

**CORPORATE SOCIAL RESPONSIBILITY, EMPLOYEE  
ENGAGEMENT AND CAREER SATISFACTION: AN  
EXPLORATORY STUDY OF EMPLOYEES' PERCEPTION**

**Olajumoke Folusho Olayemi**

**B.Sc. (Mgmt), GradDip (Mgmt)**

Submitted in fulfilment of the requirements for the degree of  
Master of Philosophy

School of Management

Faculty of Business & Law

Queensland University of Technology

2023

# Keywords

Corporate social responsibility, Corporate social responsibility types, Corporate social responsibility initiatives, Employee Engagement, Employee Perception, Career Satisfaction, Job Satisfaction, Corporate image, Social Exchange Theory.

# Abstract

In the global marketplace of the 21st century, organisations should engage employees in corporate social responsibility (CSR) initiatives to increase employee satisfaction and their competitive advantage. CSR has been the topic of many organisations, and the debate over whether organisations play a part in society beyond economic profit has been a major focus of research in CSR. Furthermore, research on CSR from the perspective of employees is increasing, hence further research is necessary. The aim of this study is to explore the perception of employees regarding CSR based on their engagement and experience in their organisation's CSR initiatives and its influence on employee engagement and career satisfaction. Studies in the past have utilized quantitative methods, but qualitative analysis is necessary to explore employee's perception and the impact of organisations' CSR types on employee engagement and career satisfaction.

Employees as potential agents of social change should stay positioned where their efforts are enabled through CSR initiatives that have potential of meaningful impact on stakeholders including the employees themselves, their employing organisations, and the general public (Arikan et al., 2016). The current study examines how organisations' CSR initiatives influence the collective relationship between the organisation and employees as well as their perceived image of the organisation. Questions regarding employee's engagement in organisations, CSR activities within the community they operate and the difference they make a in the world, would vary depending on the individual and the importance they place on these areas in their own lives.

This study explores employee perceptions, feelings, beliefs, and the effect it has on their organisational commitment, using the theoretical underpinning of the Social Exchange Theory (SET). Hence, exploring the influence of CSR on employee engagement and career satisfaction in leading Australian organisations that addresses the overarching research question which is: *What is the impact of CSR mechanisms on employee engagement and career satisfaction from the viewpoint of the employee?* The participants of this study from the three (3) leading Australian organisations were eighteen (18) combined in total and an in-depth semi-structured interviews was conducted on fourteen (14) employees and four (4) employees in managerial roles. More specifically, the study examined the CSR type and activities in the selected organisations, the influence of CSR on employee engagement and career satisfaction as well as the relationship between employee engagement and career satisfaction.

The study employed a qualitative research method and research design, used for the data collection. To validate the findings, the interviews were audio recorded, transcribed, and data analysed using the NVivo software to create themes and sub-themes. The findings from the study suggest that CSR activities of these organisation influences employee's perception positively. Further analysis from the results showed that employee perception of CSR influenced their engagement at work and career satisfaction. Furthermore, employee engagement in CSR initiatives influenced by CSR dimensions lead to career satisfaction. The results of analysed data found that career satisfaction was influenced significantly by employee engagement. In view of these findings, the recommendation for organisations is to focus on developing more strategic and integrated CSR activities, while focusing on building an ethical work environment, organisational culture and custom that can positively influence employee work attitudes. The theoretical and practical implications of this study were also discussed.

# Table of Contents

Keywords.....	i
Abstract.....	ii
Table of Contents.....	iv
List of Figures.....	vii
List of Tables.....	viii
List of Abbreviations.....	ix
Dedication.....	x
Acknowledgements.....	xi
Chapter 1: Introduction.....	1
1.1 Research Background.....	1
1.2 Focus of Research.....	2
1.3 Statement of the Problem.....	3
1.4 Purpose of the Study.....	4
1.5 Research Questions.....	5
1.6 Significance of Study.....	6
1.7 Research Design and Method.....	6
1.8 Outline of Thesis.....	7
Chapter 2: Literature Review.....	8
2.1 Background.....	8
2.2 Corporate Social Responsibility (CSR) Concept and Evolution.....	8
2.3 Corporate Social Responsibility (CSR) Definitions.....	11
2.4 The CSR Dimensions and Typology.....	12
2.5. Employees' Perspective of Corporate Social Responsibility.....	16
2.6 CSR Initiatives.....	16
2.7 Employee Engagement Concept and Definitions.....	18

2.8 Employee Engagement Dimensions and Approaches .....	20
2.9 Drivers of Employee Engagement .....	23
2.10 Career Satisfaction .....	25
2.11 Driver of Career Satisfaction .....	26
2.12 Theoretical Underpinnings and Conceptual Framework.....	27
2.13 Summary.....	31
<b>Chapter 3: Research Design and Methods.....</b>	<b>33</b>
3.1 Overview .....	33
3.2 Research Philosophy .....	34
3.4 Research Method.....	37
3.5 Data Collection Process and Instruments .....	40
3.6 Data Analysis .....	42
3.7 Validity and Reliability .....	43
3.8 Risk and Ethical Considerations.....	46
3.9 Summary.....	47
<b>Chapter 4: Data Analysis and Findings .....</b>	<b>49</b>
4.1 Introduction.....	49
4.2 Data Collection and Analysis .....	50
4.2.1 Thematic Analysis .....	50
4.3 Employee, Organisation and Corporate Social Responsibility (CSR) .....	52
4.4 Employee Engagement.....	63
4.5 Career Satisfaction .....	66
4.6 Findings.....	70
4.7 Summary.....	73
<b>Chapter 5: Discussion, Conclusions, and Recommendations .....</b>	<b>74</b>
5.1 Introduction.....	74
5.2 Overview .....	74
5.3 Key Findings and Discussion.....	75

<b>5.4 Additional Factors Influencing Employee Engagement and Career Satisfaction .....</b>	<b>83</b>
<b>5.5 Contribution to research and theory .....</b>	<b>84</b>
<b>5.7 Conclusion .....</b>	<b>88</b>
<b>5.8 Future Research Proposition .....</b>	<b>89</b>
<b>5.9 Research Limitations .....</b>	<b>91</b>
<b>5.10 Future Research Recommendations .....</b>	<b>91</b>
<b>5.11 Summary of Key Findings and Chapter Summary .....</b>	<b>92</b>
<b>References .....</b>	<b>94</b>
<b>Appendices .....</b>	<b>120</b>
<b>Appendix A – Research Ethics Approved Documents .....</b>	<b>120</b>
<b>Appendix B – Interview Protocol .....</b>	<b>128</b>
<b>Appendix C – Codebook .....</b>	<b>130</b>
<b>Appendix D – Word frequently Query and Word Cloud for most used words .....</b>	<b>134</b>

# List of Figures

Figure 1. 1 A model of the antecedents and effect of CSR types on EE and CS.....	5
Figure 2. 1 Carroll's Corporate Social Responsibility Pyramid .....	15
Figure 2. 2 Conceptual Framework of CSR, employee engagement and career satisfaction.....	31
Figure 5. 1 Conceptual Framework Revised .....	86



# List of Tables

<b>Table 3. 1 Sample Size Distribution by Organisation Type.....</b>	<b>39</b>
<b>Table 3. 2: Evaluating Qualitative Research Reliability.....</b>	<b>44</b>
<b>Table 4. 1 Thematic Analysis.....</b>	<b>51</b>
<b>Table 4. 2 Demographics of Participants .....</b>	<b>53</b>
<b>Table 4. 3 Participant identifiers, work tenure, role, and organisation identifier .....</b>	<b>54</b>

# List of Abbreviations

CSR - Corporate Social Responsibility

EE - Employee Engagement

CS - Career Satisfaction

SET - Social Exchange Theory

NPO – Non-for-Profit Organisation

NGO – Non-Government Organisation

SIT – Social Identity Theory

# Dedication

This Thesis is dedicated to my Late Dad, Professor Daniel B. Olumeyan, a professor of veterinary medicine who believed in education and always encouraged me to continue studying and never stop learning. I believe he would have been proud of this achievement and to my Mum, Grace A. Olumeyan for her endless support, prayers, and encouragement. Love you both always.

# Acknowledgements

I would like to first and foremost recognise and thank my supervisors, Associate Prof. Erica French, and Dr Jannine Williams, for their guidance throughout my research journey. Thank you for providing me with valuable information and taking the time share your knowledge, which has helped me gain a deeper understanding of the field of research and has enlightened me to conduct this research study.

It is with great gratitude that I extend my sincere thanks to the participants of this research, who generously contributed their time as well as sharing their experiences and perceptions that have led to the development of this study's foundation.

I would like to acknowledge the contribution of my colleagues who gave me tips on how to navigate the research process. I acknowledge the School of Management, Faculty of Business and Law and as a recipient of an RTP Fee Offset (Domestic), I appreciate and acknowledge the Australian Government's support.

Throughout my research journey, my family stood by my side with strength and courage. I am particularly thankful to my children who were so patient, supportive, and never complained. I also extend my gratitude to John Ojuola, a brother and friend who provided me with insights and support based on his own research experience on how to conduct research.

## Chapter 1: Introduction

The commitment to employees and the community known as Corporate Social Responsibility (CSR), is a growing concern (Jones et al., 2006; Newman et al., 2015), which over the last couple of the years has become a subject of significant research for businesses all over the world (Dhanesh, 2014; Jimali & Karam, 2016). Supporters of CSR suggest that the objective of a responsible organisation needs to be outlined in terms of value increase for all its stakeholders, which consequently increases the organisation's value.

In the 21st century, the concept of CSR has progressively gained traction among academicians, experts, and legislators (Loureiro et al., 2012). According to Turker, 2009, CSR is described as “corporate behaviours that aim to positively affect social primary, social secondary, non-social primary, and non-social secondary stakeholders and goes past their economic interests” (Turker, 2009: p 411). Employees significantly influence how their firms operate (Abugre, 2014). However, even though several studies have shed light on the impact of perceived CSR on the behaviour and attitude of employees, (Hofman & Newman, 2014), they have rarely done so in the context of its influence on employee engagement and career satisfaction simultaneously. Although, one of the most studied constructs in management research is still career satisfaction. Therefore, it is important for organisations to understand whether their employees know and can detect sustainable activities before they participate in organisational social engagements, so as to run CSR programs effectively and efficiently. The aim of this research is to focus on this limitation by exploring the relationship between employee engagement and career satisfaction and the role CSR plays in influencing them. It provides information on employees' viewpoints and their experience concerning the impact of CSR has on engagement and satisfaction in the workplace. The remainder of the chapter covers the research background, focus of the research for conducting the study, its context, the objective of the research and the research questions, the study significance and concludes with the thesis outline.

### 1.1 Research Background

The present belief that organisations have an obligation to society is not new. In recent years, businesses have gradually become more aware of the importance of corporate social responsibility (CSR) to their business success (Glavas & Kelly, 2014). In other words, CSR has changed the society role of performing business, from exhortation of social duties for business, to the understanding of being and acting responsible (Bhaduri & Selarka, 2016). Research concerning engagement in CSR first began in the 1880s (Carlsson & Akerstom, 2008). Furthermore, the tendency that it can assist employees feel good regarding themselves as individuals, increase their work morale, and also prompt

attitudes that are prosocial towards the organisation (Chung & Yang, 2017), is a possibility. Consequently, CSR research needs to be broadened to capture each perspective and element within the topic, because it communicates an organisations' underlying values (Chung & Yang, 2016). Therefore, to encourage effective activities of CSR, companies are required to align and re-evaluate their strategies, values, and core business according to Jonker and de Witte, 2006; Lazslo and Zhexembayeva, 2011, which encourages CSR to be embedded within the organisation. Similarly, enthusiasts of CSR want organisations to focus on business ethics that includes a responsibility for social and economic issues (Carlsson & Akerstom, 2008). Hence, the question becomes: are employees considered to be an asset or a cost in CSR activities? Costs need minimization and control, while it is expected that assets in the long term are required to produce a return which is worth their investment. Therefore, organisations with CSR, can address enhancement efforts of employee engagement, such as, confidence, motivation, commitment, and performance (Tuffrey, 2003), which eventually can lead to career satisfaction. More importantly, once organisations can contribute and invest in relationships building with its stakeholders, they are more likely than not to be successful (Lindgreen & Swaen, 2010). This is where it is seen that studies on CSR have mostly focused on institutional and organisational issues, and their impact on businesses (Aguinis & Glavas, 2012). In light of this, employees as a stakeholder group perceive, evaluate, judge, and react to CSR programs and actions (Rowley & Berman, 2000; Rupp et al., 2018; Wood & Jones, 1995). Hence, employee commitment and willingness are crucial to the successful implementation of an organisation's CSR activities (Collier & Esteban, 2007)

## **1.2 Focus of Research**

Increasingly, CSR is regarded as an important factor in attracting and retaining the best employees in the business world (Gazzola, 2014b), therefore, it is recommended to create a good working environment and develop internal strategies that will stimulate productivity and employee satisfaction (Stancu et al., 2011). In fact, employees are more likely to recommend an organisation to their friends and family as a good employer when they feel attached to it (Bhattacharya et al., 2008) and if the company acknowledges that its employees are its greatest asset. This can determine the priorities in human resources management and the tools available to achieve optimal results in the organisation.

This study focuses on various aspects of corporate social responsibility (CSR), employee engagement including employee's perception of CSR activities and their organisation involvement in CSR. Morgeson et al, (2011), defined CSR as the detailed background of organisational actions and policies

that considers what stakeholders expect and the triple bottom-line of their social, economic, and environmental performance. Therefore, good management is not only about paying attention to stakeholders' concerns and expectations, but also about promoting organisational image and profitability. For example, the reputation of the financial industry was marred in 2007 during the global economic crisis; with financial organisations further increasing their community involvement to improve their image (Cohen, 2009). According to Lee (2020), a number of researchers increasingly paid attention to CSR activities of organisations from an internal perspective and have widely examined how management should implement CSR in an attempt to re-define CSR. In addition, Agyemang and Ofei (2013), suggest that employee engagement concept has received too little attention. Even though, organisations globally have shown advancing knowledge of CSR significance to the accomplishments of businesses (Glavas & Kelly, 2014), where CSR engagement and commitment must increase among companies, towards a more strategic and cohesive future (Carroll, 2021).

This study also explores the nature of CSR types with an understanding of its components, and the relationship between the organisation and its stakeholders. It aims to put emphasis on exploring how employees and their perception of an organisation's CSR are related to the organisation–employee relationship. This study particularly builds on existing literature that explores employees' perceptions of CSR activities within their organisation. In addition, employees' commitment and willingness are crucial for the success of CSR activities in any organisation (Collier & Esteban, 2007), therefore more research is necessary to thoroughly examine the connection between CSR activities, employee engagement, and career satisfaction (Wang, et al., 2013; Mcnamara et al., 2017; Morgeson et al., 2013). More specifically, employees' views and experiences relating to CSR, employee engagement, career satisfaction, and the impact of CSR on employee engagement are also provided in this study.

### **1.3 Statement of the Problem**

A literature review reveals that a lack of CSR engagement can result in the decline of employee commitment and loyalty to the organisation. On the other hand, a strong commitment to CSR can result in positive affects to the organisation and its employees. In light of this, research conducted by Mirvis (2012) revealed that engaging employees in CSR makes good business sense because it attracts and retains loyal and committed employees while contributing to the well-being of the community. Even though the argument by Bolton et al. (2011) suggest that employees are marginalised most often from discussions of CSR, previous academic discussions observed that the employees who support CSR is what determines whether CSR will spread across an organisation's culture or remain merely a

strategy of Public Relations (PR). Once more, Hassan et al., (2010) suggest that organisation's major challenge is that CSR has simply been defined by the way organisations have reacted to the concerns of their external stakeholders rather than being infused into the organisation's core values where the major stakeholders are the employees.

Increasingly, companies are becoming aware that participating in socially responsible activities has business benefits (Branco & Rodrigues, 2006). As a result, sales and market share increase, brand positioning is strengthened, and investors are attracted to the brand. Additionally, engaging employees has also become increasingly popular as organisations look to maximize the contribution of their employees (Rothmann & Rothmann Jr, 2010). It is therefore becoming progressively clear that research on employee engagement and its related factors is necessary, since current organisations expect employees to be engaged, committed, and initiative-taking in order to achieve high performance standards as well as to take responsibility for their own personal development.

In summary, according to all the above narratives, CSR research in large organisations does not sufficiently focus on employee perceptions of CSR activities and the impact on their behavioural outcome (Papacharalampous & Papadimitriou, 2021). Thus, the present study will enhance research in this area by providing evidence of how employees perceive CSR at work and how it affects their career satisfaction as well as engagement at work, internally and externally.

#### **1.4 Purpose of the Study**

In the preceding years, organisations have been pressured across the world by several constituencies to implement socially responsible behaviours in their organisations. This was specifically because of consumers who started avoiding products or services produced or provided in a socially irresponsibly manner; investors who preferred to invest in socially responsible products; employees who started to disclose their preference for socially responsible prospective employers, and the list goes on (Cornelius et al., 2008). Therefore, this qualitative descriptive study purpose is to explore how employees in leading Australian organisations describe their perception of CSR experiences influencing the meaningfulness of their job. It is also important how companies treat their employees and what activities they offer to them to feel valued and accepted, (Smith et al., 2015). In fact, valued and accepted employees are often more satisfied, motivated, and can perform better, where the CSR impact can mostly be measured indirectly. This study will therefore explore the CSR practices of organisations through the perceptions of their employees and analyse the potential impact of those CSR activities on the employees and how they are engaged. It will also explore the type and form of



CSR practiced by these leading organisations; the engagement strategies implemented in the organisations. Thus, the preceding discussion provides a brief overview of the research gap and the theoretical underpinnings of this study and, in doing so, the following over-arching research question and goal is supported:

**RQ:** *What is the impact of CSR mechanisms on employee engagement and career satisfaction from the viewpoint of the employee?*

Therefore, an attempt is made to fill this gap in the research study, and to provide observed evidence for the theorised relationship in the study that could be attributed to organisations strive to making improvements in the impact of CSR initiatives on employee engagement and career satisfaction explored from the employees perspective.

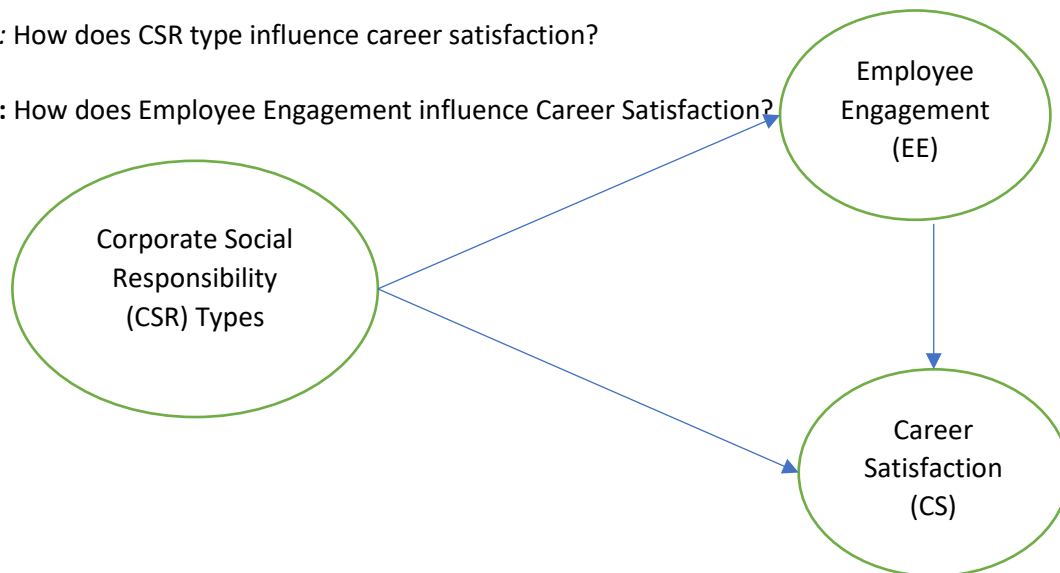
### 1.5 Research Questions

It is important to highlight, that CSR communicates an organisation’s underlying values (Chung & Yang, 2017). Hence, it is imperative to note that CSR potentially augments employee perspective such as organisational commitment, organisational identification, and career satisfaction (Chung & Yang, 2017). Considering the present proof of employees in leading organisations, how they perceive CSR initiatives and its CSR influences on work engagement and career satisfaction, further research was deemed necessary. Therefore, the following research questions are posed:

**RQ1:** How does CSR type influence Employee Engagement?

**RQ2:** How does CSR type influence career satisfaction?

**RQ3:** How does Employee Engagement influence Career Satisfaction?



**Figure 1. 1 A model of the antecedents and effect of CSR types on EE and CS**

## **1.6 Significance of Study**

Primarily, the objective of this study is to explore how employees perceive their organisation's CSR and how this affects their work attitudes (employee engagement and career satisfaction). In this regard, this study contributes significantly to the already existing knowledge about CSR in organisations that has been researched extensively all over the world. The study's key findings will support employee's perception of CSR concept with the employees as the focal point of the study. Hence, organisations or companies can use employees' perception and experience of CSR to validate their reputation and determine whether CSR is "built in" or "bolted on" (Dowling & Moran, 2012). Another point to consider is, understanding employees' emotions, attitudes and behaviours related to CSR in general, as well as to CSR specifically targeted at stakeholder groups, can more importantly have the potential to benefit employees and may increase participation in CSR. Furthermore, this research study will also look at the importance of engaging employees in CSR, and its impact on how they are motivated, their identity, and sense of meaning and purpose which may eventually lead to career satisfaction. Consequently exploring three diverse ways in which employees are engaged through companies CSR: that is, the transactional approach, this is where programs are commenced to meet employees needs of those who want to participate in the company's CSR endeavour; the relational approach, which is based on psychological contract that highlights social responsibility; and the developmental approach, aiming to operate social responsibility in a company and working to advance its employees becoming corporate citizens that are responsible (Mirvis, 2012). Thus, overall, this research will advance the knowledge of CSR tie to engagement and career satisfaction.

## **1.7 Research Design and Method**

Yin (2014) suggested that research case studies fit into three categories. These categories are (a) exploratory, (b) descriptive, and (c) explanatory. Where exploratory research seeks to address what the research question is about, for example, what can be learned from this research? Therefore, the qualitative approach selected for this study which is exploratory provides the best understanding for the study and adopts the qualitative research design, involving interviewing employees of leading organisations employees to allow the exploration of employees' perceptions, attitudes and behaviour with respect to the organisations CSR practices. This qualitative methodology is ideal when the phenomenon of interest is best studied from the perspective of the individuals who are experiencing the phenomenon (Merriam & Tisdell, 2016). As a consequence, a comprehensive analysis of the research problem through the data collected from the interview process is analyzed using the NVivo software, which enabled the researcher to explore the elements that CSR effect has on employee

engagement and career satisfaction.

