meyer and Allen (1997), employees are affectively committed when they are emotionally connected to the organisation and also involved in the organisation, and these sorts of employees tend to remain with the organisation according to their own interest. Although employees with continuance commitment are aware of the costs associated with leaving the organisation, they remain with

the organisation out of need. Finally, if employees have a high degree of normative commitment, they feel obligated and ought to remain with the company (Meyer and Allen, 1997).

A paper proposed by Samanta, Kyriazopoulos, Pantelidis (2013) illustrated that there is a positive relationship between the CSR beliefs and the affective commitment theory of Meyer and Allen (1997). Employees' self-respect is reinforced when they see the organisations CSR programs positively, in this way their affective commitment to the organization develops indeed stronger (Samanta, et al., 2013). The authors also show a connection between employees' perception of CSR practices and their job satisfaction, whereby the effect of CSR beliefs on affective commitment is negligible when employees are still extremely satisfied with their employment. In comparison, when there is poor job satisfaction, CSR systems can be more successful in increasing employee commitment (Samanta et al., 2013)

CSR programs are most successful when managers allowed their employees to get involved in the process of planning, applying and designing the CSR initiatives in the organisation. Employees know their own interests best, so when they are participating in such process, which allow them to create CSR programs that will in turn bring the most value and possible job satisfaction to them (Bhattacharya and Korschun, 2012). Nevertheless, when managers communicating CSR programs to employees, they should strive to maintain the intentions behind CSR activities and avoid bringing "business-as-usual" motivations into the CSR effort that could hinder the increase in job satisfaction (Bhattacharya et al., 2012).

The efficient management of communicating CSR to employees and the responses from employees was discussed in several literatures. Mirvis (2012) indicates that the efforts of organizations to involve their employees through CSR are structured and handled in three distinct ways: *a transactional approach*, *a relational approach*, and *a development approach* (Mirvis, 2012). The transactional approach applies to company's CSR programs that are structured to meet employees' needs and interests of participation. Relational strategy is implemented when both companies and employees are committed to CSR, and the development approach emphasizes the development of expertise and talent by employees, which in return generates value for the company and society (Mirvis, 2012).

Brammer, Millington, Rayton (2007) conducted a survey for an employee attitude in banking services organisations which analysed how organizational commitment is impacted by three

diverse aspects of CSR: 1) employee perceptions of CSR in the community, (2) procedural justice in the organisation, and (3) the provision of employee training (Brammer, Millington, Rayton 2007). The empirical findings showed that employee perception of CSR have significantly effects on employee commitment. Procedural and the provision of employee training in the organisation contribute significantly positive to employee commitment with women who display greater preferences for the former and men for the latter (Brammer, Millington and Rayton 2007).

A survey of business professionals conducted by Peterson (2004) found that employees who regard CSR as a significant aspect in company are the most influenced by corporate citizenship, similar to the findings of Brammer et al., (2007). According to the findings, the ethical aspect of corporate citizenship has a greater impact on employees' commitment than other factors such as economic, legal, and discretionary. Furthermore, discretionary measures have a stronger impact on the employees' commitment of female employees. Viswesvaran, Deshp, and Milman, C. (1998) investigated the relationship between the ethical aspect of corporate citizenship and the ethical aspect of employee's various counterproductive behaviours, such as using company facilities and time for personal purposes, disclosing confidential information, and breaking company policies and rules. According to the study Participants who valued firms' socially responsible activity showed significantly less tolerance for counterproductive actions than those who did not appreciate organizations' socially responsible behaviour.

Stancu, Grigore, and Rosca (2011) look at three elements of employee attitudes about CSR and the consequences it has: (1) the importance of CSR to workers, (2) the elements that affect employees' perceptions of a socially responsible firm, and (3) the level of employee knowledge, dedication, and participation in social activities. According to the findings, the majority of participants believe that a responsible employer prioritizes workplace safety, fair compensation, and respect for employees' rights. Furthermore, the research found that women are more likely than males to participate in CSR activities.

A research on the manufacturing sector in the Democratic Republic of Congo was conducted by Mitonga-Monga and Hoole (2018) and the authors found that the employees' perception of corporate ethical principles and organizational justice significantly affect their organizational commitment (Mitonga-Monga and Hoole 2018). According to this research, when employees find their beliefs to be aligned with those of the company and feel that they

are treated equally, they are likely to develop a consistent desire to continue with the employing organisation or remain in the company. Maintaining moral values that are observed, respected and lived, alongside reasonable and fair treatment by the organisation will improve the intentions of employees to continue working in the organisation (Mitonga-Monga and Hoole 2018).

Chapter Three: RESEARCH QUESTIONS AND HYPOTHESES

While the analysis of current literature failed to identify any previous research tested in Ireland regarding the influence of CSR on employee commitment, it allowed the researcher to understand the fundamental theories and thus to build the study model proposed. According to Sweeney (2017) CSR have a positive correlation on employee commitment. She conducted face to face interviews with small and large firms operating in Ireland. Her report provides businesses in Ireland with an understanding as to how their CSR initiative impacts their employees positively (Sweeney, 2017). The study discovered that big companies operating in Ireland recognized CSR across four stakeholder dimensions, including workers, customers, community, and environment, whilst SMEs defined CSR as conducting business responsibly and contributing to their local community (Sweeney, 2007)

In 2012, Business in the Community Ireland released a report (Business in the Community Ireland, 2012) based on a survey of corporate image and corporate responsibility conducted among 750 adult customers in Ireland. According to the findings of the survey, 75% of customers believe that it is more vital for businesses to demonstrate a high level of accountability during challenging economic circumstances.

This research seeks to give businesses in Ireland with insight into how their CSR activities positively affect their employees in response to the opportunity call mentioned in the BICTI report (Business in the Community Ireland, 2012). This will be done by answering the following research questions:

- a. Does CSR correlate with employee commitment in the Irish finance industry?
- b. Does CSR predict variation in employee commitment in the Irish finance industry, covarying for age and gender?

3.1 Hypotheses- (I) and (II)

Employee commitment alludes to the psychological attachment of employees' identification and participation in an organisation (Steers, 1977) and is defined as (1) strongly accept and acknowledge organisation's objectives and values, (2) desire to contribute to the organisation and (3) willing to remain in the organisation (Porter, Steers, Mowday and Boulian, 1974), which implies that the commitment is not a representation of the ethical model of employees, but of their organisation.

The correlation between perceived CSR and employee commitment could be clarified from social identity perspective. Individuals categorize and classify themselves within a social community based on social identity theory. The identification is extracted from the company in which employees identify themselves in terms of what they consider the organisation represents (Pratt, 1998). It gives people with the context for comparison and allows them to form self-conceptions ((Tajfel and Turner 1985, Dutton, Dukerich and Harquail, 1994). Past experiments have found that the self-concept of employees is influenced by the practices and activities of the organisation (Kreiner and Ashforth, 2004). In fact, if companies participating in CSR, the employees' self-concept is more likely to be strengthened (Peterson, 2004). The employee commitments tend to increase when self-concept is high this is because employees would prefer to adhere to organisations that can strengthen the identity (Tyler, 1999). Based on ArmenioRego, Miguel and Jorge Farria (2010), studies which focused on the relationship between affective commitment and four dimensions of responsibility. They discovered that the perceptions of employee discretionary obligation are strongly linked to affective commitment. Hence, employee's perception of CSR and employee commitment has a positive correlation (ArmenioRego, et al., 2010). Organisations, which are considered as socially responsible, offer a way to enhance the self-concept of employees. Employees who advantage from the improvement of the self-concept are likely to develop greater employee commitment (ArmenioRego, et al., 2010).