### **1.8 Outline of Thesis**

The current thesis consists of five chapters that discuss individual aspects of the study.

**Chapter One** introduces the background of the study which includes the discussions of the problem statement, purpose of the study, the research question pertaining to the influence of CSR on employee engagement and career satisfaction from an employee's perspective. Then, continues with significance of the study, research design and methods, and the chapter disposition.

**Chapter two** comprises of a comprehensive literature review on this research topic, building the theoretical foundations for the study by reviewing the existing literature with respect to the history and evolution of CSR. It also examines journal articles related to the content of the present study.

**Chapter three** contains the research design and methodology in which the data collection and analysis are employed. It includes the research philosophy, population of the study, sample size, sampling techniques, detailed data collection procedure, analytical techniques, instrumentation, validity and reliability, and finally, discusses the ethical procedures for the study. The research design and methodological approach used to justify the research theory and the selection of the qualitative methodological approach is also discussed.

**Chapter four** reports the resulting findings and the interpretation of the data analyses as it relates to the research questions as well as detailed discussions, that included participants, data collection procedures, data analysis and then the reports of findings leading to the examination of the propositions for the research.

**Chapter five** presents a summary of the study consisting of the discussion of theoretical and practical implications of the present research. A detailed conclusion is provided in addition to a discussion of the limitations of the current research study. Finally, recommendations are made for practice and future research directions.

## **Chapter 2: Literature Review**

### **2.1 Background**

The business environment has changed over time, it is now recommended that organisations invest in employees to increase employee engagement (Vance, 2006). Employees are considered the primary influence in organisational performance and productivity. They are the ones who play a major role and make significant contributions in the organisation. This chapter discusses and reviews key relevant literature related to Corporate Social Responsibility (CSR) and Employee Engagement (EE). The definition, evolution, CSR current trends, employee engagement and career satisfaction as well as the relationship that exists between them are discussed. Furthermore, employee perception of CSR is also explored and reviewed. Hence, the underpinning theories of the constructs and how they are linked together is discussed and finally, a conceptual framework for the study is discussed.

### **2.2 Corporate Social Responsibility (CSR) Concept and Evolution**

The definitions of the early explorations of Corporate social responsibility (CSR) as a concept, along with its social context, gave way to growing interest of researchers explaining what CSR was and what it meant (Carroll, 2008). CSR has achieved considerable momentum and significance in the contemporary business environment and also among management researchers (Vig, 2016). The long history of CSR concept has evolved with the growth of global organisations since the twentieth century (Moura-Leite & Padgett, 2011). Carroll (2008) posited that CSR evidence can be seen globally, both in developed and developing countries, although most early works on the concept have been mostly obvious in the United States where a substantial amount of literature has been produced (Carroll, 2008). Given the current economic globally focused environment, such diversity of CSR may stretch beyond borders and may even have a global effect. Even though researchers have found that more than \$828 million is spent by corporations on advertising their charitable activities in the United States (Porter & Kramer, 2002). Such spending is primarily utilized to increase corporate visibility and the morale of the corporation's employees. Likewise, Carroll (2016), argues that most business goals and responsibilities dramatically have an effect on employees in addition to other stakeholders due to the critical nature of an organisation's essential financial viability once they occupy their place in the economy. Therefore, organisations should take responsibility for its impact on society and the environment, which can include the implementation of environmentally friendly practices, charitable causes and ensuring that employees of the organisation are ethically treated along with other stakeholders (Rahman & Wallace, 2022).

Business practices and societal expectations have changed over time, leading to the evolution of the concept of CSR (Marco-Lajara et al., 2022). Therefore, to appreciate fully the impact of CSR on organisation's behaviour, it is essential to understand fully its complex history and evolution. For many years, CSR was seen as a way for companies to offer a sense of belonging to the community and mitigate the negative impacts of their operations. Companies often viewed their charitable work as separate from their core business activities, and this approach was primarily focused on charitable donations or one-off community projects according to Hanlon, (2022). Subsequently, it is generally understood that CSR is concerned with achieving a balance between economic, environmental, and social imperatives (the so-called triple bottom line approach), while simultaneously dealing with shareholders' and stakeholders' expectations (Yevdokimova et al., 2019). Lots of multinational organisations understood that being socially responsible (Latapí Agudelo, et al., 2019), had the potential of being a safe pathway to balance the opportunities and challenges of the globalisation process that they were experiencing, and the result was the commitment of CSR becoming stronger (Carroll, 2015). Moreover, in CSR becoming more holistic and integrated in recent years, companies have adopted a more holistic approach. In addition to addressing specific social and environmental issues, a company's business model and operations need to be considered. Hence, sustainability is often referred to as "corporate sustainability" and it has become a fundamental part of business strategies (Sanchez-Planelles et al., 2022). In light of this, tracking the concept development of CSR from the period it began will not only put it into perspective, but will further enhance CSR knowledge among practitioners and researchers (Moura-Leite & Padgett, 2011).

### ***CSR in the 1800s to the late1980s***

Corporate Social Responsibility (CSR) in the late 1800s to late 1980s was a concept that primarily focused on philanthropic efforts by companies. Businesses would make charitable donations or engage in other forms of socially responsible activities, but there was little emphasis on integrating these efforts into the company's overall strategy or operations (Rosário et al., 2022). Additionally, there was little regulation or pressure from stakeholders for companies to be socially responsible. Furthermore, during the late 1800s, efforts of philanthropy was focused on the working class and the creation of welfare schemes, with examples that could be seen practiced both in Europe as well as in the United States of America (USA) (Carroll, 2008). Consequently, Victorian Philanthropists were subject to a great deal of idealism and humanism because of the religious roots and moral principles of their social conscience (Harrison, 1966). This began to change in the late 1980s as more attention was paid to the role of businesses in society and the potential negative impacts they could have on communities and the environment. In light of this, the idea that businesses should turn their social

responsibilities into business opportunities was emphasized by Drucker (1984). Likewise, according to Wartick and Cochran (1985), corporate social performance could be considered a more comprehensive framework for evaluating CSR. Therefore, by incorporating principles, processes, and policies, these authors recast Carroll's aspects of corporate social responsibility.

### ***CSR from the 1990s to the 2000s***

The early works of Sethi (1975), described three important factors of CSR behaviour. Sethi described corporate behaviour as occurring on three different level. The first level was social commitment, defined as reaction to legal guidelines and industry restrictions. The second level was for corporations to act beyond a normal obligation and respond to societal needs. Finally, the third level was for corporations to engage their stakeholders (particularly among the workforce) in CSR and consider their issues and concerns (Sethi, 1975). In view of this, scholars have sought to look into the relationship between corporate social performance and an organisation's financial performance (Griffin & Mahon, 1997).

Carroll, (1991) built on Sethi's model by addressing such models of corporate responsibility as

- (a) Humanitarianism or being a good corporate citizen,
- (b) Decency or doing what is good and fair and not harming others, and
- (c) Lawfulness or obeying legal policies and guidelines.

Subsequently, Carroll developed four categories of responsibility to show the development of a corporation and society's interface in the US. He contended that the historical trends of corporate responsibilities are economics, legal aspects and later there was a focus on moral and unhindered aspects. Carroll, (1991) also posited that, financial commitments are expected to be alleviated by ethical or social obligations. Therefore, Pinkson and Carroll, (1996) produced similar findings and validated Carroll's four empirically independent elements of CSR. As a result, many studies have tested CSR models and in later years, Pinkston and Carroll (1996) conducted another survey. The participants were 591 executive leaders who represented multinational chemical companies in England, France, Germany, Japan, Sweden, Switzerland, and the US. The only exception was that Germany and Sweden ranked legal responsibilities as their number one priority and this was followed by the economic, ethical, and philanthropic responsibility as their lowest priority, (Visser, 2006).

CSR-related events dominated the 2000's decade, which is divided into two sections. The first section deals with the recognition, expansion, and implementation of CSR, while the second involves the academic publications' strategic approaches to CSR. Hence, the Sethi (2008) and Carroll (2008) study lends reliability to the current research and its quest to understand CSR and its influence on employee engagement and career satisfaction. Even though, Carroll, (2008) contended that unique contributions

made in the 1990s were very few. Still, Carroll observed that beyond all these factors, the concept of CSR had become the building block of these foundations, or the departure point of other corresponding concepts and themes when working closely with stakeholders, social, environmental, ethical, human rights and consumer issues that are incorporated into business operations and basic strategy. Hence, as a consequence of the technology revolution, the focus on the theoretical contributions to CSR has shifted to more empirical research on the subject (Carroll, 2008). In addition, Moura-Leite and Padgett (2011) noted that current CSR studies have moved away from an ethics-focused emphasis toward a performance-oriented one. A similar finding was made by Vogel (2005), who pointed out that CSR literature at present emphasises CSR's relationship to corporate profitability. This was supported by his citing of a 2002 survey by PricewaterhouseCoopers (PWC), which saw 70% of global CEOs believe that CSR was a key component of their companies' productivity. Therefore, CSR has become an important part of their overall business strategy and a key ingredient to their all-round business success, (McCallum et al., 2013). Hence, companies should sponsor programs for disadvantaged employees and this obligation should be an unrestricted commitment, (Allen, 2016). Overall, the evolution of CSR reflects a growing awareness of the role that businesses play in shaping society and the environment, and an expectation that companies will take a proactive and responsible approach to addressing these issues.

### **2.3 Corporate Social Responsibility (CSR) Definitions**

A company's commitment to ethical behaviour, social and environmental stewardship is referred to as corporate social responsibility (CSR), (Marco-Lajara et al, 2022). It encompasses a wide range of issues, including environmental sustainability, human rights, labour practices, and community engagement. Different organisations and experts have different definitions of CSR, but they all generally agree that it involves going beyond a company's legal obligations to operate in a way that positively impacts society and the environment. Therefore, based on the understanding that CSR has existed in the spotlight for decades, Porter and Kramer (2011) has explained this to be a necessary stage in business evolution and it is defined as: "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates". There have been numerous studies by (Samanta, 2013; Ditlev-Simonsen, 2015; Zheng et al. 2015; Kruger, 2015) that revolve around impacted CSR and the stakeholder group benefits, as a company, this is the long-term commitment to act ethically. When discussing CSR, people quite often think about an organisation's responsibility to the environment or charitable groups when, in fact, one of the most important responsibilities is the one they have to the primary stakeholder group, that is, organisation employees (Chang et al., 2012).

CSR is a complex term and like globalisation or sustainability, is an example of a dense' term (Shanahan & Seele, 2017). A dense term has many layers of meaning, and when these layers are peeled away, new understandings emerge, based on what is already known and what is yet unknown, (Carter & Burritt, 2007). In addition to assisting the community in which an organisation operates, CSR is also identified as an innovative and distinct way of motivating employees to provide customers with high-ranking service (Korschun et al., 2014) through the incorporation of additional responsibilities into their workload, is associated with the natural environment and society, as an addition to the economic responsibilities. Subsequently, Willard (2005) established that organisations who had CSR activities provide their workforce a meaningful workplace. It was also revealed in the same study that merely recognizing an organisation's legal and economic activities has little impacts on the perceptions of an employee that their welfare is cared for by the company, (Willard, 2005). Furthermore, CSR can also be described as a "triple bottom line" approach, which considers the economic, social, and environmental performance of a company (Pan et al., 2021). In other words, this approach aims to balance the financial success of the company with the well-being of society and the planet.

Furthermore, CSR was also defined by The Commission of the European Communities (2001, p.1) as a voluntary practice that involves companies integrating environmental and social concerns into their business operations. From the perspective of business practices, Moratis (2016) asserts that the International Organisation for Standardisation (ISO) definition which defines CSR as "part of the overall responsibilities of an organisation that goes beyond legal and economic obligations and does not compromise the company's profitability", indicates that businesses have a chance to maximize CSR, since it will lead to an increase in competitiveness, brand development, employee and customer retention, and a positive outlook from investors, shareholders, and financial investors. In Carroll's view, CSR includes society's economic, legal, ethical, and philanthropic expectations of organisations at a given time (Carroll, 1991). Therefore, this study adopts Carroll (2016) ideologies of CSR where it embodies the framework for organisations to consider the social and environmental impacts of their operations on the society and to strive to make a positive impact. This provides a basis for explaining how businesses relate to the society in which they are a part of, which will also help outline the nature of their responsibilities (Carroll, 2016).

## **2.4 The CSR Dimensions and Typology**

The four dimensions of CSR developed by Carroll (1991) on the basis that CSR must be carefully crafted in a way to encompass the full range of business responsibilities to gain high recognition from



conscious businesspeople. CSR is therefore identified through its four types: philanthropic, economic, ethical, and legal (Carroll, 2016) which involves four distinct responsibilities. Where the economic indicator signifies a company's financial responsibilities regarding being competitive, profitable, and how efficient they operate, whereas the legal indicator signifies the obligation of the company's adherence to marketplace rules and regulations (Lee et al., 2012; Carroll, 2016). The ethical indicator signifies the responsibility of a company recognising and respecting ethical standards and being fair in performance management beyond their legal obligation, while the philanthropic indicator is connected to the company's obligation of good corporate citizenship, such as human welfare promotion (Lee et al., 2012; Jones, 2010). On the other hand, a typology is a set of conceptually interrelated ideal types, (Rehman et al., 2022). In this case, it is a way of describing how employees display different behaviours, attitudes or views of their organisations. Therefore, CSR typology refers to the different ways in which organisations can approach their social and environmental responsibilities. Consequently, organisations CSR approach may be a combination of one or more types of CSR typology, and this is discussed below.

#### **2.4.1 Philanthropic/Discretionary responsibility**

As specified by Carroll (2016), philanthropic responsibility refers to a business' goodwill towards the society. According to Carroll (2016), an organisation's decision to show generosity towards its immediate community does not constitute responsibility in its literal meaning, however, being kind to the communities where they operate is becoming increasingly important as stakeholders expect it on a daily basis. Once more, the type and quantity of contributions are primarily elective. They are largely helped by the company's efforts to support social causes that are neither legislated nor required by law. In other words, they desire to act morally towards society. Furthermore, there is a social expectation from every society that businesses should give back to their communities that support and aid them. According to Carroll (2016), an examination of the social contract between a business and the society reveals that people expect the business to behave responsibly as good corporate citizens.

#### **2.4.2 Economic responsibility**

Carroll (2010) argues that as a requirement for their continued existence, organisations have a financial responsibility to the society that gave them permission to be founded and maintained. Furthermore, businesses were established to offer the general public products and services. Therefore, society anticipates that businesses will be able to continue operating because their success

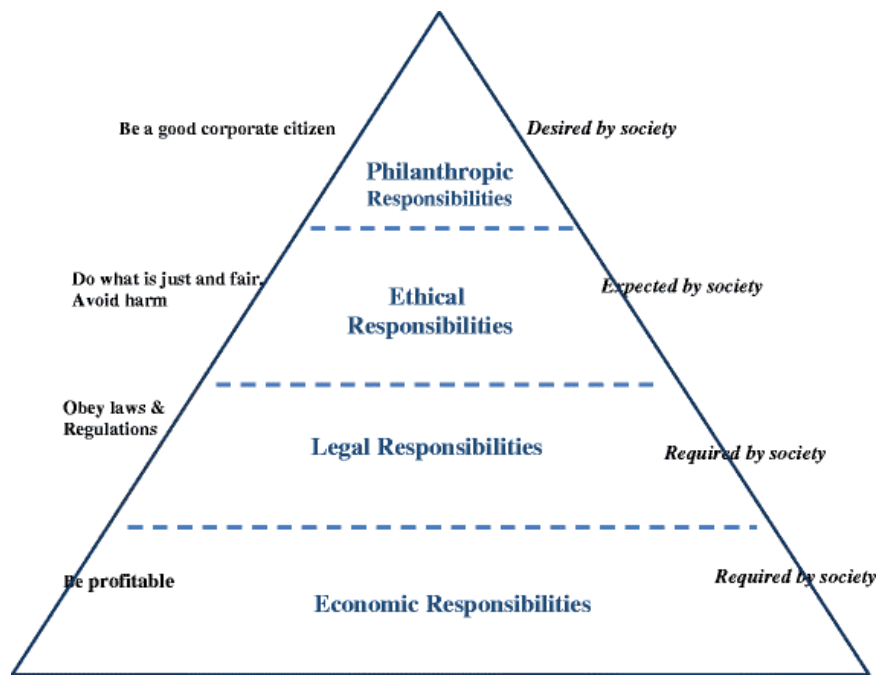
will encourage their owners or shareholders to make investments and generate further finances to support and enhance their operations.

### **2.4.3 Legal responsibility**

Businesses are not just expected to be economically responsible by society, but also to comply with laws and regulations which govern how they operate and function. Essentially, Carroll (2010) believes that these grounds rules reflect a society's notion of codified ethics because they define fair business practices at all levels of government, including federal, state, and local. As a consequence, businesses are required to obey the laws and regulations enacted by society.

### **2.4.4 Ethical responsibility**

Although the two categories of regulations (economic and legal) described above include ethical guidelines, it is crucial to keep in mind that there are still other behaviours and practises that society expects businesses to follow as part of their obligations. Therefore, organisations that behave ethically, uphold accepted cultural standards and practises that are not specifically stated in legal texts but that organisations are nonetheless required to adhere to. Likewise, Carroll (2016) goes on to explain that a company must fully adhere to the "spirit" of the legislation as well as the "letter" of it in order to be considered ethical. Additionally, ethically sound organisations behave in ways and a way that demonstrates fairness and objectivity, even when the law does not require it. Hence, the Carroll (2016) pyramid of CSR as illustrated below is the framework that helps organisations understand and prioritise their social and environmental responsibilities.



**Figure 2. 1 Carroll's Corporate Social Responsibility Pyramid**

**Source: Adapted from Carroll (2016)**

The CSR pyramid by Carroll (1991) has been cited by several authors of CSR (Visser, 2006) and has evolved over two decades (Schwartz & Carroll, 2003), thus, maintaining its relevance. In a nutshell, the pyramid is built in a fashion that reflects the fundamental roles played and expected by business in society. Figure 2.1 above presents a graphical depiction of Carroll's Pyramid of CSR (Carroll, 2016). Employees establish certain perceptions about their work and the whole working environment, which includes CSR initiatives, as stakeholders in the organisation.

Additionally, CSR literature currently shows that a meaningful conceptualisation needs to be dynamic (Decker, 2004) and should essentially address how businesses are managed. Accordingly, the focus should not only be on the impact of businesses on society, but also on the ability of businesses to respond to societal and environmental concerns and to manage that impact in an ethical manner. As a result, organisations must also consider how CSR strategies and initiatives affect employee attitudes, such as organisational commitment, employee engagement, and employee performance (Story & Neves, 2015). Overall, organisations need to consider the positive effects of CSR on their reputation (Gazzola, 2014a), and the impact on current employees' commitment (Turker, 2009) and the attractiveness of an employer in the mind of prospective employees (Greening & Turban, 2000). Specifically following this understanding, perceived CSR is defined as the "degree of employees' perception about the support provided by their employer to CSR-related activities" (Choi, 2014).

### **2.5. Employees' Perspective of Corporate Social Responsibility**

Current research examines the consequences of CSR activities, including employees' attitudes, emotions, evaluations, and performances (McShane & Cunningham 2012; Mirvis 2012; Muthuri et al., 2009). Employees are recognized as key stakeholders in an organisation as they drive the advancement of CSR initiatives, and being engaged in CSR, adds meaning and purpose within the workplace (Glavas, 2012; Mirvis, 2012). Genuine CSR commitment is also apparent in the opinions, attitudes, and actions of employees (McShane, & Cunningham, 2012). Employees might not see CSR applicable to their jobs if they are not participating in CSR initiatives or if they see it as nothing more than a facade. An employee's impression of CSR, according to Shaban (2014), is their own evaluation and comprehension of the CSR initiatives undertaken by their organisations. Employees who are satisfied with their careers and have favourable impressions of the company's CSR initiatives will show this by accentuating the satisfaction they derive from both their careers' intrinsic and extrinsic rewards (Kong et al., 2012). Socially responsible activities may develop norms and values that are consistent throughout those practises as a consequence of involvement in developing ideas, planning, and participation.

Accordingly, employees' perceptions of CSR are based on their assessment of an organisation's day-to-day activities and dealings at work. As such, CSR has once again evolved into a competitive advantage for businesses in the 21st century (Linfei & Qingliang, 2009). According to Zhou (2010), companies can make a profit while doing what is right and making a positive impact on society at the same time, when they practice CSR strategically. The shift from obligation to strategy is therefore evident in CSR in the new millennium. Hence, an organisation's first objective is to fulfil CSR as an obligation, while its second goal is to improve its competitiveness and achieve corporate objectives.

Employers like to be a key part of the CSR activities of their organisations so as to support the CSR goals of their organisations, as demonstrated by Rupp et al, (2018) using their case study as an example. Similarly, Collier & Esteban (2007) demonstrate that employee engagement and response are critical to the effectiveness of CSR programs. There is still uncertainty about how CSR impacts employee perceptions and attitudes at work (Glavas & Kelly, 2014), but a number of studies have indicated that corporate social responsibility contributes to improved job performance (Peterson 2004; Brammer, et al., 2007; Valentine & Fleischman 2008; Turker 2009; Kim, et al., 2010; Hofman & Newman 2014).

### **2.6 CSR Initiatives**

One way of classifying CSR initiatives is through stakeholder group study. Stakeholders are groups and

individuals that have interest or concerns with an organisation (Bhattacharya et al., 2009). Primary stakeholders are customers, employees, shareholders, and suppliers, who are critical to an organisation's success (De Roeck et al., 2014). Secondary stakeholders are not directly engaged with the organisation and not essential for its survival but can have a significant impact on the organisation. Secondary stakeholders for example include investors, society, competitors, government, unions, pressure groups and media (Harrison & St John, 1996). The stakeholder group approach to classify CSR initiatives is based on the status of identity, which is, viewing stakeholder groups as being internal to, or external to, the organisation (Cornelissen et al., 2007). For example, CSR initiatives are either directed, within the organisation, at employees (internal CSR) or to external stakeholders (external CSR) (Brammer et al., 2007). Studies have shown that employee attitudes to CSR initiatives are associated with the target stakeholder group. For example, Peterson (2004) found that external CSR (initiatives that target external stakeholders) boost employee commitment to their organisation. As such, it is important to examine CSR initiatives from both perspectives. Therefore, to answer the research question, first and foremost, need to discuss the driving force of CSR.