Employees are more likely to identify with the organisation that engaged and perform well in CSR activities. This will make employees to emotional attached to their organisation and more likely to continuing working for the organisation. This positive response would contribute to positive attitudes towards the organisation in terms of jobs. For instance,

employees will be reliable with and committed to the organisation based on the identification (O'Reilly and Chatman, 1986). Previous literature also suggests that employee commitment is stronger in ethical institutions (Eisenberger, Fasolo and Davis, 1990). Researchers have recently investigated that there is a positive correlation between CSR and employee commitment. They discovered that employee commitment is gained by employees through the internal and external perception CSR (Peterson, 2004, Brammer et al, 2007, Collier and Esteban, 2007). Therefore, the working behaviour or attitudes of employees have a positive impacted by their perception of CSR. In view of the above interaction, if the company reacts in a constructive manner to social issues, employees would continue to associate with their organisation, accompanied by positive attitudes to work.

Researchers have done some studies about how the perceptions employees sustain the social success of their organisations regarding their attitudes and actions in the workplace. Findings indicate that the attitudes and actions of employees are positively impacted by the perceptions they hold of the social productivity of their organisations. Several researchers have found that potential employees are attracted to socially dependable organisations and demonstrated a greater desire to apply to them than to organisations viewed as less socially accountable (Albinger and Freeman, 2000; Evans and Davis, 2011). Brammer et al. (2007), Turker (2009) also conducted analysis in order to figure out the relationship between CSR and employee commitment. The results illustrate that CSR has a positive influence on employee commitment.

According to Valentine and Fleischman (2008) Employee's commitment is positively influenced by corporate ethics initiatives and social responsibility, and Corporate citizenship is linked to better levels of employee commitment among marketing managers and executives, as demonstrated by Maignan et al. (1999) and Maignan and Ferrell (2001). Many researchers, including Peterson (2004), Brammer et al. (2007), Turker (2009), Rego, Leal, Cunha, Faria, and Pinho, (2010), Stites and Michael (2011), have investigated the direct link between CSR and employee commitment and found that employees' perceptions of CSR are positively associated to employee commitment. According to these researches, CSR increases employees' desire to associate with a socially responsible firm because of its prestigious image, and as a result, they remain committed to their company.

From the previous researches, we can conclude that females are more likely than males to participate in CSR activities (Stancu et al., 2011). Female employee's commitment are more effected by CSR activities than male and in regards age, older employees seems to be more committed to their employers than younger employees (Brammer et al., 2007, Cheng and Chan, 2008).

Due to the information above, we have formulated our first and second hypotheses:

H1: CSR correlates with employee commitment in the Irish Finance Industry.

H2: CSR predicts variation in employee commitment in the Irish Finance Industry, Covarying for Age and Gender.

Chapter Four: RESEARCH METHODOLOGY

This section explains the details of the methodology implemented in this study, describing the analysis of setting up the research. Each step taken in the research is explained in this section, with reference to the questionnaire design and measures. Data collection and sampling are also described in this section.

4.1 Dependent Variable

The validity and durability of instruments measuring Employees' Commitment have been developed and evaluated by a variety of other scholars (Allen and Meyer, 1990; Cook and Wall, 1980; Mowday, Steers and Porter, 1979). In this research, the dependent variable is the level of the Employees commitment. According to the previous literature studies the measurement of the employee's commitment is organizational commitment questionnaire (OCQ) (Balfour and Wechsler 1996, Dunham, Grube, and Castaneda 1994, Allen and Meyer 1990, Mowday et al., 1979). Mowday et al. (1979) validated and develop a measure of employee's commitment that known as organizational commitment questionnaire (OCQ). Employees commitment was identified by Mowday et al. (1979) as the relative strength of the identification of a person with and involvement in a specific organisation distinguished by three related factors which were; acceptance and a strong belief of the organisation's values and goals; a commitment on behalf of the organisation to exert substantial effort; and a strong desire to remain membership in the organisation (Mowday et al. 1979) in order to tap the three aspects of their definition they identified 15 items by using employees from a range of organisations in USA, they confirmed that the validity and reliability is solid (Mowday et al. 1979).

Allen and Meyer (1990) constructed a measure of employees commitment based on a three-component model (TCM) of affective (AC), continuance (CC) and normative (NC) commitment (Allen and Meyer, 1990). The Affective commitment component (eight items) referred to an organisation's emotional connection and involvement with the company; Continuance commitment (eight items) referred to the potential costs of leaving the organisation; although Normative commitment (eight items) related to the responsibility for

helping and being part of the organisation. Allen and Meyer (1990) tested the scales they built by using full time non-unionised employees in two industrial companies and a university (Allen and Meyer 1990). They stated affective and continuance commitment components were empirically distinguishable constructs. The affective commitment and normative commitment components, however, were related, although distinguishable (Allen and Meyer 1990). Therefore, we have adopted the 8 items scales of affective commitment scale of Allen and Meyer (1990) in this study as dependent variable measure (See Table 4.1). The responses are gathered using a five-point Likert scales ranging from strongly disagree to strongly agree.

4.2 Independent Variable

As perceived by the employees, the independent variable in this study is the extent of corporate social responsibility. Current literature offers models and scales to measure CSR across different variables, including economic, legal, ethical and discretionary (Maignan and Ferrell 2000). Many empirical corporate citizenship studies have used the Fortune reputation index and the Kinder, Lydenberg, Domini, and Co. (KLD) index, however according to Maignan and Ferrell (2000), some of the elements in these indexes lack theoretical support and do not relate to the types of organizations investigated.

Turker (2009) constructed a 42-item scale for measuring CSR (Turker, 2009). The scholar then carried out a pilot analysis to assess the 42-item scale's reliability and validity. Through elimination of (a) strongly inter-correlated items, and (b) unrelated items, the scholar provided a scale of 18 items by measuring CSR across four components namely CSR to social and non-social stakeholders, CSR to employees, CSR to customers (Turker, 2009). A 18-item CSR scale from the study of Turker (2009b), is employed in this research as the independent variable measure. In order to relate the items more closely to the participants of the survey, who may represent various organizations in the finance industry, The words "*our company*" have been replaced with "*the company or organization I work for*" in the items

from Tucker's study. The instrument is measured on 5 point Likert scale (1 Strongly Disagree and 5 for Strongly Agree).

4.3 Control Variables

Meyer and Allen (1997) suggest three types of variables in their publication that are theorized to be the antecedents of affective commitment including: organizational characteristics, person characteristics and work experience (Meyer and Allen 1997). The organisational characteristics factors include organisation structure, the way in which an organisational policy is communicated to employees, and the understanding of the fairness of the policy by employees. The person characteristic factors include gender, values, age, and personality (Meyer and Allen 1997). Considering the impediment on time and the nature of this study, participants' gender, age, duration of work experience, service duration with current employer, and position with the current organisation, the size of the organisation the location and if the participants work in the finance industry in Ireland, were used as control variables in this study.

4.4 Research Method and Questionnaire design

This study involved a quantitative strategy through the approach of a survey. The survey questionnaire was conducted online through Google form and sent to the professional employees working in the finance industry in Ireland, in order to explore if CSR activities have an impacted on the employee commitment.

The survey distributed to the participants in this study was 35-item self-completed questionnaires comprising three sections, namely:

- 9-items demographic data (control variable)

- 8-items Employee Commitment (dependent variable) scale, supported from Allen and Meyer (1990)
- 18-items CSR (independent variable) Scale adopted from Turker (2009b)

A five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree was used. Participants were asked to answer all the questions on the survey.

4.5 Pilot Study

A pilot study was carried out in this study to work colleagues, all of whom had willingly agreed to participate in the pilot study. The volunteers are between the age of 20 and 55 and vary from less than one year to twenty years of work experience. The aim of the pilot study was to determine the survey's accuracy, consistency and overall flow, and to remove any potential uncertainty and misinterpretation. The actual Cronbach's alphas of all variables were 0.911 and 0.964 (see table 4.3). This indicates that all the 35 items were considered to have very good reliability and thus, all constructs of this study were accepted.

4.6 Sample and Data Collection

In line with the purposes of this study, the sampling frame is intended for working professionals in the finance industry in Ireland. The participants must be over 18 years old and have worked with the company as a fulltime employee; they must also locate in Ireland. A non-probability sampling technique, by a combination of voluntary and convenient sampling, was used for this study due to the time and access limitations.

A survey was utilized to collect the data needed to test the study's goals and objectives. Because this is a quantitative technique, using a survey is advantageous because it provides primary data from first-hand sources, resulting in accurate and valid information from a

respondent that is straightforward to measure. This eliminates any bias information derived from other sources, such as secondary data.

In the study, as a data collection method, a survey questionnaire was sent via e-mail to my colleagues and my friends that work in the finance industry and live in Ireland. The email was also sent to NCI undergraduate and postgraduate students who are working in Ireland. The survey questionnaire was also posted in the LinkedIn and Facebook social media. When I was sending the questionnaire to the participants, I also included a cover letter which briefly explained the purpose of the study.

No personal identifying information was requested from the respondents in order to ensure anonymity. The collected questionnaires were erased from the system after downloading and numbering them according to the receiving sequence in order to keep the respondents' e-mail addresses private. The collected data were analysed by using SPSS software.

In total 100 participants took part in the survey with 69.7% working in the finance industry. Respondents were aged between 18 and 55 years, 68.6% were female and 31.4% were male. All respondents had worked for the company for at least one year and had an average tenure of 9 years. Table 4.4 shows an overview of the participants' background information.

4.7 Ethical Consideration

Throughout the study, no deception was carried out. I referenced everything in this paper, and I read and completed the consent form and NCI ethical guidelines and procedures. An informed consent form was attached to survey questionnaires as part of the opening letter, detailing the research's objectives and desired outcomes (Polonsky and Waller 2010), as well as the task required of the participants and their role in the study. In accordance with the "NCI Ethical Guidelines and Procedures for Research involving Human Participants" participants were informed that they can stop the survey at any moment and request that their information not be used if they desire. The study did not include any members of the vulnerable category as participants.

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

Affective Commitment Scale items

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

Table 4-2 The 18-item CSR scale developed by Turker (2009b)

No.	Items
32.	Our company participates in activities which aim to protect and improve the quality of the natural environment.
36.	Our company makes investment to create a better life for future generations.
31.	Our company implements special programs to minimize its negative impact on the natural environment.
35.	Our company targets sustainable growth which considers future generations.
41.	Our company supports nongovernmental organizations working in problematic areas.
21.	Our company contributes to campaigns and projects that promote the well-being of the society.
40.	Our company encourages its employees to participate in voluntarily activities.
19.	Our company emphasizes the importance of its social responsibilities to the society.
6.	Our company policies encourage the employees to develop their skills and careers.
8.	The management of our company is primarily concerned with employees' needs and wants.
7.	Our company implements flexible policies to provide a good work & life balance for its employees.
9.	The managerial decisions related with the employees are usually fair.
4.	Our company supports employees who want to acquire additional education.
15.	Our company respects consumer rights beyond the legal requirements.
14.	Our company provides full and accurate information about its products to its customers.
16.	Customer satisfaction is highly important for our company.
23.	Our company always pays its taxes on a regular and continuing basis.
24.	Our company complies with legal regulations completely and promptly.

Table 4-3 Reliability analysis results (Pilot Study)

Scales	No of items	Cronbach's Alpha
Employee commitment	8	0.911
CSR	18	0.964

Table 4-4 Summary of participants' background information

Attribute	Option	Percentage
Gender	Male	28.3
	Female	71.7
Age	18 to 25	32
	26 to 30	43
	31 to 40	21
	41 to 50	23
Work Experience	Less than 2 years	3
	2-5 years	56
	6-10 years	27
	11-20 years	13
	Over 20 years	1
Tenure with current organization	Less than 2 years	27
	2-5 years	64
	6-10 years	5
	Over 10 years	3
Position	Junior Level	19.2
	Lower-Middle Level	19.2
	Middle Level	51.2
	Upper-Middle Level	7.1
	Top Level	3
Number of Employees	Fewer than 10 employees	8.1
	10-49 employees	14.1
	50-249 employees	24.2
	More than 249 employees	53.5
Location	Ireland	86.9
	Other	13.1
Finance Industry	Yes	69.7
	Other	30.3

Chapter Five: DATA ANALYSIS

This chapter summarises the study's findings, which were gathered through the use of a survey to investigate the influence of CSR on employee commitment in the Irish finance industry. The SPSS software was used in the data analysis. The data collected from the survey was evaluated using the below statistical methods:

1. Descriptive statistics
2. Internal consistency reliability
3. Correlation coefficient analysis
4. Independent Sample t-test
5. Hierarchical regression analysis

5.1 Descriptive Statistical Analysis

The characteristics and attributes of a sample are described in this analytical method. The frequency distribution, mean, standard deviation, and percentage distribution of characteristics are all examined. Gender, age, working experience, service duration with current employer, and job position are among the characteristics.

The normality of data distribution was evaluated using skewness and kurtosis. The skewness of the data gathered fall between -0.818 and 1.071 (see table 5.2). This suggests that the skewness of the data is acceptable levels as it falls between -1 and $+1$. Furthermore, the kurtosis values were between acceptable ranges. Due to the sample size, the sample was assumed to be normally distributed. The sample was precisely in line with the theoretical normal quartiles (Ghasemi and Zahediasl, 2012).

The respondents in this study were 100 professional employees working in Ireland. 69.7% were working in the finance industry and 30.3% working in the other sectors in Ireland. In terms of gender 31.4% were male, 68.6% were female (see table 4.4 and 5.3). This indicates

that there were more female participants than male. The results show that female employees are more interested or concerned about corporate social responsibility practices in the organisation than male employees. All age groups identified in this research were represented in almost diverse ratios as, 32% were age 18-25 years, 43% were between 26-30 years, 21% were in the range of 31-40 years, and 23% were above 40 years. According to the work experience level of the respondents, 3% had less than 2 years, 56% had between 2-5 years, 27% had 6-10 years, 13% had 11-20 years, and 1% had over 20 years. According to the tenure with current organisation of the respondents, 27% had less than 2 years, 64% had 2-5 years, 5% had 6-10 years, and 3% had more than 10 years. The occupational levels were categorized and represented in this research as 19.2% were related to junior level, 19.2% were also related to lower middle level, the majority of the respondents were related to middle level position (51.2%) , 7.1% were in upper middle level position and only 3% were in top level position (See table 4.4).

The mean age for the sample was 28.51 years (See table 5.1). As a result, the sample consisted of a relatively young group of people (between the ages of 26 and 30), and their ideas shaped the construct. The standard deviation of the age was 6.641. This implies that the data was scattered across a broad range of values and that the standard deviation for age was large.

The frequency of male employees was 22 and 48 for female employees (see table 5.3). This shows that there were more female employee participates in the survey than male employee. Therefore we can say that female employee is more engaged in the CSR activities than when it comes to male employee. It is noted that the mean of CSR and employee commitment was 3.9460, 3.0746 respectively (see table 5.1). The mean of CSR was greater than the mean of employee commitment. The mean values of the components in Table 5.1 show a low degree of CSR practice adoption that may be utilized to increase employee commitment. The standard deviation of CSR, employee commitment was 0.70767, 0.49608 which reveals that there is not dispersion of the data.