### **2.6.1 Internal CSR**

Internal CSR acknowledges the needs and well-being of employees (Gupta & Sharma, 2016), as well as potential applicants, by promoting progressive work policies, workplace safety, financial security, flexible hours, job sharing, on-site childcare, employee health, training, diversity, equal opportunity, and matching employee donations to charity (De Roeck, et al., 2014). Internal CSR encompasses areas such as management of work, the work environment, social aspects, and workers' rights (Cornelius, et al., 2008). On this basis, Welford (2005) articulates a clear set of internal CSR markers that are applied to large corporations in Europe, North America, and Asia in an attempt to compare CSR in developed countries. These internal markers comprise; non-discrimination, equal opportunity, fair wages, vocational education, association (bargaining, complaints procedures) and human rights (Welford, 2005, p. 35).

An example of an internal CSR initiative that was effective is demonstrated by Hotel Villa Magna-Park who acted in a very socially responsible manner to their employees through its "Pause Program". In 2007, the hotel undertook extensive renovation that lasted for more than a year. Instead of laying off staff, all 173 personnel were retained during this period, at which time they engaged in learning activities (with full pay) which, ultimately, resulted in a more loyal and skilled workforce (Bohdananowicz & Zientara, 2008). The hotel went to great lengths to care for its staff, thus supporting the host community and employees and facilitating a "win-win situation" for all. This is an example

that demonstrates the beneficial flow-on effect internal CSR (directed within the organisation) can produce for external stakeholders, such as the community as a whole.

### **2.6.2 External CSR**

External CSR is mainly concerned with an organisation's outward social and environmental practices (De Roeck et al., 2014). As discussed previously, Welford (2005) also articulated a set of external CSR markers by examining various definitions and international codes of CSR to outline the elements of CSR best practice. He identified nine aspects of external CSR which include labour standards (policy for suppliers in developing countries), child labour (policy on restriction), human rights, suppliers (inspection of facilities), local protection (commitment to local community), stakeholder (responding to complaints), fair trade, indigenous people and ethics (p. 35). These external CSR markers illustrate that, while CSR usually focuses on 'doing good', it is also important to put in place policies to avoid 'doing bad' (Lin-Hi & Müller, 2013). Failure to ensure effective policies are in place for external CSR can be viewed as "corporate irresponsibility", which puts a corporation's reputation at stake. This sentiment is supported by Brammer et al., (2007), who propose that external initiatives are concerned with enhancing the firm's image, reputation, and legitimacy. For example, Nike suffered damage to its reputation after it was exposed that the company failed to regulate international suppliers to meet quality, ethical and social standards (Maon et al., 2009). In the late 1990's it was uncovered that Nike had been using sweatshops to produce goods in Korea and China. The massive stakeholder backlash forced Nike to change its original position that it did not control the factories because it did not own them, to ensure that all suppliers provided employees with appropriate wages and working conditions. Since this well-known case of corporate irresponsibility, a strong anti-sweatshop lobby group has ensured that the clothing manufacturing industry self-regulates (Rock, 2003).

## **2.7 Employee Engagement Concept and Definitions**

Employee engagement has been one of the key ideas in management literature during the past few years (Guest, 2014). Engagement has attracted the attention of many organisations in the global business environment, and employers and policymakers are seeking for innovative ways to influence high levels of employee performance through engagement (Bailey et al., 2017). An engaged employee according to Schaufeli & Salanova (2014), is energetic, dedicated to work, mentally resilient, and enjoys work challenges. Handa & Gulati (2014) has defined employee engagement as an employee's intellectual, emotional, and behavioural condition directed in the direction of the desired organisational results. Engagement in the workplace increases the likelihood that workers add value to the organisation and deliver the performance that stakeholders expect. A role that enables an

employee to achieve employment engagement is one in which the employee is willing and capable to contribute to a company's success, mainly through easy and consistent flexible efforts on the part of the employee. Engagement in the workplace increases the likelihood that workers add value to the organisation and deliver the performance that stakeholders expect. They are also unlikely as other employees to leave their current employer for another, thus, contributing to greater stability of workforce in market that is talent hungry. (Karatepe, 2012; Koyuncu et al., 2013).

Defining the term Employee Engagement (EE) can be challenging as researchers, educational consultants, and generalist of human resources have developed various definitions. Employee engagement does not have a specific commonly accepted definition that can be used as a general reference, (Obeidat, 2016). Several scholars have provided many but somewhat similar definitions of the concept employee engagement. Engagement was first entered in the academic glossary by Papasolomou-Doukakis et al., (2005) who proposed that personal engagement occurs when people bring in or leave out their selves when performing their work roles.

Robinson et al., (2004) defined employee engagement as a positive attitude held by employees toward the organisation and its values. Employees who are engaged in the workplace are aware of the business environment and collaborate with co-workers to advance the organisation. MacLeod & Clarke, (2011: p9) referred to employee engagement as a *“workplace approach designed to ensure the employees are committed to their organisation’s goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being”*. Hewitt, (2010) defined engagement as the emotional and intellectual commitment of individuals or groups to an organisation that affects business performance. Shuck & Wollard, (2010: p. 103) use work engagement to refer to employee engagement and state that it is *“an individual employee’s cognitive, emotional, and behavioural state directed toward desired organisational outcome”*. According to Ariani, (2013), employee engagement is a construct that captures the differences between individuals and the amount of energy and dedication they provide to their jobs. The cognitive component of employee engagement relates to employees' perceptions of the organisation, its executives, and the working conditions. The emotional component focuses on the attitudes that employees have towards the organisation and its leaders as well as how they feel about each of those three components. The physical component of employee engagement relates to the physical efforts made by individuals to carry out their responsibilities.

Thus, according to Kahn (2013), engagement means to be psychologically as well as physically present

when occupying and performing an organisational role. Engaged employees who are deeply connected to their employer work with passion and feel a profound connection to their organisation. Contrarily, disengaged employees go through their workdays like sleepwalkers, putting in time to work, but without passion or energy, (Arthi, 2019). The employees do not have productive relationships with their supervisors or with their co-workers. While employees who are actively disengaged are not only unhappy at work; they are also busy acting it out. These employees undercut the efforts of their motivated colleagues every day. Employee engagement is thus a combination of cognitive, emotional, and behavioural factors (Arthi, 2019). Employees' perceptions of the business, its executives, and the workplace culture are referred to as cognitive engagement. How employees feel about the business, its management, and their colleagues is the emotional component. The value-added component that is evident in how much effort employees put into their work is the behavioural aspect (Lockwood, 2007).

Additionally, Ferreira and Real de Oliveira's (2014) study on Portugal looked at the connection between CSR and employee engagement. They made a deliberate effort to pinpoint the various ways that CSR (both internal and external) promotes employee engagement within their organisation. The study used a survey as its method of enquiry and sampled 193 middle-level managers from many of Portugal's largest businesses in a variety of industries, including retail, finance, communications, and the food and beverage industry. The authors' theoretical framework for the study was based on Freeman's (1986) stakeholder theory. Finally, their analysis showed that despite the extremely high levels of participation from the survey's respondents, there was no appreciable difference across the various kinds of CSR (that is, internal and external). Employees engaged in more CSR activities when exposed to internal CSR efforts, rather than merely observing external CSR practices.

This research study adopts Kahn's (2013) definition because it offers a rounded description considering the emotional, physical and cognitive capacity of employee engagement. Where career satisfaction is reflected in employees with internal aspects of satisfaction (e.g., compensation and promotion) and the external aspects of satisfaction (e.g., training & development and performance appraisal) along their career (Seibert & Kraimer, 2001).

## **2.8 Employee Engagement Dimensions and Approaches**

The model of engagement has been the subject of a significant amount of research over the last ten years, and consultants, management experts, and organisations have all shown a keen interest in it (Saks & Gruman, 2014). Kahn (1990) defined employee engagement as the amount of effort, devotion, and commitment employees put into their work. Since then, academics and a large number of



corporate consultants have continued to offer their various viewpoints on employee engagement. According to Tsourvakas and Yfantidou (2018), on the other hand, from the Institute of Employment Studies (IES), noted that engagement is a positive attitude adhered to by employees towards their organisation and its values. Furthermore, Khan (1990) in his works, expressed the opinion that engaged people exhibit their physical, emotional, and cognitive identities while performing their job-related activities. A worker who wants to be fully involved in their work must therefore bring their entire selves to the task at hand. He also emphasised that in order for an employee to be fully engaged, they must be present mentally while carrying out the tasks that have been delegated to them by their employer (Kahn, 1990). In essence, when executing work duties, psychologically present employees show a high level of attention and are more connected, integrated, and concentrated (Kahn, 1990). Employees who are disengaged, on the other hand, detach themselves from their jobs and are less enthusiastic.

Employee engagement, according to Saks (2006, p. 601), is also a multidimensional construct comprised of cognitive, emotional, and behavioural components that influence how individuals perform their roles. Saks' description is slightly similar to Kahn's (1990) definition, as it focuses on role performance in the workplace. According to Bailey et al. (2017), employee engagement is a positive, fulfilling, work-related state of mind characterized by strength, commitment, and acceptance, where these three elements represent aspects of employee engagement. The authors further argued that employee engagement is a more ongoing emotional state that drives employees to fully immerse themselves in their work role as discussed below.

**Vigour:** The great level of energy and mental toughness that employee demonstrates while performing their job are referred to as this dimension. Additionally, it depicts the fervour and desire of workers to exert extra effort in their jobs as well as their tenacity to finish work in the face of obstacles.

**Dedication:** A committed employee approaches their task with a high level of pride and excitement. Additionally, it calls on employees to convey a sense of importance in regard to their work.

**Absorption:** Employees who exhibit high levels of attention and are completely preoccupied with their work duties are characterised by the last factor of employee engagement by Schaufeli et al. (2006). As a result, time passes swiftly, and it is difficult to separate oneself from work. They made the case that complete employee engrossment in their jobs is comparable to the "flow" condition, which refers to a situation in which workers perform at their best. People who are in this state have perfect focus, a clear mind, and complete body and mind unification.

### **2.8.1 Employee Engagement Approaches**

Employee engagement, involvement, and sense of belonging through CSR efforts can be accomplished in three different ways. These are the three methods: the relational approach, which is based on a psychological contract that emphasises social responsibility; the transactional approach, where initiatives are undertaken to meet the needs of employees through CSR; and the developmental approach, which aims to activate social responsibility in a company by developing employees to be responsible citizens. CSR efforts have the potential to change employees' perceptions of their organisations and work for the better (De Roeck & Delobbe, 2012). These approaches are further discussed below.

#### ***Transactional Approach***

A transactional approach is one in which initiatives are taken to cater to the requirements and preferences of staff members who wish to participate in a company's socially responsible initiatives. This strategy emphasises group support and leader-member interaction since an employee who perceives their employer as helpful is more inclined to reciprocate the action (Richards, 2009). This approach is concerned with the functions and interactions of all parties involved, the main aim is to reach the goals of the organisation, through effective management and teamwork.

#### ***Relational Approach***

In the relational approach, an organisation's staff members jointly pledge to uphold social responsibility (Cropanzano & Mitchell, 2005). Megha (2016) asserts that this strategy upholds the relationships of mutual benefit between organisations and the general public, including employees, and that these parties are ultimately responsible for the success or failure of the strategy. The relational method incorporates organisational support of commitment, a relational construct that has received much investigation and holds great promise. A variety of professional outcomes can be predicted by commitment, according to research. Social exchange theorists have suggested that given these factors, employees are likely to trade their loyalty to the employers for something else. In multi-service organisations, this approach focuses on acquiring, sustaining, and strengthening connections. It also presents a notion that, together with the organisation and the economy, grows quickly (Osman et al., 2009)

#### ***Developmental Approach***

A developmental strategy aims to fully involve and develop the organisation's people, the business, and society (Mirvis, 2012). This route to EE is regularly ignored. Positive employee opinions of a firm's social responsibility may actually have a stronger impact within the organisation than outside of it,

despite the idea that CSR is a communal endeavour. People have a long tradition of giving back to the community, whether it's by helping out as a volunteer baseball coach in the community, serving on the board of a local non-governmental organisation (NGO), or donating gently worn items to those impacted by natural disasters. Therefore, it is not unexpected that people are drawn to organisations that have positive community reputations. Employer commitment to CSR is essential, and businesses that improve their reputations through CSR outperform their competitors and enjoy higher levels of employee loyalty (Fall, 2007).

## **2.9 Drivers of Employee Engagement**

Considering the potential corporate benefits and increased interest in employee engagement, various studies are being done to find out what the construct's main driver is and what effects it has on organisational performance (Bailey et al., 2017; Rana et al., 2014; Macey & Schneider, 2008; Saks, 2006). In order to determine whether these elements have any impact on employee engagement, research has been done on leadership, perceived organisational support, job design, and human resources management techniques. According to Rana et al. (2014), the number and variety of researched antecedents have expanded significantly as a result of studies conducted by many authors in various situations. Therefore, some of the important antecedents that have been researched over time are summarised in this section.

### ***Workplace Environment***

Colleagues, an organisation or individual resources, organisational policies and procedures, as well as other intangible aspects like perceived levels of safety and a positive work atmosphere, make up the workplace environment in general (Shuck et al., 2010). Employees need physical, social, psychological, and other organisational resources as fellow members of the organisation in order to help them cope with the demands of their work, ensure peak performance in those jobs, and further their own personal development (Rana et al., 2014; Schaufeli & Bakker, 2004). Additionally, a study by Shuck et al. (2010) provides more proof of the impact a supportive work environment has on employee engagement. In light of their justification, the group recommended managers who want to build a motivated workforce to foster a setting that is secure, fulfilling, and supportive of workers.

### ***Supervision and Co-worker relationship***

The ability of an employee to engage in activities without being concerned about losing their status, their career, or their reputation, according to Khan (1990), is largely a function of the leadership style used by the organisation, the relationships that employees develop with other members of it, as well as the dynamics of the group. According to May et al., (2004), employee engagement and

psychological safety are significantly correlated with the support that people receive from their supervisors and co-workers. Studies have shown that solid and supportive interpersonal connections between employees and both their contemporaries as well as their management can successfully create psychological safety (Khan, 1990; Rana et al., 2014). According to Schaufeli and Bakker (2004), interactions among team members within an organisation foster a positive work environment for employees regardless of the workload or available resources. Finally, the impact of relationship development on engagement was also highlighted in the study by Shuck et al. (2010) on employee perceptions.

### ***Reward and Recognition***

Since Khan (1990) discovered that it is one of the factors that ensures employees have psychological significance in regard to their work, reward and recognition have been recognised as one of the important influences on employee engagement. This refers to the formal remuneration that employees receive for their job, including the wages and perks they receive, as well as the formal acknowledgement and kudos that they receive from their managers, co-workers, and clients (Crawford et al., 2014). According to a Saks (2006) study, employee engagement is positively correlated with recognition and reward, which is a composite perception of compensation, compliments, and promotions from supervisors. Although it seems like rewards and recognition are good for engagement in most circumstances, Crawford et al., (2014) suggest that this is not always the situation.

### ***Employee Engagement in CSR***

EE at work can be considered as the channelling of organisational members' selves to their roles at work (Kumar & Pansari, 2015). Mensah et al., (2016) explains how much happier and more satisfied employees are when they contribute to the bottom line of the business. Hoffman et al., (2020), specifies that in accordance with the self-categorisation theory, employees mix with organisations or social groups compatible with their values and qualities aiming to fulfil their psychological needs for meaningful existence and need to belong.

The role of CSR on employees is becoming more evident in the business world and one of the reasons is that successful companies need to attract and retain the best work force (Gazzola, 2014b). Where employees feel attached to an organisation, they will recommend it to friends and family as a good employer (Bhattacharya et al., 2008) and if the company accept that employees are their greatest asset, they will determine appropriate priorities in human resource management and the tools

available to achieve the best results. Therefore, with CSR, the organisations can address the efforts to enhance employee engagement, confidence, motivation, commitment, and performance (Tuffrey, 2003), which eventually can lead to career satisfaction. Moreover, when organisations invest in building relationships with their stakeholders, they are more than likely to be successful (Lindgreen & Swaen, 2010), since employees as a stakeholder group perceive, evaluate, judge and react to CSR programs and actions (Rowley & Berman, 2000; Rupp et al., 2018; Wood & Jones, 1995). Hence, the link between CSR, employee engagement and various employee outcomes has scarcely been explored (Mueller et al., 2012; Voegtlin & Greenwood, 2013; McNamara et al., 2017). Therefore, the question becomes: How are employees an asset or a cost in CSR activities? Costs need to be minimized and controlled. Assets are expected to produce a return over the long term and are worth their investment.

### **2.10 Career Satisfaction**

Industrial organisational psychologists have spent more than a century monitoring and researching how people behave at work, particularly what motivates people and influences performance (Judge et al., 2017). Divergent viewpoints that define varied employee attitudes as a group of connected constructs, clearly distinct phenomena, or constructions with overlapping components have emerged (Judge et al., 2017). The investment of management in CSR practices tends to create a responsibility on the employees' part to be highly engaged in their work, contributing to organisational achievements. This sort of employees responds with positive outcomes of attitudes and behaviours such as career satisfaction (Gazzola & Mella, 2016).

Career satisfaction can be termed a subjective measure capturing employees' perceptions of how satisfied they are with their income goals, advancement goals, development of new skills goals and overall career goals (Yap et al., 2010). Linkages have been found in earlier studies between engagement, career satisfaction and productivity, which sequentially are related to higher organisational commitment, innovation, and increased creativity (Poon, 2004; Berg, 1991; Peluchette, 1993). Thus, career satisfaction is influenced by multiple variables as research propose in both individuals and organisations (Lounsbury et al., 2003). A predictor of career satisfaction remains the learning culture of an organisation that supports learning and development of employees generally and the development of their career. When employees' organisational requirements and career goals are met, satisfaction with career development can be achieved by employees, which enhances organisational commitment (Joo & Ready, 2012).

### **2.11 Driver of Career Satisfaction**

There are quite a few factors that might affect employee performance as stated by Hafiza et al., (2011), such as opportunities for training and development, employee-employer relationship, job security, conditions of work and the overall policies and procedures of organisations for rewarding employees. Hence, the predictors that are significant to career satisfaction consist of goal-specific environmental resource and supports that offers social and physical support for employee's individual goals (Barnett & Bradley, 2007). Thus, employees under these circumstances, are highly engaged in their work and display essential outcomes of career satisfaction. According to Hunter & Csikszentmihalyi (2003), when people can find meaning in the work they do, it further motivates them to work harder, thus, leading to an increase in productivity. Therefore, this section discusses a few of the facet of career satisfaction as identified in literature.

#### ***Nature of work***

One of the most important aspects of career satisfaction is the nature of the work. This includes all of the different aspects of work, including the chance for creativity, freedom, task identity, and other aspects. According to Yalabik et al., (2017), earlier research has shown that an employee's affective state is influenced by the nature of their job, which in turn affects how they behave towards their job. Moreover, they go on to say that employees who feel their work is more significant, that their tasks are clearly defined, and that they have a certain amount of autonomy report feeling satisfied at work.

#### ***Pay, Benefits & Rewards***

It has been stated that the most crucial factor influencing a worker's contentment is their pay and remuneration (Deckop, 1992). One's perception of the discrepancy between expected and actual remuneration is captured by this dimension. Therefore, it tends to impair an employee's sense of job satisfaction if they perceive a mismatch between what is expected and what is obtained (Friday & Friday, 2002). Even while pay and benefits have been deemed crucial, Spector (1997) contends that they are not a reliable indicator of career happiness, despite having a significant influence on other work attitudes and behaviours like organisational commitment and turnover intentions (Yalabik et al., 2017; Chew & Chan, 2008).

#### ***Promotion***

This aspect also reflects how an employee feels about the organisation's promotion guidelines. It is a crucial component of an employee's movement and, according to Francesconi and Cobb-Clark (2001), it is frequently accompanied by significant pay rises. Hence, it can also have a significant impact on

other aspects of the job, such as the responsibilities and following job attachments. Therefore, promotion is a tool that organisations can use to reward highly regarded personnel, which in turn motivates them to work more at their jobs. On the other hand, employees value promotions highly because they come with better job features like a greater salary or a larger workspace, or because they enjoy a job well done and the ego boost that comes with the promotion. According to a study by Kostea (2010), promotions and career satisfaction are strongly correlated. For instance, the study found that workers who believe a promotion is possible in the next two years had greater career satisfaction.

### ***Co-worker support and communication***

Support from co-workers has a key role in influencing employee career satisfaction. This conveys how someone feels about their co-workers. According to Chalofsky (2003), career happiness is more influenced by the social aspect of the work environment. Both co-workers and managers have a significant impact on an employee's life. Hence, career satisfaction is influenced by how co-worker's support and availability are perceived (Lapalme et al., 2009). Consequently, social support from co-workers has been associated with higher employee happiness and occupational engagement (Freeney & Fellenz, 2013; Demerouti et al., 2001).

## **2.12 Theoretical Underpinnings and Conceptual Framework**

There are several theories that influence employees – organisation relationship. Aguinis and Glavas, (2012) convincingly deliberate that at the individual level of analysis, the CSR studies generally focus on psychological theories, while at the organisational level, CSR studies generally focus on institutional and stakeholder theories as well as the resources organisations possess, which enables them to achieve competitive advantage. Therefore, the theories noted as informing practice when it comes to the possible relationship between CSR and its influence on employee engagement and career satisfaction is the Social Exchange Theory (SET), (Aguinis & Glavas, 2012). Therefore, SET provides the theoretical underpinnings for the study by highlighting the connections between the notions of corporate social responsibility, employee engagement, and career satisfaction. As such, SET serves as the theoretical framework for this research study.

### ***Social Exchange theory***

Social exchange theory (SET) is a well-known theoretical framework for comprehending interpersonal dynamics at work and employee attitudes (Cropanzano & Mitchell, 2005; DeConinck, 2010). The theory was first described by George Homans in 1958 as the social behaviour in the interaction of two

parties that determines risks and benefits (Cook et al., 2013), suggesting that an exchange process results from social behaviour. According to SET, people engage in relationships that are dependent on one another, creating commitments between the parties to a transaction (Blau, 1968). They tend to believe that these duties are produced by a series of interactions between persons who are in a position of reciprocal reliance (see Cropanzano & Mitchell, 2005; Emerson, & Pollner, 1976; Ward & Berno, 2011). Within the context of the workplace, mutually dependent interactions are thought to build quality connections (Sluss et al., 2008). In contrast to a single individual effort, reciprocal interdependence is achieved through a combination of efforts (Blau, 1968). In other words, "something needs to be given and something has to be returned" in order for dependency to occur (Cropanzano & Mitchell, 2005). Interdependence is thought to promote cooperation among individuals inside organisations, according to Molm (1994). Due to the reliant and transactional character of social exchange, reciprocal dependency is a key component of this study, (Mergener & Trübner, 2022).