5.1 Descriptive Statistics for Age, Gender, CSR, Employee commitment and service duration

Descriptive Statistics

	Mean	Std. Deviation	N
EMP_COMM	3.0746	.49608	70
AGE	28.51	6.641	70
GENDER	.6857	.46758	70
CSR	3.9460	.70767	70
SERV_DUR	3.091	2.5230	70

5.2 Descriptive Statistics for Gender, Age, CSR, Employee commitment- Skewness and Kurtosis

Statistics

		GENDER	AGE	CSR	EMP_COMM
N	Valid	70	70	70	70
	Missing	0	0	0	0
Skewness		-.818	.174	-.090	1.071
Std. Error of Skewness		.287	.287	.287	.287
Kurtosis		-1.371	4.322	-1.031	1.981
Std. Error of Kurtosis		.566	.566	.566	.566
Range		1.00	49	2.61	2.56
Minimum		.00	3	2.39	2.22
Maximum		1.00	52	5.00	4.78

5.3 Gender- Frequency

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	22	31.4	31.4	31.4
	1.00	48	68.6	68.6	100.0
Total		70	100.0	100.0	

5.2. Internal Consistency Reliability

Internal consistency is a metric for how trustworthy something is. When all other factors are equal, reliability refers to the degree to which a measure produces the same number or score each time it is used. (Hays and Revicki, 2005).

Two common measures of internal consistency were used in this research. To guarantee that the measurements of the variables have internal stability and consistency, the items that reflect each factor were subjected to reliability analysis. Inter-item correlations and Cronbach's alpha coefficients were used to assess reliability in this study.

This study's data includes the Employee Commitment scale, the CSR scale, and control variable, as mentioned in the research method in chapter four. Participants were asked to rate how much they agreed or disagreed with statements about their commitment to the organisation and their opinion of the firm's active participation in CSR activities on a 5-point Likert-type scale ranging from 1 Strongly Disagree to 5 Strongly Agree

The results of the reliability analysis are summarized in Table 5.4. Employee commitment and CSR scale had average inter-item correlations of 0.37, 0.53, which were all greater than the indicated value of 0.30 (Hair, Black, Babin and Anderson, 2010). CSR scale had a high correlation of 0.53 and the results of correlation analysis suggested that all the two scales were inter-related.

Cronbach's Alpha values for Employee commitment scale and CSR scale were 0.840, and 0.885, respectively, all higher above the suggested dependability limit of 0.70 (Gliem and Gliem, 2003). Finally, the constructs demonstrate high internal consistency and reliability.

Cronbach's alpha values and inter- item correlations coefficient for all of the dimensions in this study are listed in Table 5.4. As can be seen, these values are higher than the minimum of 0.70, and greater than indicated value of 0.30 for inter-item correlations, implying that the measures have a reasonable level of reliability. Thus it can be concluded that the measures have an acceptable level of reliability.

Table 5-4 Reliability analysis results

Scales	No of items	Average inter-item correlations	Cronbach's Alpha	Cronbach's Alpha based on standardised items
Employee Commitment	8	0.37	0.840	0.834
CSR	18	0.53	0.885	0.886

5.3 Correlation Coefficient Analysis

Correlation coefficient is a metric that measure the strength of a linear relationship between two variables. The correlation coefficient value of 1 implies that the connection is stronger between two variable and move in the same direction, whereas, when the correlation coefficient value is negative or zero this indicates that the correlation between two variables is weaker.

The Pearson correlation coefficient was carried out in this study to investigate the strength and direction of the relationship between four variables; age, service duration, CSR, and employee commitment. The results reveal that CSR had a small positive correlation with employee commitment of $r= 0.124$ (see table 5.5), and a small negative correlations between CSR and age, and was also a small negative correlations between employee commitment and age, ranging from $r= -0.043$ to -0.184 . This suggested that none of the variables were significantly correlated with each other at the level of $p = 0.05$

The results in table 5.5 show that there was a small correlation between CSR and employee commitment but not significantly correlated. This indicates that increase of the CSR initiatives in the organisation does not affect employee commitment. In other terms, increase or decrease in CSR does not have an impact on the employee commitment.

The correlation between CSR and Age was negative and was not significantly correlated. There was also a negative correlation between employee commitment and Age. The results demonstrate that as the age increases or decrease this will not affect employee commitment in

the organisation that practice CSR activities. Therefore, age does not have an impact on employee commitment. Employee commitment does not change with age.

As there was not significant correlation between CSR and employee commitment neither between CSR and age (no significant correlated between employee commitment and age). Correlation between respondent's demographic and the study primary variable were also conducted. Only service duration with current employer show a strong positive and significant correlation with employee commitment ($r=0.387$, $p < .001$). The direction of the relationship is positive, indicating that these variables likely to rise together, longer service durations is associated with stronger commitment in the organisation. The findings imply that the longer an individual has worked for the company, the more committed he or she is to the company. The level of commitment from each individual employee grows when the person stays with his or her current employer for a longer period of time. Furthermore, the employee commitment level increased with service duration, but there was no evidence that age was a significant factor in employee commitment. Since service duration was significantly correlated with employee commitment, we decided to include it in our study as a control variable. Service durations variable was not part of our original hypotheses. It was included due to the fact that it was more chance of finding the significant correlation between employee commitment and service duration.

There was a small positive correlation ($r=0.057$) between CSR and service duration with the current employer but was not significant effect. This indicates that employee does not view CSR as being higher in the organisations or work in the current job for a long period of time. The employees who are in the company longer and more loyal to the company already do not need to have a more positive perspective of the company's CSR activities. Therefore, CSR is not an important or reliable measure in the Irish finance industry and service duration does not predict CSR.

Table 5.5 Correlation between Age, CSR and employee commitment

		CSR	EMP_COMM	AGE
CSR	Pearson Correlation	1	.124	-.043
	Sig. (2-tailed)		.305	.724
	N	70	70	70
EMP_COMM	Pearson Correlation	.124	1	-.184
	Sig. (2-tailed)	.305		.127
	N	70	70	70
AGE	Pearson Correlation	-.043	-.184	1
	Sig. (2-tailed)	.724	.127	
	N	70	70	70

Table 5.6 Correlation between Service Duration with current employer with CSR and employee commitment

		CSR	EMP_COMM	AGE	How long have you been working with your current employer?	How many years of work experience do you have?
CSR	Pearson Correlation	1	.124	-.043	.057	-.051
	Sig. (2-tailed)		.305	.724	.642	.673
	N	70	70	70	70	70
EMP_COMM	Pearson Correlation	.124	1	-.184	.387**	-.037
	Sig. (2-tailed)	.305		.127	.001	.763
	N	70	70	70	70	70
AGE	Pearson Correlation	-.043	-.184	1	-.139	.583**
	Sig. (2-tailed)	.724	.127		.252	.000
	N	70	70	70	70	70
How long have you been working with your current employer?	Pearson Correlation	.057	.387**	-.139	1	.224
	Sig. (2-tailed)	.642	.001	.252		.062
	N	70	70	70	70	70
How many years of work experience do you have?	Pearson Correlation	-.051	-.037	.583**	.224	1
	Sig. (2-tailed)	.673	.763	.000	.062	
	N	70	70	70	70	70

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

5.4 Independent Samples t-Test

The independent t-test, also known as the independent-samples t-test, is an inferential statistical test that assesses if there is a statistically significant difference between the means of two unrelated groups (Pallant, 2005). The Independent Samples t-test analyzes the means of two independent groups to see if the related population means are significantly different.