The exchange process purpose is to maximize profits and minimize costs (Cropanzano & Mitchell, 2005). According to the exchange theory, people will weigh the possible benefits and risks of social relationships and act accordingly by either supporting that relationship or abandoning it (Holman et al., 2005). Holthausen, (2010), also suggests that the establishment of a long-term relationship through increased trust and commitment, are major variables within SET that outweighs the costs of supplier management. Graen & Scandura, (1987) found that executives and managers in organisations have been critical representatives in social exchange process. For instance, it is observed, that employees tend understand the behaviours of management as suggestive of organisational responses (Wayne et al., 1997). That is, if employees viewed the actions of management positively, they are able reciprocate with attitudes and behaviours valued by the organisation. Hence, SET is a valuable instrument for customers in order to improve the buyer-supplier relationship and as a result, it also increases the performance of the organisation.

Additionally, social exchange theory explains how whenever an external party (such as an organisation) provides valued resources to an internal party (such as an employee), the recipient develops a sense of obligation to repay with pro-social attitudes and engagement-related behaviours (Blau, 1968). Despite being widely adopted, social exchange theory has several drawbacks, according to some academics. For instance, Cropanzano et al. (2001) questioned the ability of SET to sufficiently illuminate the mechanisms by which positive interactions and workplace relationships emerge, while Coyle-Shapiro & Shore, 2007, commented on the theoretical ambiguity and empirical needs of the



theory. Nevertheless, Cropanzano and Mitchell (2005: p 874) suggest that “*SET is among the most influential conceptual paradigms for understanding workplace behaviour*”.

A fundamental principle of SET is that relationships develop through time into commitments that are trustworthy, loyal, and mutual. Parties must follow specific "rules" of exchange in order to achieve this. A normative characterisation of the situation that develops among or is adopted by the parties in an exchange relation is provided by the rules of trade (Emerson, 1976: p351). In this sense, exchange norms and laws serve as "the rules" for all exchange processes. As a result, the exchange rule or principle the researcher uses provides the foundation for how SET is used in models of organisational behaviour (Sundaray, 2011). Although many different exchange rules have been described in SET, the majority of management research concentrates on the notion of expectations of reciprocity. In their review of SET, Cropanzano & Mitchell (2005) encourages future research by combining old and new concepts of SET to workplace relationships. On these grounds, SET has been used to underpin this research study.

### ***Conceptual Framework***

In the modern corporate climate and among management scholars, CSR has significantly increased in momentum and significance (Vig, 2016). In agreement with Ritch et al, (2010), there is the believe that doing good for the community through one’s work, raises levels of engagement. Hence, the proposition that an engaged workforce leads to several positive business outcomes is well established. According to Brown and Forster, (2013), studies that address the limits of CSR and how far a company should likely pursue CSR initiatives are actually insufficient. This study may assist in answering the question on how companies should ethically prioritise CSR initiatives and the entitlements of stakeholders. Handelman and Arnold (1999) mentioned that customers reason and dialogue positively about an organisation if it demonstrates ethical behaviour and commitment to the community.

Stephenson and Vracheva (2015) argued that when organisations implement ethical CSR programs, organisations could gain a competitive advantage in the industry. While Valentine & Fleischman (2008) believed that socially responsible companies tend to be more successful because these companies are more likely to be seen as ethical. For organisations to remain ethical, the CSR strategies need to involve the employees. In seeking to fulfil CSR commitments, companies might be expected to engage directly with their stakeholders. Such discussions could offer companies and their stakeholders an opportunity to identify and debate what they each regard as business behaviour that is appropriate relating to economic, social and environmental issues (Fairbrass, 2006; O’Riordan & Fairbrass, 2008).

A lack of employee interest and engagement in an organisations' CSR activities may be due to poor communication or negative employee perceptions of the organisation. An organisation's CSR image may also be a source of low employee participation in corporate CSR efforts (Hejjas et al., 2019). Therefore, the proposition will be that employee perceptions of their company CSR initiatives, relates to engagement and career satisfaction. The extent to which employees believe that their organisations value and reward service behaviour has a strong impact on the employee's performance (Chiang & Birtsch, 2011). For instance, employees engaged can produce social and business value through CSR volunteering service and through their jobs, products, relationships, and services. Although, it is fitting for companies to think about what they are doing and the decision to why they invest or launch more in CSR activities, design, and delivery (Mirvis, 2012).

Conversely, if people are not engaged and feel little connection to the organisation and its larger goals, the results are equally unmistakable, showing up in the form of a poor service ethic, high turnover and absenteeism, low morale and a host of other behaviours that cut directly into financial performance of the organisation over time (Du, et al., 2010). This is evidenced by Hoffman et al., (2019) suggestion that companies should improve employees' perceptions of CSR activities as they help to develop positive feelings and constructive attitudes and behaviours of employees at the workplace. When employees understand that their organisations fulfil their needs in the workplace, they show total obligation by responding with an increased willingness to perform tasks and demonstrate desired service values, behaviours, and attitudes (Chiang & Birtsch, 2011)

More importantly, the results of this study may contribute to a better understanding of how an organisation's CSR initiatives and involvement affect employee engagement and career satisfaction from the viewpoint of the employees. Thus, the conceptual framework can be applicable in directing future research to CSR activities connected to employee engagement and career satisfaction. Therefore, based on the discussions of this chapter, the following propositions are outlined:

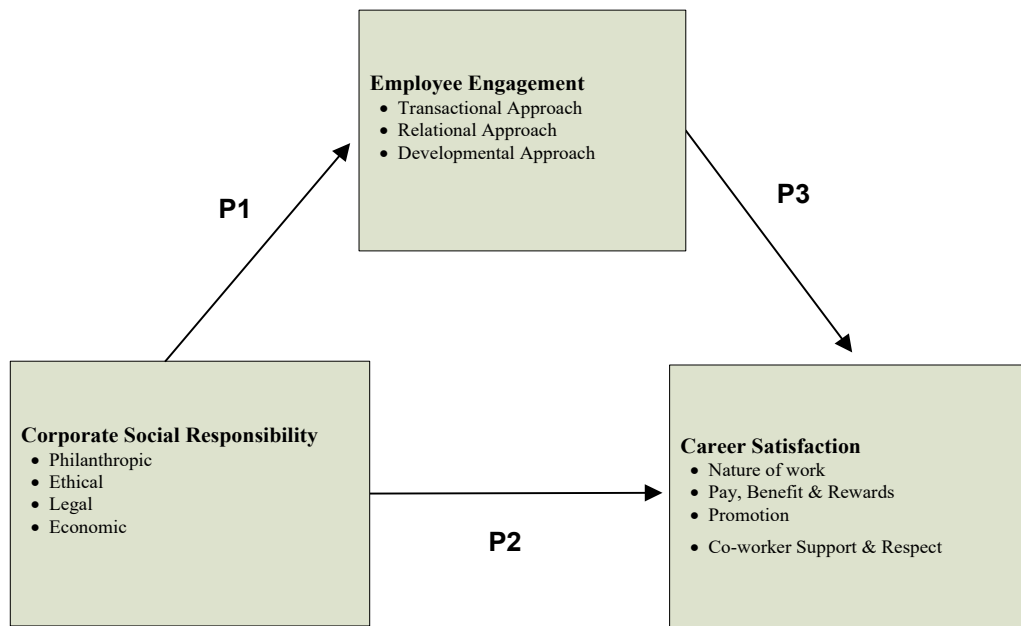
**Proposition 1 (P1):** CSR types impacts Employee Engagement

**Proposition 2 (P2):** CSR initiatives influence Employee Engagement and Career satisfaction.

**Proposition 3 (P3):** Employee Engagement influences Career Satisfaction

As this study demonstrates, when it comes to the concepts discussed in this chapter of the literature review, a conceptual framework has been constructed based on theory and previously published research, and as a result, this study is able to explores how employees perceive and experience CSR in the organisation. Likewise, the impact CSR has on employee engagement and career satisfaction.

The framework in Figure 2.2 below captures interconnectedness of CSR, employee engagement and career satisfaction. It also highlights the evidence and lays emphasizes on the distinct construct that serves as the building blocks of this study.



**Figure 2. 2 Conceptual Framework of CSR, employee engagement and career satisfaction**

### 2.13 Summary

This chapter demonstrates how corporate social responsibility (CSR) is a management concept that involves incorporating social and environmental issues into an organisation’s daily operations and relationships with its stakeholders. As a result, in both the corporate and academic worlds, major motivational notions such as employee engagement and other job-related engagement have arisen (Gupta & Sharma, 2016). The relationship between employee engagement and career satisfaction has been investigated by several academics, and many have found that there is a positive connection between the two (Anthony-McMann et al., 2017). As a result, study into the respected causes of stronger employee engagement has increased. It shows that these causes include an organisation's leadership, culture, resources for jobs and careers, employee attractiveness, and an increase of several elements operating at once drive higher levels of work-related engagement (Cooper-Thomas et al., 2018; Iqbal et al., 2017; Othman et al., 2019; Saks, 2019). Therefore, the significance of including

CSR employee engagement and career satisfaction in this chapter highlights the fact that there has been relatively little research on the connection between them, and that the studies that have been done have produced inconclusive results. As a consequence, the chapter emphasises the need for qualitative study to explore employees' and management's perceptions of CSR and its influence. Additionally, the chapter also highlights the chance to look at engaged employees' experiences and how their experiences affect their engagement. This can be accomplished by considering the mechanisms by which CSR initiatives might affect employee engagement in the organisation. The research methodology is described in more detail in the following chapter.

## Chapter 3: Research Design and Methods

### 3.1 Overview

This research aims to explore the influence CSR activities have on employee engagement and career satisfaction. The study focuses on what employees perceive and experience when engaging in the organisation's CSR initiatives. A research design and methodology are presented in this chapter as a means of addressing the following research questions:

**RQ1:** How does CSR initiatives influence Employee Engagement?

**RQ2:** How does CSR type influence career satisfaction?

**RQ3:** How does Employee Engagement influence Career Satisfaction?

The research questions and the objective of the study drives the way research is conducted (Scotland, 2012). This study takes into consideration employee perceptions of their organisation's CSR initiatives, their individual attitudes and beliefs toward business ethics and sustainability, and how those perceptions and attitudes impacts their organisational commitment. For example, philanthropic motivations of employees can drive CSR in positive ways, thus, signifying the relationship between CSR, employee engagement, career satisfaction. In today's business environment, it is important to understand when, how, and why employees engage in CSR activities, and the results of these activities.

According to Sanford (2011), CSR projects must be completed in order to succeed. That is, they must be strategic in their approach to CSR activities and consider the interconnection of all stakeholders. This chapter outlines the qualitative methods employed in this research which includes research philosophy, research design which includes the participants and selection process, sampling, data collection, and analysis to probe the meaning ascribed to CSR and the organisational drivers requiring them to do so by employees of some leading Australian industries. It also explores the relationship between CSR; employee engagement and career satisfaction, specifically the nature and types of CSR activities in the organisation; the influence of CSR on employee engagement and career satisfaction as well as the relationship between employee engagement and career satisfaction. In summary, this research aims to examine the importance of engaging employees in CSR, its impact on employee motivation, their identity, and their sense of meaning and purpose which may lead to career satisfaction.

### **3.2 Research Philosophy**

Research paradigms are the fundamental worldviews that include epistemology and ontology. Epistemology is concerned with the nature and forms of knowledge, and how knowledge is formed, in other words, the assumptions are concerned with what it means to know, what it takes to acquire, acquire knowledge, and how it is communicated (Cohen et al., 2007, p. 7). Ontology is concerned with the nature of reality, (Guba & Lincoln, 1994; Tuli, 2010), the perception of how things actually work and what is actually real that needs to be examined by the researcher (Scotland, 2012). The practical conduct of research as well as the interpretation of findings are both greatly influenced by the differences in paradigm assumptions (Anney, 2014). Therefore, every paradigm is based on its own ontological and epistemological assumptions, due to the fact that all assumptions are conjectures, where no paradigm can be empirically proven or disproven (Scotland, 2012). An interpretivist stance has been taken with epistemology and ontology because of the view that not only are the actors of social research different from the natural sciences (Bryman, 2004), but there must also be room for some level of subjectivity in social research since it deals with the behaviour of human beings and not objects. Ontological and epistemological definitions underlie different paradigms; as a result, they contain different assumptions about reality and knowledge.

Therefore, an inductive method to theorising is most appropriate to identify the extent to which an organisation's CSR activities have influenced employee engagement and career satisfaction (Koch et al., 2019).

#### **3.2.1 Epistemology**

The purpose of epistemology is to provide a philosophical foundation for determining the types of knowledge that are conceivable and how to assure that they are both sufficient and legitimate (Crotty, 1998). It relates to the question of what is or should be regarded as an acceptable knowledge in a discipline (Bryman & Bell, 2011). This study is interpretivist which encourages emphasis on understanding the social world by examining how the human being as an active social actor interprets the social world around him/her. It acknowledges that human beings are not static but dynamic (Bryman, 2004). This allows such important questions to be raised as whether social problems can be handled by using the same rigorous procedures which are applied in the natural sciences and whether such procedures may fit well into the study of a social phenomenon.

#### **3.2.2 Ontology**

Ontology is concerned with a central question of whether social entities need to be perceived as subjective or objective (what is the nature of reality) (Guba & Lincoln, 1994). Ontology in qualitative

research is constructionist, implying that social properties are outcomes of the interactions between individuals (Bryman, 2004). Subjectivism perceives that the social phenomenon is created from the consequent actions of those social actors concerned with their existence and from their perception (Dudovskiy, 2013). Since the current study assumes reality to be subjective as it aims to explore how the phenomena are created or perceived by the study objects, a subjective world view of ontology is therefore adopted (Mensah, 2009). The philosophical assumptions related to the acquisition of knowledge thus provide a guiding framework for the research process.

### **3.2.3 Interpretivism**

In accordance with postmodern thought, interpretivism is conceptualized as having a relativist ontology and a subjectivist epistemology. Denzin & Lincoln, (2005) explains interpretivism as "the way in which the researcher perceives and examines the world" (Denzin & Lincoln, 2005, p. 22). The interpretive paradigm holds that knowledge is constructed in multiple ways according to the circumstances - historical, cultural, and subjective and will take many forms as individuals interpret reality (Benoliel, 1996, p. 407). In the view of interpretivists, there is no such thing as objective reality since there are many different meanings and ways to know. "It is only through representations that I know it" (Denzin & Lincoln, 2005, p. 25). Therefore, human experiences and actions are understood and narrated in terms of the interpretive paradigm (Fossey et al., 2002). Therefore, the qualitative research methods used in this study captures the rich and nuanced meanings that people attribute to their experiences and engages the researcher in dialogues with the participants, exploring the social and cultural meanings that participants attach to their daily lives.

### **3.2.4 Constructionism**

A constructionist paradigm combines ontological critical realism with epistemological subjectivism — elements of both the postpositivism and interpretivism paradigms. It is by interacting between the interpreter and the interpreted that meaning is created (Crotty, 1998). The interpreter, while not entirely objective, is separated from the phenomenon to be observed, and the meaning-making interaction is heavily influenced by society and the phenomena being observed. More pointedly, it is not simply the researcher's interpretation, rather the phenomena that affects the interpretation with equal force. How the interpreter conceptualizes and understands the thing to be interpreted cannot be approached as a blank state with the goal of observing something in its true form. Rather, the interpreter's observations are shaped by the phenomena and societal influences, and the interpreter is aware that her interpretations are influenced and does not claim to be discovering the truth. Moreover, she acknowledges that the findings are a result of the interaction between interpreters and

interpreted in terms of social context. Therefore, knowledge of the observed is constructed rather than discovered.

A qualitative approach requires that the research be credible, transferable, dependable, and comprehensible (Section 3.7). In qualitative research, the written text must resonate with the researcher's receptiveness to potential meaning embedded in the text. Through conducting in-depth interviews, this study reflects the reality of corporate social responsibility, employee engagement and career satisfaction that is constructed; analyzing the data to determine a connection between corporate social responsibility and employee engagement; validating the theory and epistemology can be achieved by placing the findings in context and recognizing the obvious principles of the social constructionist paradigm. A method of qualitative research is carried out based on the research questions that are developed for this study, which is the methodology (how knowledge can be achieved). Therefore, flexibility is provided by the qualitative aspect of this study to explore the interests and pursue the participant-researcher relationship of the study.

### **3.3 Research Design**

When referring to the overall strategy and methods utilized in performing the research, including the steps involved in the collection and analysis of data, comprehensive assumptions are often used (Newman, 2014; Creswell, 2009). According to Creswell (2014), a researcher's choice of design is influenced by their worldview presumptions, study protocols, and the methodologies used to acquire the data before it is analyzed and interpreted. The goal of the research design is to ensure that the data collected throughout the study will allow the researcher to address the research problem as clearly and rationally as feasible.

Research design in the opinion of Blaikie, (2018) can be divided into two groups namely exploratory and conclusive. Exploratory aims at exploring specific aspects of a research without the intent of providing final and conclusive answers to research questions. This study uses an exploratory method since its main objective is to explore and explain the relationship that exists between CSR, employee engagement and job satisfaction in a leading Australian organisation. To gain a greater understanding of employee perceptions of CSR in the organisation and its influence in an under researched area. The literature review offers a framework and detailed explanations or outline of the plan for the research. The credibility of this study is achieved through the use of a well-established research method which has been used in other comparable exploratory projects (Lincoln & Guba, 1985). This study is therefore well suited to a qualitative approach (Creswell, 2009).

In order to better understand a phenomenon or population (Creswell, 2007) about which little may



be known, qualitative research seeks to explore the participants' perspective (Denzin & Lincoln, 2008). The use of prolonged, confidential, and anonymous interviews promotes openness, allowing the researcher to explore differences and produce descriptions that will give the findings depth and authenticity (Shenton, 2004). Through the interview, the researcher is able to accomplish significant qualitative objectives in a controllable methodological setting (McCracken, 1988). Other researchers have effectively employed in-depth interviews in conjunction with existing theory to explore how important employees understanding and integrated CSR are into organisations (Berger et al., 2007; Hine & Preuss, 2009). According to management's perspective of both internal and external "demand" for virtue, Berger et al. (2007) found three clearly different normative logics or "frames" to incorporate CSR using confidential interviews with 29 company executives, consultants, and NGOs (p. 148). In-depth interviews that are semi-structured allow for enquiry and probing in order to learn more about the understanding, experiences, and viewpoints of the interviewees (McCracken, 1988). (Yin, 2009). The gathering of data and qualitative analysis of data derived from an interview process, involved adopting an interpretive qualitative research design which involves the investigation of CSR types as they relate to employee engagement and lead to career satisfaction. According to Guba & Lincoln (1994), interpretive research originates from the belief that reality is socially created and relies on realistic methods of data collection which involve interviews and observation.

A case-study approach was implemented and the required data of CSR type and its influence on engagement processes and career satisfaction was gathered from the employees of the organisation sampled. This is mostly useful in exploring and explaining a phenomenon within a real-life context (Crowe et al., 2011) which was used as data that is essential on CSR and how it impacts employee engagement and career satisfaction. This explains employee's perception of what influence CSR activities have on the organisation and allows data gathering flexibility to assist in understanding the internal CSR practices of the organisation. The remaining section of this research provides further details about the study and the findings of the study that may assist in closing the gap of employee's perception and aid in understanding the organisation perception of CSR influence on employee engagement and career satisfaction.

### **3.4 Research Method**

A qualitative research methodology produces much needed and necessary insights, (Creswell, 2014). It is collecting information that will result in a data bank of knowledge, hopefully stimulating employees to partner with their employer, thereby, enhancing the organisation's CSR programs. This is an effort to bring about career satisfaction, as well as mutual and beneficial changes to the employees, community, and the organisation. Both Creswell (2014) and Yin (2015) maintain that the

researcher is the key instrument in qualitative research. It would be difficult to provide a level of detail like this with a quantitative method. Yin (2014) further explained that interviews are the most important source in a case study, which are guided by conversations instead of structured queries. This study adopted a qualitative method that contributes to the clearly defined attributes of CSR initiatives and employee engagement by providing insights into how employees perceive their organisation.

#### **3.4.1 The Participants and Selection Process**

A study population was defined by Bryman (2011) as any collection of items that can be measured empirically or observed theoretically. When selecting individuals for the research study, choosing an appropriate population to participate in the study was essential. Although the researcher determines which participants are selected, the researcher should not influence the specific responses of study participants (Cooper & Schindler, 2006).

A qualitative research conducted by Flint and Golicic (2009) seeking competitive advantage through sustainability, was conducted by in-depth interviews with eleven (11) participants. Haley-Lock (2012) used a sample of fifteen (15) participants in a qualitative research of restaurant services. The typical sample in these two studies were about 10 to 15 participants. Therefore, this research study comprised of eighteen (18) participants who are employees from three (3) leading Australian organisations. The information collected was from the best-fit participants, and the results were relevant to the research context.

#### **3.4.2 Sample Selection**

In a qualitative study, a relatively small and purposively selected sample may be employed (Miles & Huberman, 1994), with the aim of increasing the depth (as opposed to breadth) of understanding (Palinkas et al., 2015). In terms of sampling, the strategy for participant selection should be integrated into the overall logic of any study (Campbell et al., 2020) and the rationale for sample selection needs to be aligned.

The organisations used in the study were purposively selected based on the appropriate characteristics to assist the specific purpose related to the research questions. Purposive sampling procedures refrain from any sort of random sampling and work to ensure that particular types of cases of people who might be included are represented in the research study's final sample. The justifications for using a purposive technique were predicated on the notion that, given the goals and

objectives of the study, some types of people may have distinctive and significant opinions regarding the theories and problems under consideration, necessitating their inclusion in the sample (Mason, 2002; Robinson, 2014).

Following the ethics approval from the QUT Office of the Research Ethics and Integrity, potential organisations were approached via email to gain permission to interview their employees. The three (3) were in the Manufacturing, Hardware, and Pharmaceutical industry. Initial screening was of 20 organisations who had involvement in CSR with corporate email addresses listed on their websites was contacted. Email invitations were sent to all twenty (20) organisations, with a recruitment flyer attached to the email. A total eight (8) out of the twenty (20) organisations responded and agreed to participate in the research. Then, a formal permission request was sent to these organisations to enable their employee participation in the study, but only 3 (37.5%) of the organisations responded. An email was sent to these three (3) organisations employees to obtain formal consent, after permission was granted to approach and interview the employees. Once the organisation had given permission, interview invitations were sent in a blanket email to all employees via the organisation specified email address. Attached to the email was a “recruitment flyer”, interview information sheet and consent forms. The response rate of employees was low and slow due to many factors such as South East Queensland flooding between February and April 2022, the COVID 19 pandemic lockdowns with many organisations trying to keep afloat. Also, a number of participants who initially agreed to participate opted out due to work commitment, which made it quite difficult for them to take part in an interview lasting 40-60 minutes.