The Independent Samples t Test is frequently used to test the following (Pallant, 2005):

- Differences in the means of two groups that is statistically significant
- Differences in the means of two interventions based on statistical differences

In this study, an independent-samples t-test was used to compare the levels of employee commitment between male and female employees. Employee commitment was the dependent variable, whereas gender served as a grouping variable or independent variable.

For the independent t-test, SPSS Statistics produces two primary tables of output (see table 5.7): Group Statistics and Independent Samples Test. The first section, Group Statistics, contains basic information about the group comparisons, such as the sample size (n), mean, standard deviation, and standard error for employee commitment levels by gender. As demonstrated in table 5.7 there were 48 Females and 22 Males. The mean of employee commitment for Female was 3.0486, and for male were 3.1313. In addition, we can see from the standard deviations that the variation in the data was a little wider for the male employee (SD=0.50933) than the female employee (SD=0.49314).

The second table, Independent Samples Test, shows the results that are most relevant to the Independent Samples t Test. There are two parts that contains different pieces of information: Levene's Test for Equality of Variances and t-test for Equality of Means. The first test in this table is Levene's test, which is used in the independent sample t-test to examine the assumption of equal variance between all groups. The significance value of F is utilized to make a statistical judgement about the assumptions of equal variance. The estimated value of the independent sample t-test, the degree of freedom, and the significance value of the

independent sample t-test are shown in the second test statistics. This statistical decision concerning the mean of the two groups is based on this significance value.

The output in the Independent Samples Test table includes two rows: Equal variances assumed and Equal variances not assumed. Levene's test in this research was 0.973 (see table 5.7), which was more than the significance level of 0.05. This shows that the assumption of equal variances was not broken and that the variances between the two groups are equal (i.e., p-value large). The first row of output was used in this study Equal variances assumed, when looking at the results for the actual Independent Samples t Test.

The Sig. (2-tailed) or p-value value was 0.521 which was greater than the critical significance level of 0.05. In this case, there was not statistically significant difference in the mean of employee commitment level for males and females employee. In other terms, there is no significant difference between level of Employee commitment for Male and Female employees. We can conclude that the mean is not different from the hypothesized value. Therefore, there is no evidence to suggest that male and female employees have different level of employee commitment. There was no significant difference in scores for males ($M=3.1313$, $SD=0.50933$) and females [$F=3.0486$, $SD=0.49314$; $t(68)= -0.645$].

The magnitude of the differences in the means was relatively small ($\eta^2=0.006$). The gender group only explains 0.6% of the variance in employee commitment, and the means were not different. This result supports the previous studies and was consistent with previous findings. Insignificant group differences in relation to gender were also discovered by Hamid and Zubair (2016)

Table 5.7 T-Tests - Independent Samples Test

Group Statistics										
What is your gender?		N	Mean	Std. Deviation	Std. Error Mean					
EMP_COMM	Female	48	3.0486	.49314	.07118					
	Male	22	3.1313	.50933	.10859					

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
EMP_COMM	Equal variances assumed	.001	.973	-.645	68	.521	-.08270	.12827	-.33866	.17325
	Equal variances not assumed			-.637	39.652	.528	-.08270	.12984	-.34519	.17978

5.5 Hierarchical Regression Analysis

A hierarchical linear regression is a type of multiple linear regression analysis in which additional variables are introduced to the model in separate steps known as “blocks or models”. This is frequently done to statistically “control” for particular factors, to test if adding variables enhances a model’s ability to predict the criterion variable, and/or to look into a variable's moderating influence (i.e., Specifically, does one variable have an effect on the relationship between two other variables?) (Kim, 2016)

The amount of variance in your dependent variable that can be explained by your independent variables is determined via multiple regressions. It also shows how much each independent variable contributes. Tests can be used to determine the statistical significance of the results, both for the model as a whole and for the individual independent variables.

Hierarchical regression analysis was conducted in this research for age, Gender, CSR as predictor variable and Employee commitment as dependent variable in order to evaluate

if Age, Gender and CSR have any further contribution to the level of employee commitment and to determine the relationship between these independent variables with employee commitment. We have also conducted hierarchical regression analysis for service duration or work tenure as an important predictor variable for employee commitment. We also want to know if the service duration is related to the employee commitment level.

The first model included age and gender variables, in the second model CSR variable was included and the third model we added the service duration with current employer and CSR as predictor variable and Employee commitment as dependent variable.

The first step of the analysis was to enter the control or predictor variable: age and gender into the prediction model. A multiple regression analysis test was carried out in order to determine the relationship between age, gender and Employee commitment. The contribution of the combined variables (Age, gender) to the variance in Employee commitment of the R-square was 5.5% (see table 5.9). The R Square column represents the R^2 value (also known as the coefficient of determination), which is the proportion of the dependent variable's variance that can be explained by the independent variables (Technically, It is the fraction of variation accounted for by the regression model over and above that accounted for by the mean model). The results reveal that the R-square value was 0.055 that is independent variables explain 5.5% of the variability of the dependent variable. The adjusted R square was 2.7% (see table 5.9) which was significant at 0.05. The standardized Beta coefficients level for these two variables (Age, and Gender) were negative -0.233 and -0.153 (see table 5.11). This indicates there was a negative correlation between age, gender and employee commitment. The results show that for each one year increase in age, there is a decrease in employee commitment. The F-value of the ANOVA test for model 1, age and gender variable was 1.947 (table 5.10). The results in the ANOVA test table and coefficient table demonstrated that the significance value or p-value for age, and gender was 0.151 (see table 5.10), for coefficient table the results showed that p-value for age and gender was 0.067, 0.227 (see table 5.11) which was above the significant level at 0.05. This suggests that there was not statistically significantly different or correlation between age, gender and employee commitment level. In this case, we can say that age and gender was not a significant predictor and had a negative correlation with employee commitment. The fact that there was not significant correlation or significant difference between these variables, this tells us that

increase and decrease in age, gender groups, or CSR activities does not have an impact on the employee commitment level.

The second step of the analysis was to enter the independent variable CSR into the model 2. The value for R Square increased to 7.5% and the adjusted R square was 3.3% (see table 5.9). The change in R² is a metric for determining how much predictive power was added to the model as a result of adding another variable in step 2. In this case, the percentage of variability accounted for went up from 5.5% to 7.5%. This indicates that, by adding CSR to the model, it increases the model's predictive capacity of predicting Employee commitment by 2% (see table 5.9). This can also be interpreted that the addition of CSR into the second model contributes 2% additional variance in employee commitment level accounted for.

The F-value of the ANOVA test was 1.778 for the second step of the model was significant at 0.05 (see table 5.10). The significance value or p-value of CSR was 0.160 (see table 5.10) and 0.238 (see table 5.11) which was above the significant level at 0.05. This showed that CSR had a positive correlation with employee commitment. However, there was not statistically significantly different with employee commitment. Therefore, CSR was not a significant predictor variable. This implies that CSR does not affect employee commitment.

The direct effect of CSR and employee commitment was not significant in this study, showing there is not relationship found between CSR and employee commitment. Our results was inconsistent with previous findings, this may be due to the fact that this study was only focus in the Irish finance industry and disregard the other sectors or industries in Ireland. These results tell us that CSR does not affect employee commitment in the Irish finance industry but, it does affect employee commitment in other industries or countries. For instance, the results from a study carried out by Radwan (2015) found that there was significant difference between CSR and employee commitment in the hotel sector in Egypt. The results from Turker (2009b) studies in Turkey also showed that CSR had positively correlation with employee commitment.