Finally, a total of eighteen (18) employees from the three (3) organisations were sampled using the purposeful sampling technique, where the employees had in-depth information about the research topic. The respondents from these organisations voluntarily agreed to participate in the research study and contacted the researcher directly to express their interest and willingness to participate in the research. Table 3.1 below outlines the sampling distribution of participants from each organisation.

**Table 3. 1 Sample Size Distribution by Organisation Type**

<b>Organisations Industry Type</b>	<b>Number of Participants</b>	<b>Ratio of Participants by Organisation</b>
<b>Manufacturing</b>	7	38.89%
<b>Pharmaceuticals</b>	5	33.33%

<b>Hardware</b>	6	27.78%
<b>Total</b>	<b>18</b>	<b>100%</b>

### 3.5 Data Collection Process and Instruments

Cooper & Schindler (2014) suggested that data collection offers an essential connection between any existing empirical work and new findings that broaden the knowledge of the study. Biases should not be hidden and should not have any influence on the participant's responses (Yin 2015). In this study, the data was collected by using a combination of primary and secondary data. The primary data were collected by the use of semi-structured interviews with open-ended questions. Interviews are a method for data collection where information is obtained by an interviewer asking questions to the respondent. In qualitative interviews, the researcher wants to have full and detailed answers. The implementation of a qualitative interview can vary widely when it comes to how the researcher relates to the respondents (Rust et al., 2017). The secondary data was collected by the use of relevant websites, databases, articles, and publication which were defined as reliable (Kinnear & Taylor, 1996). Thus, it was important to prepare and make special arrangements just in case the interviewee did not stick to the line of questions.

The respondents to the research were provided with consent forms to complete, accepting that participation was voluntary, and they could opt out or terminate the interview if they no longer wanted to participate. They were informed about their rights, the purpose of the research study, adequate information concerning the study processes to be undertaken, expected duration of the interview, extent of personal identification confidentiality and potential benefits of participation. The respondents were presented with enough research-related information to enable them to voluntarily choose whether or not to participate in the research, ensuring that they understood the information provided, before providing their voluntary agreement.

#### 3.5.1 Setting and Context

Yin (2015) suggests good listening is important. The researcher is required to receive information through a range of styles. For example, a good listener gathers new information without bias. The interviewee will reflect on a situation, but the researcher must hear what is being said and understand how the interviewee conceptualizes the world (Yin, 2015). This section explains the environment and location of the interviews for the study and how the interviews were executed.

The semi-structured interviews per respondent ranged between 30 to 55 minutes and were audio recorded, downloaded, and transcribed after each interview. The interviews were conducted online

via Zoom conferencing software and were audio based only with no videos for privacy and confidentiality. The respondents of the semi-structured interviews were able to describe their answers with flexibility, resulting in information that facilitated an understanding of how each individual constructs meanings from the world around them. Furthermore, an interview protocol with a structured approach may have missed this point (Bell & Waters, 2018), therefore as part of a semi-structured interview, the researcher was able to ask probe questions in order to gain a comprehensive understanding of how the respondents lived their experiences, some notes were also taken during the interviews.

A series of predetermined, but open-ended questions were asked in the semi-structured interview process with the respondents asked to talk about their understanding, thoughts, beliefs, and feelings about Corporate Social Responsibility (CSR) initiatives and engagement in the organisation. There was an open question at the beginning of the question structure, followed by a secondary question that was less open, then followed by a relatively closed question, and to end a closed question (Cavana et al., 2001). It was expected that respondents would provide extensive information on CSR impact on employee engagement, and on their career satisfaction. This was in combination with findings from existing literature about the research topic. This process assisted in gaining an understanding of the organisation's CSR practices, the type of CSR activities they participate in and the employee's engagement in CSR from the perspective of the employee.

### **3.5.2 The Interview Questions and Process**

The interview questions allowed the exploration of employee perception of organisational CSR practices influence on employee's engagement and how it may lead to career satisfaction. The questions also built on current organisational CSR by exploring how employees perceive and experience it, which satisfies both their professional and personal identity. The research semi-structured interview questions used in collecting the data from the respondents of the study had four parts (4) with three (3) sections based on the research topic of CSR, employee engagement and career satisfaction.

The first part of the interview process, Part A, allowed the respondents introduce themselves, and captured the participants' demographics such as number of years with the organisation; position; and role in the organisation; as well as an overview of the organisation. The second part of the interview question Part B, Section 1, comprised eight items (8), this sought the participant's understanding of CSR, to elaborate on their views of CSR; engagement and participation with examples; experiences; knowledge; and perception of engaging in the organisation's CSR initiatives. The organisational

culture, and CSR activities and practices of the respective organisation was also explored. This study adopted the CSR model by Carroll, (1991) and Lee et al., (2009). This study used the four elements of CSR as suggested by Carroll, (1991) which included economic, legal, ethical, and philanthropic features. The third Part of the interview research questions Part C, Section 2, comprised eight (8) items on employee engagement; Part D, Section 3, comprised eight (8) items relating to career satisfaction with the specific sources of satisfaction in the workplace and career satisfaction in relation to an employee's accomplishment around the social climate in the midst of work teams, job fulfilment, career development and overall satisfaction with the organisation. (Appendix B).

### **3.6 Data Analysis**

In light of its employee-centered perspective on CSR, this qualitative study sought to understand how employees' perceptions of CSR impact their engagement and career satisfaction at work. The analysis of data in a qualitative study is a continuous process that takes place throughout data collection (Miles & Huberman, 1994). The qualitative data collected for this study is in an inductive design following a 'bottom-up' framework whereby themes that emerge within the data and are identified, resulting in findings that are strongly linked to the data and may uncover broader themes or patterns (Braun & Clarke, 2006; Patton, 1990).

This follows an inductive approach and further supports an interpretivism exploration of the data which may uncover or highlight connections among the experiences shared by participants. Both Stake (1994) and Lincoln and Guba (1985) argue that if sufficient contextual information is provided, the findings of qualitative research may be generally applicable beyond the immediate study. The collected data had names that were identifiable with specific individual, hence, the identifiers were removed and replaced with codes, used solely for the research project as information to be analysed in answering the proposed research questions. Data coding commenced after the interviews were completed and transcribed. The Interview transcriptions was de-identified and checked manually against interview recordings.

The transcribed was coded and analysed in the NVivo software. NVivo is a common software utilized in qualitative research in academia. According to Castello & Lozano (2011), NVivo is a Software that interprets and translates qualitative data into information that is meaningful which can be used for analysis. Researchers use NVivo to organise and analyse qualitative data so that it can be presented in the most robust and defensible of findings (Sinkovics & Alfoldi, 2012). Thematic analysis was selected over other qualitative data analysis methods for this research because the nature of research involved categorising and interpreting themes (Vaismoradi & Snelgrove, 2019). Thematic analysis was

used to identify themes within the data in this study. Braun & Clarke (2006, p. 6) defined thematic analysis as “a method for identifying, analyzing, and reporting patterns (themes) within data.”

The objective of thematic analysis is to identify and analyze patterns of meanings (themes) in qualitative data (Maguire & Delahunt, 2017). It is used to address research questions about people’s views and opinions. In this study, thematic analysis was used to analyze the qualitative data to produce both theory-driven and data-driven analyses (Maguire & Delahunt, 2017). In thematic analysis, data can be identified either in an inductive way or in a deductive way. This study used thematic analysis in a deductive way which was driven by the theoretical interest in the area (Braun & Clarke, 2006). This form of thematic analysis is used to code for specific research questions and provide a detailed analysis of a specific aspect of the data rather than providing a rich description of the overall data (Braun & Clarke, 2006). Thematic components from the interview data that were connected to each of the interview questions were extracted for this research's thematic data analysis. This procedure was designed to identify the overarching idea that each interview question contained. The 24 interview questions were created to aid in thoroughly examining the main research subject.

### **3.6.1 Data Saturation**

A study has reached saturation when there is sufficient information to replicate it (O'Reilly & Parker, 2012; Walker, 2012), when further coding is no longer feasible (Guest et al., 2006), or when it is no longer feasible to obtain additional information. Failure to reach data saturation has an impact on the quality of the research conducted and hampers content validity (Bowen, 2008; Kerr et al., 2010). In this study, identifying categories and relationships within the data was accomplished through coding and according to the similarities between the codes, they were consolidated. As the coding process progressed, themes emerged. Since saturation indicates the point in time that data analysis has been concluded without any new insight revealed (Fusch & Ness, 2015), as themes developed during the coding process, there was an obvious saturation of data and due to the exhaustion of available information, there were no new insights revealed, so the coding session was ended.

### **3.7 Validity and Reliability**

The concepts of validity and reliability are crucial when conducting any kind of research. Validity is an assessment of whether a research finding is correct, but reliability is an indication of how sustainable that finding is. Kimberlin and Winterstein (2008) define validity as the extent to which an instrument measures what it is intended to measure. As a result, determining whether the research finding is accurate is determining the validity of this study. Before conducting the full data collection exercise,

a pilot interview was conducted with two (2) independent respondents (who were not included in the data collected and analysed for this study). This allowed some inconsistencies and repetitions in the interview protocol question to be discovered and corrected. On the other side, the consistency of measures across many contexts is what is meant by the research's reliability. Thus, the overall research is substantiated by the findings of this study which ensures that the quality and consistency of the research follows the suggested measures by Guba and Lincoln (1994). These procedures involve the measure of Integrity, Confirmability, and Interpretation Consistency of the research. The Table 3.2 illustrates the individual measures and the actions carried out ensure the reliability of the research.

**Table 3. 2: Evaluating Qualitative Research Reliability**

<b>Measures</b>	<b>Assessment</b>	<b>Enhancing Reliability</b>
Integrity	Are the methods used well established and results consistent and repeatable?	Research design, Open-ended semi-structured interviews questions
Confirmability	Is the research process sufficiently documented and justified?	Thorough research structure and clear, concise description of findings from data
Interpretation Consistency	Is the interpretation of data clear, substantiated, and comparable?	Data collection and analysis process documented for comparison

### **3.7.1 Integrity Credibility**

According to Miles et al. (2014), qualitative researchers make an effort to understand, account for, act upon, and regulate daily lives of individuals in specific contexts. Understanding the degree of congruence between the research findings and the real world might help qualitative research gain credibility (Merriam & Tisdell, 2016). Eisner (2003) and Shenton (2004) argued that the cornerstone for establishing the credibility of research findings is a correct and coherent portrayal of the topic under study. Several strategies suggested by Shenton (2004) and Miles et al. (2018) were used to strengthen the credibility of this investigation and provide believable findings. In the qualitative method, tried-and-true techniques were employed to investigate employee perception and experience. First, it was made very transparent to potential respondents that their involvement in the study was completely voluntary and that their organisation would not be made aware of any participation. The researcher carefully listened to the respondents' answers to the questions and any other information they offered in an effort to make sure that it made sense in the context. Additional



questions were asked to help determine the meaning the respondent intended when a participant's response seemed distorted in comparison to other responses.

To further comprehend a participant's feelings and make sure the meaning the participant was giving to a word, phrase, or narrative was clear, it is frequently asked for an example of an experience linked to the participant's first answer. Transcription reviews considerably increased the validity of this study. Each interview was audio recorded and transcribed, with any necessary adjustments being made to the typewritten transcript while listening to the audio recording to ensure the transcript matched the recording. The interview's main themes were then coded, evaluated, and summarized (Saldaa, 2016; Simpson & Quigley, 2016). The transcript and the summary analysis were checked again by reviewing the transcript and summary of the participant's feelings, experiences, and description of their perception of CSR and employee engagement (Pratt & Bonaccio, 2016).

### **3.7.2 Confirmability**

A qualitative study that exhibits confirmability is open about the data's collection and analysis processes, and its findings and conclusions can be verified to have originated from the data rather than the researcher's biases or filters (Shenton, 2004). According to Guba (1981), confirmability can be gained by following particular procedures while designing and carrying out a qualitative study. Guba's use of triangulation, reflexivity, and auditing all contribute to enhancing confirmability. In order to increase the likelihood that this study can be confirmed, records were developed and maintained about how each step of the research was planned, carried out, how things changed from the plan, and why. As a result, the procedures for data collection and analysis are precisely described, and Chapter 4's section on Analysis and Findings provides detailed information on the procedures used to gather and evaluate the data. Understanding the actions required to get at the findings and conclusions is made possible by the full narrative given.

### **3.7.3 Interpretation Consistency**

Miles et al. (2014) contend that validation of the participant data collected is essential to the validity of the findings of researchers. Creswell (2013, p. 89) indicated that researchers must manage personal opinions so that theory can emerge. The interview questions were created to evaluate employee's viewpoint. During the interview, participant's views and experiences were recorded and later transcribed manually. The transcripts were then verified against the audio recordings of the interview, and some notes taken at the conclusion of each interview process to complete the data collection process. The recorded interview and transcripts listened to and were re-read a few times to detect

any errors. Any error found were corrected while listening to the audio recording. The data was interpreted based on the question that the respondents were asked and validating the perspective of the respondents to generate data for the findings of the study. The steps taken for to ensure clarity and transparency of data included: (a) In-depth description and data analysis that was used. (b) Explaining how data was selected from the original sample, explained in the data collection chapter 3 section 3.5 of this research and (c) Making sure there was enough data to support the findings of the research, which is depicted through quotes from the respondent's answers to the research questions, evident in chapter 4 of this research.

### **3.8 Risk and Ethical Considerations**

Every research undertaking needs to abide by a set of moral guidelines that guide the researcher's behaviour. Creswell (2014) stated that research conducted along qualitative lines usually seeks to understand the meanings behind concepts and theories. Risk is an essential factor for qualitative research because the boundaries between the participant and researcher are not unconditional. Considering that supervisors and employees were the only respondents who could be interviewed for this research study, several ethical concerns had to be considered. Therefore, the respondents for the purpose of this research were all provided with consent forms and adequate information about the research study. They were informed about the expected duration of the interview, confidentiality of information they were provided and that interview responses would not be shared with their superior or the organisation but would only be used for the purpose of this research and possible future research.

The respondents were given information sheets detailing the research study to enable them to choose voluntarily whether or not to participate in the research study before any voluntary agreement was obtained. There was no coercion to participate in the interview process. Prior to commencing the interviews, ethics approval from the Queensland University of Technology (QUT) Human Research Ethics Committee was granted on 6<sup>th</sup> December 2021 with approval number 4805. The study was conducted in accordance with the National Statement on Ethical Conduct in Human Research (2007). The research project did not identify any individual participant in the publication of results. All information taken from the study was coded to protect each participant's identity. No names or other identifying information was used when discussing or reporting data. The files and data collected were safely kept in a secure place according to the data management of QUT. There is a potential for this collected data to be used in future research and the respondents were advised in the consent form and information sheet provided. The recorded data were securely stored, but readily accessible to

researchers following the QUT defined retrieval protocol. A potential identifiable risk for this research study was the inconvenience of participant's time that they gave up for being interviewed, which was at their own convenience and availability. The respondents had the option of skipping any question they were not comfortable answering, as this was totally a voluntary participation.

### **3.8.1 Informed Consent**

Informed consent was defined by Sand and Loge (2010) as a person giving his permission to participate in research consciously, willingly, intelligently, and in a clear and obvious way. According to this tenet, the study first requested permission from the organisation through an introductory email sent to the head office representative, asking for permission to speak with organisation employees. After seeking the approval of the organisation and provided with the contact details for the employees, the respondents were approached and informed about the research with an email letter explaining the purpose and approach of the research, and an accompanying consent form will be provided. A clear verbal explanation was also provided at the time of the interview to each interviewee who participated in the process.

### **3.8.2 Privacy and confidentiality**

Concerns about disclosing respondents' personal information to parties unrelated to the study are addressed through confidentiality. The researcher assured the respondents that no one not directly participating in the study would have access to the data they submitted. In order to maintain anonymity, the respondent must do so throughout the entire study (Petrova et al, 2016). Based on this principle, commitments to ensure confidentiality was maintained by ensuring recordings were not shared and transcripts were anonymized. The details that could be used to identify the respondents were removed from the transcripts and concealed in write-ups. During the interviews, interviewees were made comfortable and were given the option to indicate if they did want some of the sections of their interview recorded or made public. In such circumstances, recording was to be paused, or sections of text were to be expunged from transcripts, and an indication made that this was the case.

## **3.9 Summary**

According to Pratt and Bonaccio (2016), applying a qualitative method to research entails considerably more than only speaking with or interviewing subjects. According to Sandelowski (2010), some researchers have treated interview data as though it were a finding in and of itself rather than a source from which the researcher must draw conclusions. The research philosophy was discussed in this chapter, and the arguments for the research design explained why interviews were acceptable and the most effective way to respond to the research questions. The research questions establish the

framework for additional understanding of how CSR affects engagement and career satisfaction among employees, as well as how they perceive it and their experiences with it. Additionally, to ensure rigour, this qualitative descriptive study was created with the components of integrity, confirmability, and credibility (Guba & Lincoln, 1994). A study is considered to be confirmable if it is perceived as neutral and any known biases are exposed and effectively managed (Miles et al., 2014). Therefore, a thematic analysis was used in the construction of the themes and in writing the findings that answer the research questions; this is presented in the following chapter.

## Chapter 4: Data Analysis and Findings

### 4.1 Introduction

This chapter presents the findings and analyses of data gathered from respondents in the research study. The study focused specifically on the CSR type of three (3) Australian organisations; employee perceptions of the organisation's CSR initiatives; and their influence on employee engagement and career satisfaction. Then, subsequently, the influence of employee engagement on career satisfaction.

The interview questions were semi-structured and open-ended to stimulate responses and enhance a two-way communication between the researcher and the respondents. The questions were developed in response to the problem statement and were guided by Carroll's (2016) model of CSR types, Employee Engagement theory and Career Satisfaction Theory to address the research purpose and answer the research questions.

Prior to beginning the research, a pilot interview was conducted to improve the quality and credibility of the study by allowing for any necessary modifications (Hazzi & Maldaon, 2015). The purpose of the pilot interview was also to analyze the reasoning and order of the interview questions and enhance them by speaking with two pilot responders to gauge their clarity and applicability. Data collection did not include the two pilot participants. During the pilot interviews some questions were identified as not clear enough for the participants to answer without repeating the same thing they had mentioned in earlier responses, due to high similarities in the way the questions were structured. These questions were consequently redeveloped, to ensure continuity in drawing out the perception of each respondent regarding the CSR initiatives of their organisation and their engagement in organisational CSR. This was critical for understanding employee engagement elements and career satisfaction.

Eighteen (18) interviews were conducted via zoom with respondents from three (3) organisations, including four (4) employees in supervisory roles and fourteen (14) employees in non-supervisory roles. This enabled the exploration of their perceptions of their organisation's CSR and experiences; employee engagement and career satisfaction. The demographic attributes of the respondents are presented in Table 4.1. This findings chapter is where the research question links to the data collection process to reassure an adequate information collection (Köhler, 2016). The results from the interviews informed the answers addressing the following research questions:

**RQ1:** How does CSR types influence Employee Engagement?

**RQ2:** How does CSR types influence career satisfaction?

**RQ3:** How does Employee Engagement influence Career Satisfaction?

## **4.2 Data Collection and Analysis**

Different data analysis techniques are used in qualitative research to comprehend a social phenomenon (Nowell, et al., 2017). The foundation of qualitative data analysis is thought to consist of three (3) primary strategies. These techniques include gathering data, organising it into groups (coding), and presenting the results in figures, texts, or tables (Creswell, 2013). To find the developing themes in the data, three (3) rounds of descriptive coding were completed. The first round was used to find areas where the things or elements discovered may be combined, divided, or given new names. Hence, a procedure that, given the repetitive nature of coding, Braun and Clarke (2006) describe as routine. First-level coding and description were the focus of the second round. In the third stage, themes were developed by categorising the data.

### **4.2.1 Thematic Analysis**

A theme is a grouping of related data points that encapsulates key insights into the research issue (Braun & Clarke, 2006). Considering that this study's nature required organising and understanding themes, thematic analysis was chosen above other qualitative data analysis techniques (Vaismoradi & Snelgrove, 2019). In order to obtain relevant patterns of data, thematic analysis involves locating and organising data according to patterns or "themes" (Braun & Clarke, 2006; Vaismoradi & Snelgrove, 2019). The study used data analysis as a tool by observing phenomena, identifying themes, and categorising the data. The researcher then connected the themes through logical reasoning to present a relevant storyline of the data (Hammarberg, et al., 2016). The thematic components that were associated to each of the interview questions and coded according to the themes and sub-themes used for this study are shown in Table 4.1. Respondent described aspects of corporate social responsibility, their inner world and their external behaviours, represent the themes of this study. Respondents mentioned their organisation characteristics, their own mental, emotional, or physical nature, as well as their experiences at work with colleagues and relationships to others, throughout the interviews. Although all factors were common, the respondents referred to distinct sets of factors when describing their experiences. The themes were based on responses to interview questions; combinations of descriptors or experiences and various components of the research grouped into themes and subthemes based on their similarity. Therefore, Table 4.1 provides examples of each theme and sub-theme based on the interview questions that were used to extract the themes.