The third step of the analysis was to add the Service duration or work tenure with the current employer and CSR into the model 3. The R-square was 0.193 and the adjusted R-square was 14.3%. The R2 change or R-square change was 11.8% (see table 5.9). This demonstrated that Interaction of service duration and employee commitment explains additional 11.8% of the variability of the Employee commitment. The standardized Beta-coefficient of the Service duration with the current employer was 0.349 and was significant at the 0.05 (see table 5.11), and The F-value of the ANOVA test (was 3.876) of the third step of the model was significant at the 0.05 (see table 5.10). The significant value or p-value was 0.007 (see table 5.10) which was below than the significance level at 0.05. This reaffirmed the significance of the entire model, therefore provided support that there is a significantly different between service duration with the current employer and Employee commitment. The service duration statistically significantly predict the dependent variable (employee commitment), $F(4, 65) = 3.876, p < .005$ and the regression model was a good fit of the data.

The high value of R2 change related to the service duration in contrast with that of Age, Gender and CSR. This suggests that service duration has the highest amount of the relationship strength with Employee commitment than other variables. The findings between service duration and employee commitment, CSR and employee commitment (and also age) are also in line with the results of the correlation coefficient analysis presented in the previous chapter of this study.

The Significant .F change value as exhibits in table 5.9 for Age, gender and CSR was 0.151 and 0.238 which was greater than significant level at 0.05. This indicating that there was no significant difference between age, gender, and CSR and employee commitment. Neither the first model (Age, Gender) nor the second model (CSR) predicted scores on the Dependent Variable to a statistically significant degree and none of the predictors are significant.

Service duration with current employer had statically significant difference (F change value of 0.003) with Employee commitment. This implies that including the additional variable of service duration produces a statistically significant increase in variance accounted for in the outcome variable. In other terms, the inclusion of the interaction term for service duration in the third step or block accounts for a statistically significantly increased amount of variance

in employee commitment ideation, which supports that a moderating effect is present. This shows that increase or decrease of the service duration with current employers does affect or have an impact on the employee commitment in the organisation. The long you remain within the same company the higher committed you will be with that organisation.

To conclude we can say that the regression results showed that service duration with the current employer had significantly different with employee commitment than the other three variables at the 0.05 level of significance. All other comparisons were not significant. Age, Gender had a negative correlation with CSR, and with also employee commitment.

There was a moderate correlation between CSR and employee commitment but had not significant difference. Among all the three independent variables, service duration with the current employer had the strongest affect or impact on the employee commitment ($\beta = 0.349$, $p < 0.003$). The employee commitment level increased with service duration, but there was no evidence that gender, age, and CSR were the important determinants of employees' commitment level. This means that employees with longer service tenure have a more favourable opinion of the organization's CSR policies and a higher level of employee commitment than employees with shorter service tenure.

Table 5.8 the hierarchical regression analysis: Variable entered

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	GENDER, AGE ^b	.	Enter
2	CSR ^b	.	Enter
3	SERV_DUR ^b	.	Enter

a. Dependent Variable: EMP_COMM

b. All requested variables entered.

Table 5.9 the hierarchical regression analysis: Model Summary

Model Summary ^d									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.234 ^a	.055	.027	.48941	.055	1.947	2	67	.151
2	.273 ^b	.075	.033	.48790	.020	1.416	1	66	.238
3	.439 ^c	.193	.143	.45927	.118	9.486	1	65	.003

a. Predictors: (Constant), GENDER, AGE

b. Predictors: (Constant), GENDER, AGE, CSR

c. Predictors: (Constant), GENDER, AGE, CSR, SERV_DUR

d. Dependent Variable: EMP_COMM

Table 5.10 the hierarchical regression analysis: ANOVA table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.932	2	.466	1.947	.151 ^b
	Residual	16.048	67	.240		
	Total	16.981	69			
2	Regression	1.269	3	.423	1.778	.160 ^c
	Residual	15.711	66	.238		
	Total	16.981	69			
3	Regression	3.270	4	.818	3.876	.007 ^d
	Residual	13.710	65	.211		
	Total	16.981	69			

a. Dependent Variable: EMP_COMM

b. Predictors: (Constant), GENDER, AGE

c. Predictors: (Constant), GENDER, AGE, CSR

d. Predictors: (Constant), GENDER, AGE, CSR, SERV_DUR

Table 5.11 the hierarchical regression analysis: Coefficients

		Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.683	.314		11.723	<.001					
	AGE	-.017	.009	-.233	-1.861	.067	-.184	-.222	-.221	.897	1.115
	GENDER	-.162	.133	-.153	-1.218	.227	-.078	-.147	-.145	.897	1.115
2	(Constant)	3.308	.444		7.448	<.001					
	AGE	-.018	.009	-.235	-1.878	.065	-.184	-.225	-.222	.897	1.115
	GENDER	-.187	.134	-.176	-1.393	.168	-.078	-.169	-.165	.875	1.143
	CSR	.100	.084	.143	1.190	.238	.124	.145	.141	.974	1.027
3	(Constant)	3.003	.430		6.991	<.001					
	AGE	-.013	.009	-.174	-1.462	.149	-.184	-.178	-.163	.873	1.146
	GENDER	-.144	.127	-.136	-1.135	.260	-.078	-.139	-.127	.865	1.156
	CSR	.083	.079	.119	1.052	.297	.124	.129	.117	.969	1.032
	SERV_DUR	.069	.022	.349	3.080	.003	.387	.357	.343	.967	1.035

a. Dependent Variable: EMP_COMM

Chapter Six: DISCUSSION

From an Irish perspective, this study contributes to empirical studies on the influence of CSR on employee commitment in the financial industry. Despite the increased focus on analyzing the influence of CSR on employee commitment in other countries in recent years, as well as the growing number of studies on this topic, there is still a gap in research into the impact of CSR on employee commitment in the Irish finance industry.

The findings of the data analysis using SPSS, as stated in the previous Chapter, revealed that there was a small positive correlation between CSR and employee commitment, but there was not statically significant correlated. The results also showed that there was a negative correlation between CSR and age, neither employee commitment nor age. Regards gender and employee commitment there was a no significant difference or effect. This suggests that none of the variables in this study were significantly correlated with each other at level of $p = 0.05$.

As per our results above we can say that CSR does not affect employee commitment in the Irish finance industry, and neither age, nor gender does affect employee commitment. Our results were not consistent with previous findings. In comparison to Turker (2009b) studies, the results showed that CSR to employees had a positive significant impact on employee commitment in Turkey. Meyer, Stanley, Herscovitch, L. and Topolnytsky,(2002); Bentley (2006) and Brammer et al. (2007) they discovered highly significant positive correlation between CSR and employee commitment, and they claimed that CSR contributes as much to employee commitment as job satisfaction. According to Turker, 2009; Farooq et al., 2013, studies their results have demonstrated that employees' perceptions of their organization's level of CSR engagement have a considerable positive impact on their level of commitment. Employees have a positive image of their company when it participates in CSR activities; for example, the more organizations that participate in CSR activities, the higher the degree of employee commitment. According to Turker (2009) CSR was discovered to be the most powerful predictor of employee organizational commitment. Seunghee, Chung and Yang (2017) performed employee surveys in a number of South Korean companies. According to their findings CSR participation was positively associated to employee commitment. Employee CSR participation allows employees to recognize the organization's values, which

can lead to greater morale, self-esteem, and satisfaction of their own needs, as well as the sharing of values with the organization.