**Table 4. 1 Thematic Analysis**

Theme	Sub-Theme	Definition
<p>Employee and organisation</p> <p>Corporate Social Responsibility</p>	<ul style="list-style-type: none"> <li>• Organisational Type</li> <li>• Work Tenure and Employee Role</li> <li>• Organisation Overview</li>   <li>• <b>Employee Perspective of CSR</b>            Understanding of CSR            Socially Responsible Organisation            Organisation CSR culture            Organisation CSR activities            Impact of CSR on employee's behaviour, attitude, and performance</li> <li>• <b>The relationship between CSR initiatives and employee engagement</b>            Influence of CSR activities on behaviour outside            Aspect of CSR that influence employee perception of employer</li> </ul>	<p>The organisation participants to the research which include Pharmaceutical, Manufacturing and Hardware company and employee year of working.</p> <p>Agreed or expected behaviour of employees performing certain tasks associated with the position title.            Business model helping a company be socially accountable to itself, its stakeholders, and the public.</p> <p>Adopts policies promoting the welfare of society and the environment while reducing negative impacts on them.</p> <p>Organisation's values, work environment, expectations, and goals</p> <p>Programs can boost employee morale in the workplace and lead to greater productivity.</p> <p>All-inclusive plan companies and stakeholders use to design, execute, and analyse their CSR initiatives.</p>
<p>Employee Engagement</p>	<ul style="list-style-type: none"> <li>• <b>Employee Career Satisfaction</b>            involving CSR            Understanding of employee engagement            Importance of employee engagement            Engagement in the Organisation            How employees are engaged in the Organisation</li> <li>• <b>Organisation CSR performance</b>            Measures to determine CSR initiatives            Monitor and keep employees informed on CSR            CSR initiatives connecting employees to the organisation            Employee experience engaging in CSR            Encouraging CSR engagement</li> </ul>	<p>Improves employee's feelings and emotional attachment to the company, duties, position, colleague interaction and company culture.</p> <p>Increases sales and customer loyalty, operational savings, and better financial performance, with greater ability to attract talent and retain talent.</p> <p>Benchmark business against others CSR performance            Improves work culture, reduces turnover, increases productivity, builds better work environment and customer relationships.</p> <p>Individual experiences, organisational practice and various contemporaries aligned with the company's values.            Internal communication process and the management of stakeholders ethically and in a socially responsible manner</p>

		<p>Involvement and enthusiasm of employees in their work and workplace</p> <p>Attracts clients, employees, and stakeholders; talent retention; and overall business performance</p>
Career Satisfaction	<ul style="list-style-type: none"> <li>• <b>Employee Engagement and Career Satisfaction</b>  Career Development opportunities  Role empowerment  Employee skills and career development  Benefit of engaging in CSR  Professional development challenges</li> <li>• <b>Employee motivation and Organisational Commitment</b>  Organisational qualities  CSR to organisational commitment  Internal and external CSR  Interest or lack of interest in CSR  Impact of CSR on performance</li> </ul>	<p>Employee perceptions and career/ job independence, where employees reach new levels of competence through networking, learning or skill development.</p> <p>Ability to accomplish something and know it, giving them the confidence needed to succeed. Influences attitude and behaviour through improving organisational pride</p> <p>Barriers affecting employee progression.</p> <p>Employees' organisational identification influenced by efforts directed towards employees and efforts directed towards external stakeholders' activities.</p> <p>Employees choose what fits their career goals and the company vision and involvement in CSR</p>

### 4.3 Employee, Organisation and Corporate Social Responsibility (CSR)

#### 4.3.1 Demographics of participants

Table 4.2 shows the figure of employees' employees' demographics, which includes their gender, role and most common number of years they have been with their respective organisation. Therefore, the breakdown of employees who worked between 3-6 years with their respective organisation constituted 60% of the total participants in the study; followed by those who had worked with their respective organisation between 1-2 years, who represented 20% of the total. Employees who had been with their respective organisation for 7 years and over, represented a further 20% of the total number of employees who participated in the study. Hence, this indicates that the total number of participants interviewed worked with their respective organisation for 2-5 years, representing the majority of participants.



**Table 4. 2 Demographics of Participants**

<b>Demographics</b>	<b>Categories</b>	<b>Rate of Occurrence</b>	<b>Percentage %</b>
<b>Organisation type</b>	Hardware Company	6	33.33
	Manufacturing	7	38.89
	Pharmaceuticals	5	27.78
<b>Subtotal</b>		<b>18</b>	<b>100.00</b>
<b>Gender</b>	Male	7	38.89
	Female	11	61.11
<b>Subtotal</b>		<b>18</b>	<b>100.00</b>
<b>Participant's Role</b>	Management	4	22.22
	Employees	14	77.78
<b>Subtotal</b>		<b>18</b>	<b>100.00</b>
<b>Years in Organisation</b>	Less than 2 Years	0	0
	2-5 Years	12	66.67
	6-9 Years	5	27.78
	10+ Years	1	5.55
<b>Subtotal</b>		<b>18</b>	<b>100.00</b>

**4.3.2 Work tenure and role of employees**

The participants in this study have been ascribed identifiers as I1 to I18, where “I” stand for “interviewee” and the organisation assigned codes, which are P1 (Pharmaceuticals industry), M2 (Manufacturing industry) and HC3 (Hardware company). These made it easy for the researcher to identify the participants and organisation as required throughout the analysis as shown in table 4.3.

**Table 4. 3 Participant identifiers, work tenure, role, and organisation identifier**

Participants ID	Work tenure (Years)	Employee Role	Organisation
I1	2	Sales Representative	P1
I2	4	Sales Representative	P1
I3	4	HR Performance Partner	M2
I4	6	Production Operator	M2
I5	4	Production Manager	M2
I6	10	Team Member	HC3
I7	6	Team Member	HC3
I8	7	Building Hardware Expert	HC3
I9	5	Team Member	HC3
I10	3	Pharmacist	P1
I11	5	Key Account Manager	P1
I12	2	Business Development Associate	P1
I13	4	Production Operator	M2
I14	6	Receptionist/Admin	M2
I15	8	Coordinator (Electrical)	HC3
I16	2	Systems Analyst	M2
I17	5	Team Member/Special orders	HC3
I18	3	Project Manager	M2

### 4.3.3 CSR and Organisational type

Studies that have explored the relationship between CSR and organisational types, such as Dutton & Dukerich (1991) found that employees' identification with a company can be strengthened or weakened by the organisation's handling of social issues. For instance, respondents suggested that organisations do use CSR to leverage business advantage, including labelling, promoting, and improving market-share, even though the organisations have a responsibility to the local community in which they operate. Respondents provided insights into the reasons their employers included CSR practices and its overall influences as follows which for this purpose can be related to the first research question of CSR type influencing employee engagement.

*“Employers recognise the importance of providing flexibility and supporting employees’ volunteering; for example, giving paid time off has been profound as being a positive morale booster due to them noticing both productivity and measured quality maintaining an upward trend.” (I8, M2)*

*“CSR has been good in terms of overall business operations, meeting our mission, corporate citizenship, productivity, financial performance, and it’s a critical business imperative for us to be able to maintain doing good work around corporate social responsibility with our community.” (I14, M2)*

#### **4.3.4 CSR practices that focus on the Community.**

According to Onkila and Sarna (2022), in their review state that, employees' role in CSR is seen as implementing organisational CSR policies. Hence, the three leading Australian organisations examined in this study demonstrated good understanding of how their operations affect the communities in which they operate as well as what the community expects of them through their CSR activities and practices. Consequently, the organisations have designed CSR programs and activities geared towards ensuring their communities experience significant benefits from their participation. Therefore, the interview data indicates that the organisations use CSR as a means to create a relationship with their community and also as a business plan to enhance employee engagement, while displaying responsibility for supporting a sustainable environment. Furthermore, this establishes that employees want to perceive their organisation as practicing CSR which is ethical.

*“We promote the 3Rs (Reduce, Reuse, Recycle) because an important issue of containers and packaging needs to be addressed, we believe that if this is tackled, our environmental problem will be reduced. We do also give out scholarships to deserving students and provide employment opportunity” (I16, M2).*

Cavazotte and Chang, (2017) suggested that some internal CSR initiatives that organisations use include fair wages; sympathy network groups; volunteerism programs; and health and wellness centres. Therefore, some of the respondents specifically revealed that the majority of CSR initiatives are charitable in nature, with education and health/wellbeing being the two main focuses. In light of this, the CSR focus extended beyond education and health/wellbeing to include other areas like job creation, social interaction, sports, and environmental sustainability initiatives. Additionally, this can be related to philanthropically practiced CSR as stated by one participant:

*“We engage in Grassroots projects, community supports, donations and fundraisings. Such as sausage sizzles at the store and donating/volunteering to plant gardens in schools to have a positive impact on the communities we operate in” (I9, HC3).*

Also significant was the employees' enthusiasm to be involved in their community. Respondents expressed that promoting CSR increased participation, because of the awareness it creates for new employees and reminds existing employees about the brilliant things their organisation is doing to make a difference in the communities where they live and work. As expressed by one other respondents.

*“Certainly, if a company participates in the community, there can be no comparison to this, because its employees will go the extra distance when they can see the effects on the community. Despite the fact that we don’t see our company paint buildings or plant trees in the community”. (I2, P1)*

#### **4.3.5 Employees’ Perceptions of CSR**

According to El Akremi et al., (2018) and Tafolli and Grabner-Kräuter (2020), an employee's perception of CSR reflects how the employee perceives the overall level of CSR involvement of their organisations. Instead of the actual CSR engagement from an organisation's perspective, it also records how employees view their company's CSR initiatives (Ng et al., 2019). Employee perception of their organisation's CSR actions was examined in light of Carroll's (2016) four elements of CSR: economic, legal, ethical, and philanthropic. Through employee response, an organisation's CSR activity is deemed to be properly measured by employees' job satisfaction, organisational engagement, and citizenship behaviour (De Roeck & Maon, 2018; Gond et al., 2017). Employees actually viewed CSR activities more favourably when they think positively about the CSR practices of their employer.

*“On one hand, it gives me as an employee a sense of pride that the organisation I am working for thinks about the society in which it operates and on the other hand, motivates the employee to do more, knowing full well that the society will further benefit from the success of the company” (I3, M2).*

According to Waddock (2004), perceived CSR refers to employees' beliefs about how the organisation's operations and policies affect the health of its stakeholders and the environment as a whole. In light of this, the positive perception of the staff members of the three top Australian organisations included in the study may be attributable to a good evaluation of their organization's day-to-day interactions with the workplace and, consequently, with society.

The following are responses about employees’ perceptions of their organisations’ involvement in CSR, from the data based on the employees who work directly in CSR and experience the phenomenon of why their employers incorporate CSR. Therefore, from the response, we can see how this answers the research question how ethical CSR type influences employee engagement. The respondents communicated in interviews the importance of understanding the organisational milieu of CSR implementation.

*“CSR culture within an organisation should involve environmentally friendly practises. The practises shouldn’t be harmful or should pose minimal harm to the environment. This may imply using alternative sources of energy, enacting a company-wide recycling program or volunteering for local environment focused organisation. In addition, being ethically responsible (ensuring the organisation engages in fair business practise across board) including treating all employees, stakeholders, and clients ethically and with respect” (I10, P1).*

### **Ethical**

According to Eici and Alpkan's (2009) writings, employees who believe their organisation to be ethical tend to view it as being equitable. This fact is also reinforced by the social exchange theory, which contends that as part of their organisational citizenship behaviours, employees feel responsible to provide the organisation with the necessary work attitudes (Valentine & Fleischman, 2008). Based on the findings of this research study that CSR type can assist employees connect with the organisation and improve their perception of the organisation as stated by this respondent.

*“Working with [organisation HC3], I have seen how their financial decisions prioritised by doing good, not just making money, but practical choices, such as signing a contract with a supplier of a product that uses sustainable materials even though it might cost more”. (I4, HC3)*

### **Economic**

According to Carroll (2016: p169), companies have an economic responsibility to the society that allowed their formation and sustainability (Carroll, 2016). Hence, when profits are properly reinvested into the business, they become a bedrock of growth for the company and reward the investors. Thus, as one of the respondent states CSR initiatives can lead to better results for the organisation.

*“We as a business entity are designed to produce goods and services for the community. In this view, the society expects that business activities will be sustainable by themselves being profitable and giving its stakeholders incentives to invest and generate more resources that will enhance and keep operations going”. (I10, M2)*

### **Legal**

Carroll (2016), outlines some essential expectations businesses should meet while complying with their legal responsibilities, including behaving in a manner required by the government and the law. Hence, this also entails adhering to the many local, state, and federal laws and regulations, creating goods and services that comply with the bare minimum of regulatory standards, acting as law-abiding organisations, and, consequently, satisfying all of their obligations to society as stated by one respondent.

*“We always do our best to get the message out to people about the work that we do in this space because a lot of the time they don’t get to see it. The [...] team does a lot of work to put the pieces of the puzzle and other things together behind the scenes, so that the adjustments made creates a better employment experience which is permissible”. (I19, P1).*

### **Philanthropic**

Carroll (2016) identified four approaches to CSR, namely philanthropic, economic, legal, and ethical, where the philanthropic approach is noted as the one desired most by society. This study has found

that the respondents from each of the three organisations identified their organisation as predominately philanthropic in their CSR approach even though they did acknowledge a range of other perspectives. Thus, one of the respondent states:

*“In the world today, it’s almost anticipated that businesses will give back to the communities where they exist and donate to causes that align with their organisations mission, hence, businesses that do this, have followed through with their humanitarian responsibility, which what we do when we go to schools help plant gardens, isn’t it?”. (I3, HC3).*

Furthermore, the extent given to Carroll’s (2016) model represents the conceptual framework that has given way to the measurement of people’s CSR orientation and the importance that individuals attach to the four dimensions of CSR (Carroll 2016), which can also be based on the conceptual framework found in this study figure. In this instance, these examples are given by respondents to emphasis the philanthropic approach by their organisation as follows:

#### **Pharmaceutical (P1)**

*“I will answer this question in two ways I think naturally, the way we have always done business, which is serving people in the healthcare space has always had a genuine social slant to our business brand. Therefore, as an organisation, we offer services that are improving the healthcare of the community. So, it is varied by nature of what we have been doing on a socially orientated idea as a company overall. We also have done a lot of outreach, these types of outreaches is about being very charitable, working as a community to do these things. It wasn’t until maybe a few years ago, that we as a company decided to put more structured framework around all these wonderful things that we have already been doing as a socially responsible company”. (I18, P1)*

#### **Manufacturing (M2)**

*“You know if you are going to absorb resources, that is, stuff from the society, any corporation should be willing to contribute back to the society. An organisation should be willing to contribute back to society if it is going to absorb resources from it’s that simple! I think it’s beneficial for every person who works in the organisation to think about it this way, what do you owe the society? You see if we constantly take without giving back, when does it run out? The earth is full of abundance, and belongs to all of us, therefore we all have to make contributions, by giving something back”. (I8, M2).*

#### **Hardware (HC3)**

*“My hope is that what we do make our society a better place for the next generation, because in the long run, our responsibility is to come back as an accomplished citizen in a place of well-versed resident of the society. So, we have to go out there and become active and work with recreational centres, schools, churches and, through these we can develop that young man and young woman to be a better version of themselves”. (I6, HC3).*

#### 4.3.6 Organisation Culture and CSR practices

According to Gazzola and Mella (2017), cultivating a strong corporate culture, emphasising CSR values and experiences, is required to achieve collaborative benefits. Therefore, employees of an organisation occupy a central place in developing such a culture, which underlines CSR values and experiences. This study found that 100% of respondents (n=18) believed that their own relationship with their organisation and its CSR approach was influenced by the organisational culture. For instance, two respondents offer an example of how culture was an important influence of their perception of the organisation.

*“I think benefits...certainly influence my engagement because [the organisation’s] benefits are really amazing.... we’ve got also good retirement and yeah, we might not make a lot of money but there are other reasons just to be proud of working here”. (I16, P1).*

*“When I first got here, one thing that really stood out was how warm the people are and that kind of helped me engage collaboratively. The environment generally makes it feel like a very safe space ... the open format of the organisation office also has something to do with it...”. (I12, M2).*

On the other hand, the employees in supervisory roles share common values in achieving the best possible result for all stakeholders. As explained by the following respondents, the organisation CSR activities at work influences their behaviour both inside and outside work based on the research question of how employee engagement influence career satisfaction:

*“It gives me a sense of pride that I can associate with the company outside of work. I am proud to identify with the points of service gleefully.....” “It also gives me a sense of pride; to be affiliated with the organisation”. “It shows that the company is concerned about future of both the environment and the business existence, which I carry with me outside work”. (I3, HC3)*

*“This is because our personal identities are partly tied up in the companies we work for. If my company is saving the world, I am too, so my association with the organisation reflects positively on me and makes me feel good about the work I do for the company” (I6, HC3).*

The culture of an organisation has a substantial impact on the employees of the organisation, which is what helps them to identify with and connect to their organisation. An organisation’s culture comprises of two components, i.e., the way an organisation operates and the values the organisation shares. An organisation’s culture is pre-existing in the basic DNA of the organisation which is something that the employees of these organisations carry with them (Alavi, et al., 2005). This is evident from two respondents’ example to show the importance of values and employee choice of activity.

*“My organisation believes in a set of values and by allowing me a choice in the initiative to engage in, makes me feel I had a part in making my community better. Therefore, I put my all into it and it is passed on as a legacy through the years” (I18, P1).*

*“The created culture within the organisation give us a competitive advantage, which creates a more satisfied and committed workforce. This is enhanced by the investment in CSR programs, bringing out employees’ goodwill, which reduces turnover rate and makes it a more attractive place to work”. (I8, M2).*

Consequently, employee engagement can be attributed to several aspects of the organisation's culture, according to the respondents. In addition, cohesiveness and collaboration were also mentioned as factors that influenced the respondents' engagement with the team. In the same way, the role of organisation benefits in engagement was mentioned by several respondents. Specifically, it was noted by several respondents that organisational benefits play a significant role in employee engagement. While other respondents shared how their perception of work-life balance affects their engagement, as stated by this respondent.

*“I have my job and need to take care of my family.....I don't like to think of it as work-life balance where, like, you're at work when you're at work and then you're not at work when you're not at work. I have 24 hours to work with, and it's always different on a daily basis, so wherever the focus needs to be, I just try to be purposeful about what it is I'm doing during that time”. (I5, HC3)*

#### **4.3.7 Internal and External CSR**

Due to the continuous development of the economy and society, the definitions and meanings of CSR are constantly changing (Vashchenko, 2017). This study adopted the definition of Waldman et al., (2006), in order to avoid being confused by the multiple concepts of CSR. For this purpose, CSR refers to the behaviour of organisations to protect or promote social welfare beyond the direct interests of organisations and their stakeholders as stipulated by law (Campbell, 2006). A lot of scholars believe that CSR is a multi-dimensional concept related to different corporate stakeholders, including employees, communities, consumers, and the environment (Shahin et al., 2014, Harvard Business Review, 2013; Glavas, & Piderit, 2009). Therefore, some of these CSR beneficiaries belong to the organisation's internal stakeholders, while others belong to the organisation's external stakeholders. Based on the above narratives, this study divides the employees' perceived CSR into internal CSR and external CSR.

##### ***Internal CSR***

According to Pietersz, (2011), internal CSR focuses on what can be done inside in the organisation to improve the well-being of employees, their lives, and productivity, which in turn affects the



organisation's profitability and bottom line. Furthermore, this actively fulfils and improves organisational fairness concerning employees (such as improving the happiness and satisfaction of employees) and ensure work safety and the professional development of employees (Moura-Leite, & Padgett, 2011; Elifneh, (2020); D'Amato, & Roome, 2009). Likewise, by providing welfare services for employees, internal CSR is closely related to psychological and physiological wellbeing, and the core idea of CSR is to benefit employees and safety, work-life balance, training and equality instead of pursuing corporate interest. For example, there are a number of respondents who described their vigour and connection to the organisation, as well as caring about others through CSR initiatives that they participate in. While others shared how their drive for success and resolving challenges independently influenced their energy, such as their ability to deliver results. In line with this, one of the respondents also explained how they are motivated by their intrinsic motivation, that is, their desire to help, and their passion for the work they do, which can be affiliated to answering the research question of how CSR types influences career satisfaction.

*“The CSR initiatives makes me feel more connected to the organisation through enhancing my identification as an employee, improving my commitment and retention in the organisation....”  
(19, HC3)*

### **External CSR**

External CSR is mainly concerned with an organisation's outward social and environmental practices (De Roeck et al., 2014). In addition to creating a CSR organisational culture to promote legal and ethical business standards to employees, companies are also encouraged to positively influence various charitable groups and local communities, extending their CSR contribution to their surroundings (Chiang, 2010). Therefore, among the external social responsibility related to the community, it includes charitable donations in support of humanitarian causes, community development investment, and cooperation with non-government organisations. Furthermore, these external CSR markers illustrates that, while CSR usually focuses on 'doing good,' it is also important to put in place policies to avoid 'doing bad' (Lin-Hi & Müller, 2013). Emphasizing that, failure to ensure effective policies are in place for external CSR can be viewed as "corporate irresponsibility," which puts an organisation's reputation at stake. Hence, the majority of respondents agreed that their individual employers should get involved in the community and benefit financially from doing so. In fact, they typically view their employer's CSR initiatives as simple endeavours with realistic goals when it comes to community engagement. Having established that they are both members of the organisation and the community, the interview respondents' impressions of CSR types with regard to the community and environment appeared to have a rather large impact on them as they explained. As a result, the employees have a genuine interest in the organisation by treating them well and doing economically

sustainably practices because they are a part of it. However, it is also in the employee's best interest as a member of the community that the organisation supports charitable causes and minimises its environmental impact as stated by this respondent, which gives light to the question in this study of how CSR type influences employee engagement.

*"I think the normal way of how we have been doing business, that is, serving people in the healthcare production area have always had a natural social incline to our business brand. Therefore, we as an organisation need be there, offering our services to the community which improves their health. Just by the kind of work we have been doing on a socially oriented idea, we have always done a lot of outreach, which are also philanthropic in nature, and these type of outreaches is mainly working with the community" (I12, P1).*

#### **4.3.8 Impact of CSR on Employees Perceptions**

One of the most important stakeholder groups of an organisation is its workforce (Rodrigo & Arenas, 2008). Therefore, the positive attitudes and feelings that employees have towards their work, or their career satisfaction, may grow as a result of their view of CSR. In the same way, a lot of previous research on the connection between employees' perceptions of CSR and their job satisfaction revealed that a greater perceived CSR predicts a better level of career satisfaction (Valentine & Fleischman, 2008). The findings of this study suggest that employee perceptions of CSR engagement positively influenced their participation in socially responsible activities and how they approached their employment, particularly in terms of career satisfaction and organisational commitment.

*"The fact that we as an organisation actually give back more than just the standard writing of cheques or doing speaking engagements, but actually doing meaningful work in our technology space, particularly locally, when it comes to not-for-profit works with which we are partnering. It's good for the morale and good for our organisation culture, it's especially good for the relationships we like to build in the organisation" (I16, M2)*

Therefore, it is expected that a positive perception of CSR, as demonstrated by the data analysis, would have a big impact on how much employee engagement and career satisfaction are attained (Chen, et al., 2020). According to some of the respondents, CSR also benefits their organisations financially because organisations use CSR initiatives to assist in marketing and branding their products and services. For example, this respondent implies that the CSR initiatives has an impact on employee engagement.

*"...events that you feel you're making progress and you're making a big impact, and that there's opportunities to say, look at what we're doing, we're really doing something big moving forward which aligns with the organisation's goals at this point in time" (I4, M2).*

## **4.4 Employee Engagement**

Engagement and commitment to an organisation is measured by employee engagement (Slack et al., 2015). Even though CSR activities might be a useful strategy for boosting employee engagement, it is advised that in order to achieve sustainability, a business should look beyond profits. Therefore, based on several studies, CSR initiatives help employees feel more engaged at work by meeting a fundamental demand for meaning in their work (Glavas, 2016). More than eighty percent (80%) of the interview participants expressed their opinion that participating in organisational activities increases their sense of belonging and increases their likelihood of remaining with the organisation over the long term as stated by this respondent.

*“Employee engagement in my understanding is my involvement in the activities of the company in the aim to achieve organisational goals. My employer meets this goal and makes sure that we are part of it, this keeps me motivated” (I13, M2)*

### **4.4.1 Understanding of employee engagement**

In the Harvard Business Review, (2013), it was noted that the current rapidly changing environment have business leaders come to the realisation that having high performing workforce is essential for the growth and survival of companies. Therefore, employee engagement has become a top priority for organisations as a highly engaged workforce can increase innovation, productivity, and bottom-line performance while reducing costs of hiring and retaining capable employees. Hence, some of the respondents were of the view that their opinions mattered the in the organisation and management acknowledge their contribution and encouraged them to keep taking the opportunity to contribute to decisions that affect them and the organisation. As already shown in the response of the respondent, employees from the organisations of this study have a positive perception of their organisation engaging them in CSR activities.

*“It is understanding the pain points of employees and developing policies and initiatives to meet, if not all, some of the issues they raise. That is why employees are encouraged to come up with initiatives that the organisation can buy-in into and then provide interventions to support the initiatives that are approved”. (I8, M2).*

### **4.4.2 Employee Engagement in the organisation**

In this research, based on personal engagement and disengagement, Kahn (1990) found that leadership behaviours and styles have an impact on psychological safety. Kahn found that when leaders fostered supportive environments where it was okay to fail, employee psychological safety increased. Furthermore, Kahn also found that employees felt safer when they had more control over their jobs. In light of this, employees in this study have cited leaders' flexibility and warmth as crucial qualities and behaviours that foster psychological safety for them.

*“When we as employees are encouraged to come up with initiatives that the organisation can buy into and then provide interventions to support the initiatives that are so approved, it make us feel integrated into the company. This also makes us feel secured in a place that value our opinion” (I1, P1)*

Following on from the previous, several respondents shared instances where their management gave them greater (or less) flexibility to complete a task or perform their job. Hence, this could be relayed to the studies by Kahn (1990), stating that meaningfulness, psychological safety, and psychological availability are potentially necessary conditions for engagement or disengagement. For instance, one of the respondents said their manager had once given them work with a somewhat ambiguous directions, but after some time the participant noticed that this was done on purpose so they could decide for themselves what method was best for the task at hand. They continued by describing their experiences as positive ones in which they were free to consider various strategies and solutions which engaged them even more as an individual.

*“Our diverse culture is the biggest strength that makes us more understanding, culturally sensitive and has major impact on our performance attributes. The diversity in the organisation is making a positive impact on our performance as well because we have a very diverse customer base and so having similarly in our workforce and how we approach the business is ultimately a strength and promises to be more profitable” (I12, P1).*

Mirvis, (2012) stated that The Gallup Employee Engagement Index reported on average as of 2010, some 33 percent of employees were engaged by their companies, 49 percent were not engaged, and 18 percent were actively disengaged (Mirvis, 2012). Hence, participants expressed a number of instances in which acting as an influencer gave them a greater or lesser sense of self-worth. For instance, the vast majority of participants identified as having the drive and capacity to produce results. Furthermore, some of the participants also stated having a strong intrinsic motivation to help the organisation succeed. While the remaining respondents followed on to discuss how helping people at work, whether it be a coworker, internal or external stakeholders, gives their work significance and makes it more meaningful, as stated by this participant. Therefore, this could be expected to relate to the research question of how employee engagement influences career satisfaction.

*“It's difficult sometimes to separate my role from the individual because I am the role. So, if somebody else was doing what I was doing, that role would be different and have a unique meaning” (I18, M2).*

#### **4.4.3 Importance and Benefits of Increasing Employee Engagement**

Employee engagement is now fast being acknowledged to be a critical factor to ensure success for the organisations, and as such organisations need to be view and take these in to account seriously by organisations, since studies indicate that through engaged workforce significant organisational

outcomes could be gained by organisations (Albrecht, et al., 2015). As such organisations should acknowledge employees as playing a strong influence in comparison to other factors which could indicate a powerful competitive position for the organisations. As a result, this could be seen as related to a study done by Chaudhary (2017) who observed that employee engagement was significantly influenced by employee perception of CSR. Therefore, organisations with high levels of employee engagement experience a series of benefits, such as:

**1. Higher Productivity** - Engaged workers are more likely to perform their tasks with care and diligence, which raises productivity.

**2. Higher Retention** - Employees that are engaged are less likely to depart. They feel like valuable team members and have a stronger feeling of devotion to the organisation.

**3. Less Absenteeism** - Employees who are engaged are more likely to show up for work. They have a stake in the business and want it to succeed. They want to be there in order to contribute and further the purpose of the organisation.

**4. Higher Profitability** - Organisations with high levels of engagement outperform their rivals in terms of earnings-per-share growth by a factor of more than four times, and organisations in the highest engagement quartile also experience 21 percent higher profitability.

During the interview, one participant went on to explain that they felt that management trusted or listened to what they had to say. They further reiterated that; this gave more meaning to their role as they felt management could trust them operate independently. Furthermore, this participant explained that they would feel disconnected from the work if management ignored their opinions.

*“It promotes an excellent working environment, job satisfaction and the willingness to make a difference. It ensures that employees strive to meet the goals and objectives of the organisation. It also helps to build capacity in an employee and improves productivity in the organisation.” (17, HC3)*

#### **4.4.4 Employee Engagement in CSR**

Mirvis, (2012) studied the impact of corporate social responsibility (CSR) in suitably engaging employees, in its effect on motivation, identity, and sense of meaning and purpose. Organisations link CSR to employee engagement in many ways, such as striving to be a responsible employer. Therefore, the vast majority of employees interviewed say that they want to be engaged in the CSR activities of their employers, which engages employees directly in voluntary and on-the-job CSR-related activities.

Hence, the employees who are interested in participating in the CSR initiatives of their organisation are increasing in numbers, which enables employees to actually do “something more” on their jobs and produce value for both the business and society. For example, Supanti et al., (2015) illustrated that employee engagement with CSR leads to positive emotions, improved social capital and task related skills, thus establishing a link between employee CSR engagement and productivity. Therefore, some respondents felt that the CSR initiatives of the organisation is one of the things that drives innovative activities and give them an identity, which then positively affects their loyalty.

*“CSR initiatives make me feel more connected to the organisation through enhancing my identification as employee, improving my commitment and retention in the organisation.”*  
(119, P1).

Therefore, this shows that organisations are taking different approaches to engaging their employees through CSR. Therefore, this study explored three different ways that companies design and manage their efforts: a transactional approach, where programs are undertaken to meet the needs and interests of those employees who want to take part in the socially responsible efforts of an organisation; a relational approach, where an organisation and its employees together make a commitment to social responsibilities; and a developmental approach, where a company aims to more fully activate and develop its employees and the organisations to produce greater value for business and society.

Finally, as a result of the literatures reviewed, CSR initiatives and employee engagement are moral business decisions. Furthermore, the literature review suggests that an employee's perception, lack of communication, and the CSR image have contributed to low employee engagement in CSR activities. A core literature analysis was conducted to identify the main themes of describing CSR commitment and employee engagement in the core literature review.

#### **4.5 Career Satisfaction**

An evaluation of one's employment's overall quality is represented by work satisfaction (Weiss, 2002). It depends on a number of variables, including the industry, type of job, compensation or salary, professional opportunities, supervision, benefits, work ethics, organisational procedures, and connections with colleagues (Misener et al., 1996). Studies show that job dissatisfaction has a wide range of detrimental repercussions, including issues with complaints, absenteeism, low morale and high turnover, unethical behaviour, and misconduct in the workplace (Gangadhraiah et al., 1990). On the other hand, one of the most significant elements affecting employee career satisfaction is leadership conduct (Gangadhraiah et al., 1990). Therefore, this research finds that employee's

perception of organisational CSR initiative they are involved in acts as a catalyst to satisfaction in the workplace.

#### **4.5.1 Employee perceived CSR and Career Satisfaction**

Adams (1963) defines career satisfaction as the balance between the perceived inputs and outputs of an individual. An employee will be satisfied if they believe that the inputs such as effort, education and experience are equal to the outputs like wage, and status. Babin et al., (2000) explains job satisfaction as the general attitude of the employees towards their job and suggests that those who have positive attitude will have higher job satisfaction. According to Koc et al., (2000), job satisfaction is a result of compensation degree perception of an employee to which the job provides the important values of the worker. Lastly, career satisfaction may be explained as the perception degree to which important things for an employee are fulfilled in their job (Koc et al, 2000; May et al., 2002). Some respondents to this study mentioned the feeling of satisfaction they have when involved in the organisation CSR initiatives because it gives them fulfilment. Thus, career satisfaction is higher among employees of socially responsible organisations.

*“Seeing your employer perform CSR activities helps with employee relations, especially that scenario of involvement in our community which has created more of an awareness for me as an employee to get involved in giving back to the community, this gives me great satisfaction in my job” (I17, HC3).*

Therefore, employees who believe their organisations treat them fairly also believe that the organisation has fulfilled its ethical obligations. Additionally, there is a relationship between career satisfaction and volunteering in social responsibility activities. Organisations that engage in volunteer work will have a higher reputation in the eyes of their employees and the community, and more career satisfaction will be seen as a result (Senasu & Virakul, 2015). Hence, through these voluntary programs, employees have a chance to improve themselves in the areas of team working, problem solving, communication, creativeness, and leadership (Peterson, 2004; Satish et al., 2001). Furthermore, most of the respondents to this study said their organisation had good ethics and is fair to them, as they feel a sense of justice which positively affects their attitude to work. For example, this respondent state that:

*“The company gives me the opportunity and the right way of working, culture, opportunities for growth, with responsible remuneration, which makes me satisfied at this point in time” (I18, M2)*

#### **4.5.2 Professional Development opportunities and Challenges**

Baruch (1996) pointed out that career development systems should fit the needs of the individuals

within the organization. Employees need to continually upgrade their skills and knowledge according to the requirements of the job, and so gain a complete understanding of what is required of them, thus career tasks involve obtaining the necessary knowledge to enable successful job performance (Chen et al., 2004). Therefore, organisations need to start realizing that career development programs that are highly suited to one particular group of employees may be inappropriate, or even irrelevant, to another group. Hence, the career development programs that are developed for these employees must be flexible enough to accommodate their diversity. One respondent explained that their organisation is always encouraging and supporting its employees in career development and provides opportunities for advancement. Additionally, this stems from employees who also perceive CSR as the organisation innovative activities that positively affects employees as a driving force.

*“Through trainings, encouraging employees to advance in their education, encouraging employees to read more and learn new innovations, the company still make sure the employees have a choice to the relevant area of interest they want to grow professionally” (I10, P1)*

The major career challenges for employees are the desire to continue to perform well, to gain promotion and to balance the requirements of the job with personal responsibilities. Hence, they will seek promotional opportunities by demonstrating better performance in their role, leading to the receipt of various rewards (not limited solely to material enrichment), and secure a role with greater autonomy (Chen et al., 2004). Following on from that, some of the participants interviewed spoke about the challenges with professional development that they face, such as

*“Inability to take time off work, because of how busy work gets;” “Inadequate funding for such courses that the employee is interested in”; “Sometimes stress, time, and shortage of employee”. (I10, M2).*

#### **4.5.3 Role empowerment and motivation**

Empowerment should be a core value of any organisation’s strategy and not a trend that comes and goes, however, this is not the case for many organisations. Therefore, empowerment refers to a situation in which a manager gives employees the discretion to make day-to-day decisions about job-related activities (Conger & Kanungo, 1988). Hence, the attitudes and behaviour of employees can significantly affect customers’ perceptions of the organisation because delivery of service occurs during interaction between employees and customers (Chebat & Kollias, 2000). Thus, the impact of employees’ empowerment in their customer contact roles in an organisation is very important for the image of the organisation. Therefore, by allowing employees to make these decisions, the manager relinquishes control over many aspects of the service process and, thus, empowers employees to make customized decisions on the spot in order to completely satisfy customers (Chebat & Kollias,



2000). Examples from two respondents who believe their organisation is socially responsible and will always treat them fairly as employees. Hence, they become more emotionally committed to the organisations as a result of this, which leads to a high level of affective commitment. As mentioned by these respondents:

*“It gives me opportunity to do something outside of my normal routine and still contribute to the business objective in another way” (I3, M2).*

*“Employee empowerment isn’t just a warm-and-fuzzy benefit for the employees that can lead to noticeable performance and financial gain for the organisation, which makes it important for management to take note” (I5, M2).*

Having established that motivation is the influencing process and the creation of the willingness to inspire individuals by designing a business environment that satisfies both the needs of the organisation and its employees (Anitha, 2014). Some employees are motivated through feeling a sense of accomplishment and achievement for meeting personal and professional goals. Many employees are self-disciplined and self-motivated (Ganta, 2014). Therefore, motivation in the workplace helps improve employee performance, where incentive and rewards have little effect on the employees who feel motivated only when they are confident in their abilities and personally identify with their role within the organisation (Raj, 2017). Likewise, managers need to find creative ways in which to consistently keep their employees motivated as much as possible. As explained by some of the respondents, that it is crucial that a business is motivated because it can bring many benefits, such as helping employees stay motivated and guiding them towards their personal goals, ultimately leading to increased productivity and employee satisfaction that is essential for every organisation.

*“The truth is the positive encouragement I receive from my manager impacts my performance. It provides my increases the morale in the workplace and leads satisfaction that I have contributed to the goals of the organisation which enhances greater productivity” (I8, HC3).*

*“The initiatives that the company gets involved in and the results thereafter makes me feel that we are actually making a difference to our community and the company, this always motivates me to do more” (I5, HC3).*

#### **4.5.4 Organisational Commitment**

The concept of organisational commitment has attracted considerable interest in an attempt to understand and clarify the intensity and stability of an employee’s dedication to the organisation (Lumley et al., 2011). In the context of the present study, organisational commitment is regarded as an attitude, as it relates to individuals’ mindsets about the organisation (Allen & Meyer 1990). Employee organisational commitment, according to Chatman (1989), is intimately tied to the organisation's stand on ethical concerns as well as how consistently this stance aligns with the

employee's personal value system. According to the findings of this study, respondents supported the 'business case for CSR' that firms would adopt CSR practices voluntarily because they enhance both their financial and social performance.

*"It's about that ownership of the process and the pride of the work that ultimately leads to better work performance and accomplishment, having that ownership of what I am doing rather than doing it because it's my job" (I6, HC3)*

*"Engaging employees in corporate social responsibility by involving them actively at regular and specific intervals makes us feel more connected to the organisation and enhances my identification, which boost my commitment to want to see the company succeed". (I15, P1).*

According to Peterson (2004), organisational commitment is also influenced by how much its employees care about its CSR initiatives. Therefore, employees that prioritise CSR initiatives will consequently demonstrate a higher level of organisational commitment to a business that successfully implements CSR (Peterson, 2004). Hence, respondents expressed their view on how being involved in CSR has created such a big difference to them and the organisation at large.

*"Being involved organisation's CSR has improved and increased the commitment of team members to work and the financial performance of the company has grown rapidly. This creates a revenue increase in the marketplace; It help to keep employees productive" (I15, HC3)*

Furthermore, employees will display more organisational commitment as they believe that people outside of the company have a positive attitude towards their company. Additionally, the outside reputation is positively perceived by those who do not attend to the voluntary program as well as those who actually attend (Gilder et al., 2005). The viewpoints expressed by respondents regarding the role to which they were allocated, including how they feel about their role, such as how significant, fascinating, or exciting their work is.

*"It helps build trust, sense of belonging and confidence. It makes me free to interact with my senior colleagues and other healthcare personnel respectfully, it makes me feel happy that I am touching lives by contributing my quota to the community as a whole" (I10, P1).*

## **4.6 Findings**

### ***Explanation through interviews***

After the emergence of the COVID-19 pandemic and the ongoing lockdowns which caused delays in getting participants, eighteen (18) interviews were achieved from three (3) organisation employees on voluntary basis. Zoom was used to obtain an audio interview from participants, as employees were unable to meet face to face, interviews were conducted as a recorded audio only interview process.

Employees provided insight into their understanding of CSR and their organisation's CSR alignment to employee engagement and career satisfaction.

#### **4.6.1. CSR types to employees**

Different individuals and stakeholders perceive CSR practices differently. This is because individuals acknowledge information based on what they have available to them, in order to make causal explanations for the events (Fiske & Taylor 1991), including CSR types and practices. For example, Do Paco and Nave, (2013) made the case that employees place different importance on CSR types given their role in the organisation. As noted by this respondent's explanation about CSR to them as an employee, which bases this on sustainability and being ethical conscious.

*"My understanding of corporate social responsibility is where an organisation should think and act in a way that reduces negative impact to the community" (18, HC3).*

Undeniably, supervisors may be more concerned and aware about CSR than non-supervisors, since employees use their perspective to make sense of their environment, it is also reasonable to expect that they make acknowledgements concerning the purposes behind such practices. As has been noted in the response of these respondent saying the same thing.

*"The company implements flexible policies to provide a good work & life balance for its employees" (16, 17, 19, HC3).*

#### **4.6.2. CSR to Management**

Management response about CSR was related to the CSR initiatives to customers. This was acknowledged in the respondents' understanding of social responsibility, as they often referred to customers as an important stakeholders. Furthermore, the respondents also shared the importance the organisation was worth being given to customers. As such, this two examples from respondents illustrates their viewpoint, although one of the respondents noted that the organisation had different programs to educate employees for their own growth, though this was still for the benefit of serving the customers better:

*"Management do inspire and motivate employees to get into what the organisation is all about and if that is CSR initiatives, then that needs to be accomplished". Trust is part of the mantra; "I trust more than is justified" (17, HC3)*

*"For example, in the previous year we had programs organised for advancing our knowledge relating to the goods that we sell. Each employee received training for special selection of goods...these sessions help us serve our customers better" (115, HC3).*

### 4.6.3. Employees perception of their organisations CSR

When participants were asked about the CSR activities their organisations were involved in, more than half (50%) of the interviewees were in agreement that the CSR activities implemented by their organisations were in alignment with the company's vision. Specifically, alignment with the company's vision would mean that, for example, a company that generates electronic waste like used lithium-ion battery, what will they then do as company to compensate for the level of environmental degradation carried out by these batteries. According to Porter and Kramer (2003), they argue that a company's corporate philanthropy when aligned to its vision can lead to a better business environment which further acts in the strategic interest of the company (Porter & Kramer, 2003). Therefore, this study respondents were of the opinion that as a result of the CSR programs, the organisations show their commitment to society, and spend a great deal of money on improving the lives of communities and people alike. Hence, this is found to demonstrate that organisations do strive to be ethical in order build sustainability.

*"I see how the company's CSR promotes an excellent working environment, it gives me satisfaction and the willingness to make a difference. It ensures that we as employees strive to meet the goals and objectives of the organisation" (I13, M2).*

*"Corporate social responsibility refers to practices and policies undertaken by organisations with the intent to influence and give back to their immediate community" (I8, HC3).*

### 4.6.4 CSR alignment to employee engagement and career satisfaction

The majority of employees who were interviewed concurred that their company offered ongoing professional development chances for employees to pick up new skills and advance their careers. This is based on the interview question asked about career development opportunities provided by the organisation, this is what one employee mentioned:

*"We have regular meeting-based training. We are often being engaged all year round on our personal development and career aspirations unlike previously, where it only happens at the end of the financial year" ..... "All employees have an opportunity for advancement, regardless of whether they work as salespeople or management" (I11, P1).*

Additionally, another employee provided a personal example, expressing their desire to stay with the organisation for the long term due to:

*"Its principles and the opportunities the company provides. Every employee's efforts are valued equally, and I am grateful to be employed with this organisation." (I4, M2).*

Most of existing studies concerning CSR explores the effects of CSR on corporate financial performance or consumer behaviour, while paying little attention to the effects it has on the

stakeholders as the employees of the organisation (De Roeck et al., 2014). In the same way as stated by one of the respondents

*“...events that you feel you're making progress and you're making a big impact, and that there's opportunities to say, look at what we're doing, we're really doing something big moving which aligns with the organisation's goals in this point in time” (I4, M2).*

#### **4.7 Summary**

The presented analysis and findings in this chapter support the notion that CSR activities have an impact on employee engagement, which in turn has an impact on career satisfaction. This was deduced after the data from the participant's interview was analysed, with intention to explore the influence of CSR on employee engagement and career satisfaction. Therefore, based on the findings of this study, employee perceptions of ethical responsibility had the highest impact on employee engagement, followed by the philanthropic responsibility. Furthermore, it is found that there is a relationship between employee perceived CSR types and organisational CSR initiatives, which influences employee involvement in CSR initiatives and ultimately impact organisational commitment and performance. In light of this, the research findings, suggests that employee engagement and career satisfaction are influenced by additional factors which have been discussed. Again, the participants in this study shared their insights and suggested ways on how their employers could approach or manage CSR initiatives that can result in an engaged workforce. Overall, the research participants' experiences were based on those of people who actively participate in CSR initiatives of each organisation. Therefore, in conclusion of this analysis, employers who implement CSR initiatives as a business approach to responsibility will have beneficial impact on internal and external stakeholder participation, profitable business activities, recognition, and good corporate reputation. Subsequently, this leads to the findings discussion and conclusion provided in the next chapter.

## **Chapter 5: Discussion, Conclusions, and Recommendations**

### **5.1 Introduction**

In this chapter, a summary of the research findings are presented, the conclusion, and recommendations are made based on the findings of the study. This chapter discusses the findings of how employee involvement in the organisations CSR influences employee engagement and career satisfaction based on the perspective of the employee. Furthermore, the discussion focuses on the perception of employees of CSR types, CSR initiatives, employee engagement and organisational culture, as well as the influence of CSR on employee engagement and career satisfaction and how they are interrelated. Moreover, the also chapter discusses the propositions, limitations, and future research opportunities in light of the study's contribution to theory, research, and practice, which gives way for future researchers.

### **5.2 Overview**

The influence of employee perception on employee commitment in an organisation has been demonstrated in previous studies (Ali et al., 2010; Faroog et al., 2014; Turker, 2009; Panagopoulos, Rapp, Vlachos, 2016). Therefore, for the purpose of exploring the perceptions of the respondents of this study, the interview questions were based on how the respondents as employees of an organisation perceive the CSR types, which are philanthropic, legal, ethical and economic responsibility. This was in order to capture the respondents' sentiments and experiences accurately in addressing the research question. Therefore, to gain a comprehensive and refined understanding of employee's perception of the organisation's CSR, engagement in CSR activities, how it influences organisational performance and employee satisfaction, semi-structured interviews were conducted, and thematic analysis was used as discussed in chapter 4. The respondent's responses were coded, classified, and then organised into themes and sub-themes.