Our results may be different due to the fact that this study was only focus in the Irish finance industry and disregard other industries in Ireland. Therefore, we can say that CSR does not affect employee commitment in the finance industry in Ireland, but would have an effect on employee commitment in other industries or countries. For instance, according to the findings of Radwan (2015) studies, CSR variables were found to have a significant correlation with increasing employee commitment in Egypt's hotel industry. This indicates that industries or sectors that take internal CSR elements into account, such as integrating employees in decision-making and/or providing genuine promotion possibilities, will see higher employee commitment. Gross (2010), on the other hand, offered evidence that CSR has emerged as a new and more important driver of employee commitment. According to Saks (2006), employees will be more dedicated to their employers if they believe they are committed to social responsibility, which includes activities such as health and safety, human rights, training and education, work-life balance, and diversity in the workplace. Weerasekara and Ajward (2020) results were found that there was a significant difference between CSR and employee commitment in the banking sector in Sri Lanka. These previous findings show that CSR does affect employee commitment in other industries and in other countries, but does not affect employee commitment in the Irish industry. Based on our results we can say that employees that working in the finance industry in Ireland both Current and potential employees do not see CSR as a basic level of moral obligation to society, and as a component that all firms should implement; as a result, it is not an important factor in deciding who to work for or affecting their commitment to the organisation.

As per previous studies, the researches that was carried out in different country, their results found that CSR has positively correlation with employee commitment in Turkey, Egypt and Sri Lanka (Turker 2008, Radwan, 2015, Weerasekara and Ajward 2020). Our results may be different from previous findings because our study is based in Ireland and as highlighted in the literature study, corporate social responsibility (CSR) in Ireland is a dynamic and evolving concept in the Irish market. Ireland is still recovering from the recession, and its effects are still being felt by the workforce; the activities that were not carried out during that time are being compared to what an organization is doing now. Ireland has developed in

CSR awareness and activities within organisations, but it is still within the early stages (Enterprise Ireland, 2017).

According to a 2011 KPMG analysis based on a survey of CR reporting trends of 3400 organizations from 34 countries, 67% of corporations cited reputation or brand as a primary driver in producing CR reports, while employee motivation was far lower at 44% (KPMG, 2011). As a result, it may be claimed that, in general, firms prioritize CSR components that are concerned with attracting more customers, such as reputation and brand, over CSR aspects that are concerned with motivating employees. As a result, CSR to employees may be an area in Ireland and the finance industry that is underdeveloped.

In relation to the age variables, we can see that from our results there was no significant difference between age and employee commitment neither CSR. Our results were in line with previous studies. According to Steers (1977) study, the results were found that that there was insignificant correlation between age and employee commitment. According to Moraa (2012), age may not have had a substantial relationship with employee outcomes since it may not be an antecedent impact on employee outcomes in and of itself.

The age range of the respondents in this study was 26–31 years; therefore, the sample included a young group of employees. This result can be explained by the majority of young employee working in the Irish finance industry. Younger employees view CSR practices in different perspective than older employees. Younger employees are not really committed to one organisation as they tend to move from one organisation to another, and as they are progressing in their careers they are more likely to change the company. Older employees are more committed to one organisation especially if they have been working in that company for a long period of time. Older employees are aware of the company's CSR initiatives and they always want to be secured in their jobs. Maybe that's why they are more committed to the organisation they work for, than young employees. According to the findings of a study conducted by Cheng and Chan (2008), older employees have more family obligations than younger employees, making them more vulnerable to economic insecurity. This could be another plausible reason for their higher level of commitment to the organization they work for.

In contrast to previous research findings have demonstrated weak relations between employee commitment and age. Meyer and Allen (1984) claimed that younger workers are more committed since they are aware that they have fewer job opportunities due to their lack of experience. As they gain experience, their options for alternative jobs may expand, lowering one of the most significant costs of leaving, that of having no employment. Meyer and Allen's Explanation was backed up by Mowday, Porter, and Steers (1982) and Rusbult and Farrell (1983), who both stressed the importance of having attractive alternative career prospects. Lack of availability should avoid some unfavourable attitudes about the job and organization that could arise if there were a lot of opportunities. According to Meyer and Allen (1984), levels of employee commitment vary among age groups as a result of factors such as alternative career options, and hence age and service duration may have varied effects on employee commitment across age groups. Their findings show that the effects of age and Service duration on employee commitment differ depending on the stage of employment. The employee commitment -age relationship was strongest at the beginning of employment, whereas the employee commitment –service duration relationship was strongest towards the end of employment.

Our results also revealed that there were no significant difference or correlated between gender and employee commitment neither CSR. This indicates that there is no evidence to suggest that male and female employees have different level of employee commitment. None of female neither male employee has higher or low level of employee commitment than other. However, our results were not in line with previous findings. According to the previous studies Brammer et al., (2007) conducted a survey for an employee attitude in banking services organisations which analysed how organizational commitment is impacted by three diverse aspects of CSR. The empirical findings showed that employee perception of CSR have significantly effects on employee commitment. Procedural and the provision of employee training in the organisation contribute significantly positive to employee commitment with women who display greater preferences for the former and men for the latter (Brammer et al., 2007). Furthermore, Brammer et al., (2007) also found that CSR measures have a stronger impact on the employees' commitment of female employees than male employees. The results from a study carried out by Stancu et al., (2011) research found that women are more likely than males to participate in CSR activities. According to Hatch

and Stephen (2015) Women have a higher level of internalized moral identity and believe in CSR than men.

Although previous research on gender differences in employee commitment has yielded mixed results, (Becker, Klein, and Meyer, 2009), according to some research on general samples stated that women tend to express higher levels of employee commitment than men, regardless of employment circumstances (Lincoln and Kalleberg, 1990; Marsden, Kalleberg, and Cook, 1993; Mathieu and Zajac, 1990; Singh, Finn, and Goulet, 2004; Wynen, Op de Beeck, and Hondeghem, 2013). Although multiples studies show that, women demonstrate stronger employee commitment to their work organisation than men employee (Mathieu and Zajac, 1990; Singh et al., 2004) whereas other studies results have shown that there are no gender differences in organizational (Becker et al., 2009). The results from Hamid and Zubair (2016) were found that there was insignificant group difference between employee commitment and gender

Following the analysis on the correlation of the CSR, age, gender and employee commitment scale, further analysis was also carried out to test the correlation between respondents' socio-demographic characteristics and the study primary variable. Service duration or work tenure with current employer reveals a significant correlation with employee commitment, but there was not significant correlation between service duration and CSR. This indicates that the higher the employee's service duration, the more committed he or her is to the organization. The highest positive correlation in this study was between service duration and employee commitment. Age, gender had a negative correlation with CSR neither employee commitment. This showed that age or gender does not affect employee commitment, but service duration does affect employee commitment. Our results show that Service duration had a significant positive relationship with employee commitment, which is support by the analysis. The findings are positive and similar to what other researchers have discovered in their research. According to Bonett (2002) the results were found that there was a strong significant correlation between service duration with current employer and employee commitment. Kelarijani, Heidarian, Jamshidi, and Khorshidi (2014) investigated the impact of service length on employee commitment. The findings show that employee commitment is

strongly influenced by length of service. The length of service was positively associated to employee commitment. Furthermore, Popoola (2006) discovered that personal factors such as duration of service have an impact on records management personnel's organizational commitment in Nigeria and The length of service was positively correlated to organizational commitment (Popoola, 2006).

The service duration with current employer variable was not part of the study original hypotheses. We included this variable in the research due to the fact that there was more of a chance finding the correlation between Employee commitment and service duration. Service duration control variable would be an interest topic for future study in Ireland.

Chapter Seven: CONCLUSION

7.1 Summary

In recent decades, both academic research and the business world have paid increasing attention to the notion of corporate social responsibility (CSR). Existing researches provide extensive studies on the implications and effects of CSR on various parts of business, including relationships with government agencies, suppliers, consumers, shareholders, and workers, as well as company reputation and brand image. The aim of this study was to investigate how CSR impact employee commitments in Irish finance industry. Based on previous research and theoretical framework this study developed two hypotheses to examine the research topic's validity, such as CSR correlates with employee commitment in the Irish Finance Industry and CSR predicts variation in employee commitment in the Irish Finance Industry, Covarying for Age and Gender. Self-completed survey questionnaires were given on working professionals in finance industry in Ireland and SPSS software was used to analyze the data collected.

Results of the study showed that CSR had a small positive correlation with employee commitment; CSR had a negative correlation with age, neither gender. The results also indicated that age and gender had a negative correlation with employee commitment. Therefore none of the variables above were significantly correlated with each other at level of $p = 0.05$. since there was no significant between these variables in this study, we had to include the service duration with current employer as there was more chance of findings correlation with CSR or employee commitment the results also indicated that there was significant positive correlation between service duration and employee commitment, however there was no significant correlation between service duration and CSR.

From our results above, we can say that this study indicated that CSR does not affect employee commitment in Irish finance industry, but it does affect employee commitment in other industries such as hotel sector in Egypt and in the banking sector in Sri Lanka. Our results also showed that there was a positive significant difference or correlation between service duration and employee commitment. This means that the longer employees stay with their current firm, the stronger their commitment becomes.

According to the existing literatures, Peterson (2004) stated that employees are likely to be affected by the CSR program (Peterson, 2004), and they interpret the program differently depending on their gender, age, education, income, work experiences, position, and educational level. According to Meyer, Stanley, Herscovitch, and Topolnytsky (2002), the relationship between each aspect of CSR and the level of employee commitment differentiates between individuals. According to Brammer et al. (2007), female workers are better at external CSR and procedural fairness, whereas male workers are better at training.

This study has helped to bridge a knowledge gap in the area of CSR and employee commitment. Many academics and authors have performed surveys to determine whether CSR has an impact on employee commitment. These findings revealed that in several countries and industries, there is a positive association between CSR activities and employee commitment in the workplace. Employees are more likely to stay on the job if they believe their employer treat them fairly. Employees will be more committed to work hard and commit themselves to the organization if a company incorporates CSR initiatives into the workplace.

Decision-makers and researchers will find these existing findings extremely useful. It shows how organizations can improve employee commitment to the organization by integrating them in social activities. For example, identifying community needs and fulfilling them, working for a better environment, caring for employees, providing high-quality products for customers, and adhering to government rules and regulations and functioning in a legal environment. All of these activities have a big and beneficial impact on employee commitment to firms and help them perform better.

This research is useful for decision makers who are developing employee-related policies in order to boost employee morale and motivate them to stay loyal, committed, and work hard for the uplifting of the company. It also serves as a great resource for future research on this topic.

Another finding of the existing research is that the implementation and execution of corporate social responsibility activities leads to more committed. Employee participation in CSR is not limited to the implementation of CSR activities; it also includes employee participation in developing CSR policy, making decisions, and scheduling their tasks and jobs. When ideas start flowing and actions including CSR activities take place, employees and teams notice. All of these factors are covered by the company, which includes clauses like "employee

participation in supervisors discussing concerns and procedures and allowing them to participate in decision making. Employee involvement in corporate social responsibility activities aids in the recruitment, morale, retention, and productivity of employees. Employee participation instils pride and significance in them. Employees' associations with their organizations are strengthened by these initiatives. Employees are more likely to identify with organizations that care for their employees and promote their well-being as well as that of the local community. The organization's positive culture and environment are defined throughout the company culture in an effort to recruit and retain exceptional employees.

The research can also help with CSR initiatives. Employee participation in CSR, according to our findings and previous findings, can help organizations achieve better results. As a result, it alerts CSR managers to the importance of paying attention to an employee's participation in CSR activities. CSR managers, on the other hand, must carefully construct CSR procedures in such a way that they may encourage employee CSR engagement while simultaneously emphasizing organizational CSR policies that can reflect an employee's participation. As a result, managers must work to improve CSR principles in order to align with employees' personal values, which may subsequently be used to promote organizational outcomes like organizational loyalty through CSR activities. Managers must recognize the significance of incorporating CSR initiatives into their strategy if they hope to survive and thrive. Managers of human resources and marketing must comprehend the value that may be generated through CSR initiatives. Being a socially responsible company will appeal to potential employees and aid in the retention of talented staff. As a result, the findings of this study will be valuable to managers who are involved in the development of CSR activities.

7.2 Limitation

There are certain limitations to the study. Firstly, the study measures the extent of CSR participation by firms based on employees' perceptions of CSR involvement. As a result, the organization's true level of CSR involvement may differ from what employees perceive, particularly in junior and lower-middle management roles.

Secondly, this study focuses solely on the direct impact of CSR on employees from a single industry. As a result, it could not portray the comprehensive in this field. Furthermore, because the results of this study were based on employees' perceptions, there may be differences between actual CSR practices and employee perceptions. The fact that this study only focus on one industry, the results may be different from other industries and countries. As different country have different culture and may also have different view or perspective in relation to CSR.

Thirdly, Convenience sampling was used to recruit participants for this study. As a result, there may be bias in the sample selection. For instance, the respondents may not be representative of all Irish employees in the finance industry. Ireland is a large country with several counties or cities, each having its own unique social ideology. Furthermore, there would be differences among employees of different cities. The survey in this study was undertaken in a few typical cities, with small or distant cities being overlooked.

7.3 Future Research Directions

According to the limitations stated in the previous section, as well as the immaturity of CSR in Ireland (Sweeney, 2007), more research into the subject is recommended. Future research could consider broadening the scope of different business industries in Ireland. The research can be extended to confirm the outcomes of this study, and secondly, to provide organisations with clarity on how CSR affects their employees' commitment and motivation to the company.

This study can also be extended by incorporating other organizational outcomes and methods, such as job satisfaction, employee's productivity, service duration with current employer, and job position level or organisation type from Irish perspectives. In the case of Ireland, the study should additionally look into the influence of mediators (and/or moderators) between CSR and other organizational outcomes.

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Appendix 1

APPENDICES

Appendix 1. Cover letter for survey questionnaire.

A Survey on Impact of Corporate Social Responsibility on Employee Commitment in The Finance Industry in Ireland

Dear Participants,

I am glad to invite you to take part in interesting research about the impact of Corporate Social Responsibility on Employee Commitment in the Finance Industry in Ireland.

You've been invited to volunteer because you meet the study's criteria. Your participation is crucial to the study, and your responses will be kept confidential. However, you can choose not to participate in this study, and you can also exit at any time throughout the study. There will be no penalty or loss of benefits if you refuse or discontinue participation.

If you are able to participate, please fill out and submit the attached survey questionnaire, which has 33 self-explanatory questions, and return it to the sender. The survey will take you 5 minutes or less to complete.

The information you provide in this survey will only be used for academic research, and the researchers working on this project will not be able to determine any identify based on the information you provide in the survey.

If you have any questions about your participation, please do not hesitate to email Mirna Kanza at Mirna.kanza@student.ncirl.ie

Thank you very much for your participation

Kind Regards,

Mirna Kanza

Appendix 2

Appendix 2. Survey Questionnaire

1. What is your gender?

Male Female

2. What age are you?

Participants enter a number into Google forms

3. How many years of work experience do you have?

Participants enter a number into Google forms

4. How long have you been working with your current employer?

Participants enter a number into Google forms

5. What is your position in the organization?

Junior Level Middle Level Top Level

Lower-Middle Upper-Middle

6. How many employees are in your organization?

Fewer than 10 employees' 50-249 employees

10-49 employee's More than 249 employees

8. Do you live in Ireland?

Yes No

9. Do you work in the Finance or Financial services industry?

Yes No

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

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

25. The organization I work for emphasizes the importance of its social responsibilities to the society.

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

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

1 2 3 4 5

Strongly Disagree Disagree Neutral Agree Strongly Agree