This chapter also discusses the findings of this study in light of existing research literature, regarding CSR types and its effect in enhancing employee's organisational identification, motivation, and trust, which in turn impacts engagement and satisfaction of employees in an organisation, enabling employees to dedicate more of their whole selves at Work (Glavas, 2016). Therefore, there are numerous CSR factors that impact on employee engagement and career satisfaction, which makes employees react or experience what they perceive, but for the purpose of this research study we have focused on only a few that are relevant to the research questions that guided the study, which are as follows:

**RQ1:** How does CSR initiatives influence Employee Engagement?

**RQ2:** How does CSR type influence career satisfaction?

**RQ3:** How does Employee Engagement influence Career Satisfaction?

### **5.3 Key Findings and Discussion**

The purpose of this study was to address gaps and contribute to existing literature regarding employee perception of CSR at the organisational level and its influence on employee engagement and career satisfaction. Hence, the research study focused on exploring the perception and experience of employees from three (3) leading Australian organisations in the Manufacturing, Pharmaceutical and Hardware industries. Furthermore, a qualitative method and design was applied to this research based on the overarching research question: *What is the impact of CSR mechanisms on employee engagement and career satisfaction from the viewpoint of the employee?* Therefore, in line with the literature, the following discussion is contributes to answering the research questions.

#### **5.3.1 Corporate Social Responsibility**

##### ***CSR practices by leading Australian Organisations***

The first objective of the study sought to explore the type of CSR activities effected by the sampled organisations, this was achieved through a content analysis of the interview data collected from the respondents of the three leading Australian organisations. Subsequently, the results from the analysis showed that the type of CSR activities in these organisations were more philanthropic and ethical targeted more towards their external stakeholders. Furthermore, in a detailed exploration of the data, education and health were deemed to be the key priority areas among these organisations, followed by sustainability and ethical sourcing. Even though, there were still other focus areas such as, employment generation through career development programs, corporate ethical strategies, environmental sustainability, sports, management policies for improvement, and CSR activities participation. Accordingly, the study also found that, all three organisations still engages in activities that focus on other important CSR elements, which includes the economic and legal responsibilities. Therefore, based on the above data and findings, the research questions are discussed in line with the literature for this study.

##### **RQ1: How does CSR initiatives influence Employee Engagement?**

Studies show that CSR is an emerging and increasingly important driver of employee engagement. Likewise, CSR practices are linked to enhanced job performance, reduced costs due to increased

employee retention and improved productivity (Gross & Holland, 2011). Therefore, the research found that CSR types can influence employees and how they engaged in the organisations CSR initiatives, hence, RQ 1 is discussed further.

### ***Employee Perspective of CSR***

The following research purpose was to examine how employees felt about CSR initiatives in the organisations under study. Therefore, from this perspective, it evaluated how employees felt about CSR types based on Carroll's (2016) four CSR dimensions: philanthropic, economic, legal, and ethical responsibilities. Subsequently, at this stage, the study found that the employees' perceptions of their organisation's CSR initiatives were favourable, as this view was supported by De Roeck and Delobbe (2012) showing that CSR perceived positively transmits to organisational identification and also controls organisational trust relationship. Therefore, this study suggests that employees' opinions about the social performance of their organisation positively influence their attitudes and behaviour. In addition, there has been some recent research detailing the relationship between employees' attitudes and behaviours at work and their perceptions of the social performance of their organisations. For instance, employees show a stronger commitment to their employer organisation when they perceive it as a socially responsible company (Brammer et al., 2007; Peterson, 2004). Therefore, perceived CSR initiatives can refer to the degree of employees' perception about the support provided by their employer to the CSR-related activities (Choi & Yu, 2014).

The findings therefore suggest that teams with higher employee engagement and lower active disengagement perform at higher levels in organisations. For example, organisations that are the best in engaging their employees achieve earnings-per-share growth that is more than four times that of their competitors (Kular et al., 2008). However, most studies concerning CSR focus on volunteer participation motivation and intention of the volunteer services outside the organisation, while few focus on employees' participation in CSR initiatives. Consequently, the respondents to this study, show that CSR is beneficial because, as it is with customers, it improves employees' perceptions of the organisation. Therefore, when an organisation has CSR initiatives, employees are full of pride and committed to the organisation. Although, past literature have occasionally discussed the effects of employees' perception on their participation in CSR initiatives, employees' perceptions of organisational CSR types are usually a mixture of personal experiences of the internal CSR and actions that affect the external stakeholders (Prutina & Šehić, 2016).



### ***The relationship between CSR initiatives and employee engagement***

There has been some research that shows there is a link between CSR and employee engagement. According to Glavas and Piderit (2009), the impact of favourable employee perceptions of CSR on employee engagement was bolstered by the significance of CSR types to the individual. Thus, this research study suggests that CSR initiatives have a direct impact on employee engagement levels, which in turn enhances an organisation's financial performance. Thus, this is similarly evident in the study by Glavas, (2016) asserting that to show their true selves to their employer, perceived CSR has the strongest impact on employees when it allows for them to show their whole selves at work. Therefore, in line with existing research, the many ways that CSR impact employee engagement are as follows:

#### ***1. CSR initiatives allow employees to express themselves.***

The study by Glavas (2016), which was published in *Frontiers in Psychology*, indicated a substantial correlation between employee perceptions of CSR and employee engagement, which is aided by authenticity. Additionally, according to Glavas' (2016) research, employees' perceptions of CSR are most significantly impacted when they are given the opportunity to be authentic at work. Therefore, for employees, 'being their complete selves' means being able to communicate about their interests and passions that are outside of work, such as their families, spirituality, and the community (Glavas, 2016). In the same way, these CSR initiatives give respondents a chance to feel more like themselves and more a part of the organisation, hence, this research found that respondents expressed comfortably interest in things like community service, environmental sustainability, and philanthropic activities that are typically reserved for after-hours participation.

#### ***2. CSR initiatives assist employees connect with the organisation and their team.***

The three (3) Australian leading organisations participating in this study made similar comments on how CSR activities foster a culture of team building by raising employee trust and communication. For instance, the majority of their projects are completed outside of the office, in a more informal setting, allowing the team members to interact more personally. Similarly to the literature according to Fapohunda (2013), stating that, collaborating to accomplish a common purpose for the greater good also helps teams develop closer bonds (Fapohunda, 2013).

#### ***3. CSR initiatives improves the organisation's image.***

People have a natural desire to work for an organisation they can be proud of and that has a beneficial impact on the world. This is supported by the findings of the study which suggest that when CSR is

incorporated into an organisation's business plan, it helps them build a reputation as socially conscious businesses and benefits their local and global communities. Similarly, this is also supported by a study of Brown et al., (1996), stating that employees reported better satisfaction with working for their organisation, resulting in more engagement because of their involvement in the organisation's initiatives.

#### **4. CSR initiatives lead to better business results.**

High levels of engagement boost productivity, encourage employee retention, lower absenteeism, and increase profitability in an organisation (Lazar et al., 2010). This literature is in line with the responses to the interview questions from participants, stating that, CSR not only increases employee engagement but also has a beneficial effect on the community in which they operate and this enhances the organisation's reputation. However, while there are various ways to enhance employee engagement in a company, CSR initiatives top the list because of its potential to benefit the business, the employees, and the community (Du et al., 2010). Therefore, for most organisations, this adds to their CSR initiatives through the dedicated CSR involvement of their employees, and by looking into employee volunteering solutions, it improves the ideas about how organisations want to get involved to help find what employees are looking. Therefore, in line with the literature, that this way the right solution for employees needs can be met to bring on better results for the organisation (Harter, 2018) is the findings of the research drawn from the participants' responses.

#### **5.3.2 Employee Engagement**

According to Obeidat, (2016), understanding the various experiences that influence employee, based on the three psychological conditions of engagement, which in turn drive engagement itself, provides organisations with the necessary insight to support organisational values, practices, and behaviours that stimulate those employee experiences that are desirable. This study suggest that there are many factors that facilitate or hinder employee engagement in the organisations sampled. An example from one respondent is the acknowledgement that a high achiever may be given recognition, which may motivate some employees, but also create a bias from others. This is similar to the study according to Sahoo and Sahu, (2009), asserting that there are several key drivers of employee engagement that help create a road map for achieving organisational excellence. Some of these drivers are the nature of the work, employees can see the connection between their goals and the organisation's goals, employees and organisational performance, career development opportunities, proud to be part of the organisation, team member's collaboration, and employee-supervisor relationship (Sahoo & Sahu, 2009). Therefore this position as vital to organisational commitment, performance, and productivity

(Kim et al., 2012); (AL-Syaidh et al., 2015). Subsequently, as a result of the findings, organisations need to understand the requirements and apply the various experiences that will help motivate and facilitate employees being engaged and maintain engagement. In line with the literature, this leads to discussing RQ2.

### **RQ2: How does CSR type influence career satisfaction?**

The perception of CSR types creates positivity on all level of work engagement, and this is characterised by vigour, dedication, absorption, which increases confidence, and in turn leads to career satisfaction (Luthans et al., 2008). Hence, the preceding discussions based on the finding of the research study is to help understand what employee's perspective of the CSR types that influence the employee's satisfaction in the workplace.

#### ***Employee Career Satisfaction involving CSR.***

Despite the existence of a wealth of theoretical and empirical study on both CSR and career satisfaction, there is little evidence that these two topics actually cross. Additionally, there is little research on the perceived relationship between CSR types and career satisfaction. Therefore, very similar to an interview done by Brammer et al., in 2007, a sample of 7,412 British workers from a major financial organisation operating in various locations all across the nation were interviewed. Using nine items about perceived practical impartiality and training opportunities, they assessed how the public felt about internal and external CSR (using one item about community involvement). Their findings suggest that, there is a significant connection between employees' perceptions of internal and external CSR and their self-reported levels of career satisfaction.

Therefore, the findings of this study suggest that, the three organisations sampled has a global market and moves beyond just monetary donations, but toward a more strategic goal to involve their employees in improving the environment and the community. In line with the literature, as suggested by Porter and Kramer (2002), many corporate philanthropic programs are designed for establishing good faith and a positive business reputation, thus improving employee morale and productivity (Porter & Kramer, 2002). In addition, the CSR culture of these organisations is perceived to generate a sense of belonging which enhances their employees' self-image and provides community service opportunities for them to discover their potential as they help influence others and bring good to the society.

Furthermore, as stated by Lewin, (1991), IBM continuously motivates its employees to participate in corporate volunteering and community development projects, which has successfully enhanced the company employee career satisfaction and improved organisational optimism (Lewin, 1991).

Therefore, Employees are the makers, as well as the keepers, of a responsible business with guidance from top management and supported by organisational structures, because once there exists a persistent sense of responsibility, other stakeholders become engaged to sustain that responsible behaviour (Prutina, & Šehić, 2016). Moreover, Brewis, (2004) suggested that employees' participation in CSR and community projects has a positive influence on employees' perceptions of the organisation. Hence, this study found that CSR culture of the organisation is strengthened when employees agree with the core values and beliefs of their organisation.

### ***Organisation CSR Performance***

CSR and its social, environmental, and economic elements, represent a high-profile notion of strategic importance to organisations and its actions through sustainable practices, particularly social and environmental which are areas that appeal to consumers, their families, and the community (Luo & Bhattacharya, 2006). This study found that CSR in the organisations do take into consideration the social and environmental sustainability impact as an indispensable focus and as an undeveloped area of the sustainability. This is supported by the discussion by Gould et al., (2017), bidding that organisations need to look into the underdeveloped are of CSR social and environmental sustainability as it impacts stakeholder all round.

### **5.3.3 Career Satisfaction**

In addition to looking at the person-environment fit when entering a career field, paying attention to the quality of employment experiences can also boost the chances of a successful career transition (Saks & Ashforth, 2002). In line with the findings of this research study, knowing how employees perceive their work helps identify problematic areas within an organisation and develop alternative solutions (Galaz-Fontes, 2002). Therefore, the study suggest that organisations should pay attention to employees, so that they are able to have better relationships with their coworkers and supervisors, and also have more opportunities for growth and advancement, all of which contribute to increased career satisfaction. Thus, organisations that foster a culture of engagement can not only improve employee performance but also enhance career satisfaction for their employees.

### **RQ3: How does Employee Engagement influence Career Satisfaction?**

Despite the limited number of studies that have examined the relationship between perceived CSR and career satisfaction, there is some evidence to suggest that there is a correlation between employees' perceptions of their employers' engagement in socially responsible activities and their levels of career satisfaction, which is not just in the case of perceived overall CSR types (Tziner et al.,

2011), but also in the case of perceived organisational engagement in internal CSR initiatives (Brammer et al., 2007). Hence, supporting the discussion of perceived employee engagement and career Satisfaction.

### ***Employee Engagement and Career Satisfaction***

According to Kahn (1990), engagement occurs when employees concurrently engage in and authentically express themselves in work-related tasks that deepen their physical, cognitive, and emotional existence, that strengthen their connections to the role and others at work, which leads to total self-immersion in the role's responsibilities. Additionally, Kahn believed that if the circumstances are right, employees will exhibit certain "dimensions of themselves" while performing their duties (Kahn, 1990). Therefore, this study findings indicates that a diversity of attitudes and attributes in the social exchange process between employer and employees, particularly the relationship between an organisations CSR activities and their employee participation involves commitment and may lead to career satisfaction. Similarly, Purcell et al., (2003), contend that employee engagement is only significant if there is a more sincere sharing of responsibility between management and employees over important issues. Although very similar to previous studies, some contend that employees are "engaged" if they have a favourable attitude towards work.

### ***Employee Motivation and Organisational Commitment***

In this study, quite a few of the respondents that were interviewed spoke about how their care for others drove their engagement. For examples of such behaviour, employees cited emotional connections with the organisation and their colleagues. Furthermore, another attribute that drove engagement was delivering results and the desire to do so. In the same way, according to the respondents, their perception of past performance lead them to be trusted in their ability to deliver results, which made them feel accomplished, believed that their contributions were meaningful, made them focus on quality, and gave them the ability to solve and resolve problems when encountered.

Consequently, an individual's commitment to a route of action is a force that is relevant to a certain goal (Meyer & Herscovitch, 2001). In particular, affective commitment was significantly correlated with work endeavours and performance, according to Luchak and Gellatly (2007). Hence, an important idea in the study of organisational behaviour, organisational commitment has been the subject of in-depth discussion and empirical analysis by several authors (Cohen, 1992; Mathieu & Zajac, 1990; Meyer et al., 2002). Therefore, these authors studies demonstrates that, despite the fact that hiring, and training new employees may come with both tangible and intangible costs, organisations experienced low employee turnover rates and as a result high organisational efficiency.

In addition, even while previous research has shown that more organisational commitment reduces turnover, this also has been linked to higher levels of job effort, performance, organisational citizenship behaviours, attendance, and productivity as well as lower stress and work-family conflict levels (Meyer et al., 2002). Therefore, concerns about organisational commitment extend far beyond employee turnover decisions, as many other types of desirable work and non-work behaviour that are essential to the operation of the organisation, such as competition, can also be impacted. On the other hand, when emotional commitment is low, absenteeism and turnover will be high (Paré & Tremblay, 2007). Similarly, according to Deal et al., (2010), perceived employee commitment is dependent on the level of organisations concern for the community and environment. Consequently, the higher employees evaluate the corporate citizenship for their organisation, the more dedicated they will be to it. Hence, this research found that organisational commitment is influenced by factors such as career satisfaction, fair treatment, opportunities for growth and development, and alignment of personal and organisational values. In line with the literature, this leads to high levels of organisational commitment which are associated with increased career satisfaction, lower turnover, and better performance.

### ***Career development***

A person must feel appreciated and recognised in order to develop an engagement plan of action, suggests Stoyanova and Iliev (2017). Therefore, career growth satisfies employees' need to advance and improve, which lessens their desire to quit the organisation. This also helps the company retain talented people and lower the cost of turnover (Stoyanova & Iliev, 2017). In line with literature according to Kaur's research in 2017, an employee's intention to leave or stay with an organisation is primarily influenced by how engaged they are. Hence, employees are more likely to become loyal and stay with an organisation when it provides professional growth opportunities (Stoyanova & Iliev, 2017).

This study found that most of the employees of the organisations sampled had a career development plan and the organisations made effort to understand their employees' long-term career goals, encouraged the employees to access opportunities available and offer the employees time and space to upskill. Additionally, career development was seen as a key aspect of employee engagement, therefore, when employees feel that they are growing professionally and are given opportunities to advance, they tend to feel more satisfied with their jobs and more invested in their work. Hence, this was found to successfully help employees navigate occupational options to choose and train for the roles they perform or that which suits their personality, skills, and interests within the organisation. Similarly, as organisations continue to invest heavily in training and development, it is crucial to

understand how employees perceive these development practices and how they influence their performance (Kasdorf & Kayaalp, 2022). In light of the literature, career development was found to be a link between an individuals' drive and motivation which increases employee productivity. Therefore this findings of this study suggest that by organisations providing opportunities for employees to develop their skills and advance their careers, they can create a more engaged and motivated workforce, which can lead to improved productivity, higher employee retention, and a more positive work environment.

### ***Benefit of engaging in CSR activities***

Corporate Social responsibility, an important factor which is seen to positively impact Employee Engagement (Ali, & Ali, 2011), has the potential benefits of employee participating in CSR activities that both increase engagement and commitment to the organisation. Additionally, it has an impact on the responsible way of organisations doing business. Therefore this gives meaning to employee's everyday tasks, and better the reputation of the company that attracts new talent with similar values to further help develop and embed CSR values into the organisational culture (Slack et al., 2015). The study found that CSR types, including employee engagement, has the capability of giving an organisation the reputation of owning good CSR initiatives that help them achieve results and highly engaged employee through adopting the mechanisms that will help them achieve good performance and growth. Therefore, based on the study findings, there are several benefits of an organisation engaging in CSR activities, such as: improved reputation and employee satisfaction, increased customer loyalty, access to new markets and partnerships, compliance with regulations and social expectations. Overall, CSR activities can have positive impacts on a company's bottom line, while also contributing to society and the environment.

## **5.4 Additional Factors Influencing Employee Engagement and Career Satisfaction**

### ***Employee Engagement in the organisation***

In order to attract and retain employees, organisations use employee engagement. According to Albrecht et al., (2015), engagement enables employees to develop and proudly display enthusiasm, passion for work, and become dedicated to helping the organisation achieve its goals and objectives. Employees in organisations are generally motivated by responsibilities that are challenging which helps employees identify a sense of purpose and provide opportunities for learning and growth. Empowered employees tend to develop creative minds that stimulate innovative initiatives (Albrecht, et al. 2015). If is noted that organisations are serious about fulfilling their missions and achieving long terms objectives, they must be determined to grasp the understanding of employee engagement

(Macey & Schneider, 2008) The findings in this study suggest that if employees are excluded from the decision-making process of organisations, it tends to affect the way they work, which risk failure, or sometimes can lead to employees feeling disconnected from their organisation. As stated by some of the respondents from the interview, they commented on the fact that a highlight and excitement for them as employees participating in the organisations CSR could be attributed to these three (3) factors:

(a) Employee participation in the strategic decision-making processes initiated by the employer which affects the organisation as a whole

(b) Communication line is well established and effective, throughout the organisation and

(c) Employee equality in professional development, which is, informing employees of available opportunities to express interest which might enhance of career progression.

Although, to affect these suggestions, it requires a change in organisational culture from a top-down management system to incorporate a more dispersed style (Kim, 2000).

### **5.5 Contribution to research and theory**

This research contributes to the area of CSR, CSR types and CSR initiatives as it relates to and effect employee engagement and employee career satisfaction. Furthermore, Kahn (1990), found that engagement is influenced by multiple factors through the three conditions of engagement. Subsequently, Kahn identified influences related to employee such as the organisation's culture and organisational commitment (Kahn, 1990). Therefore, this study also contributes to employee engagement and the attributes of an employee's sense of meaning and purpose at work as being the most important resource for an organisation to remain competitive in the current business world. Furthermore, the study also contributes to the body of works in academia that relates to employee engagement influence on career satisfaction, when employees are fully engaged at work. Hence, there is further opportunity to explore the distinct factors that were revealed to influence the requirements of employee engagement. Additionally, the findings suggests that the different internal and external factors that influence organisations involvement in CSR needs to be enhanced so that it contributes to the theory in the research and practical implications.

#### ***Practical Implications***

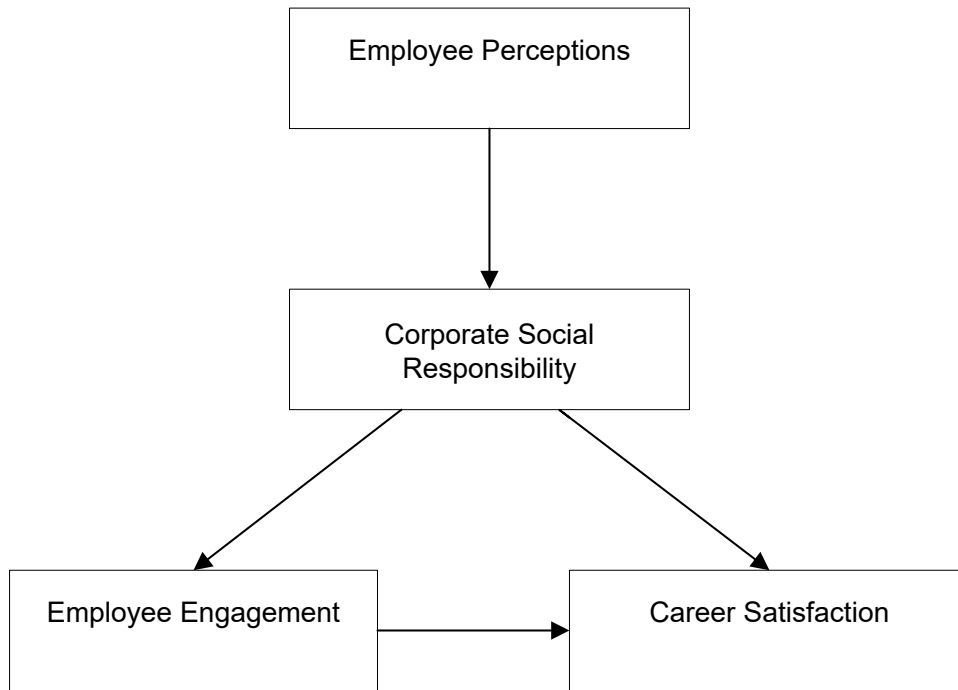
This study has three practical consequences. First, the assessment of the literature gives academics and professionals a thorough road map of the underlying assumptions that gives way to employee engagement. In particular, this study explored the influence of CSR types on employee engagement



and career satisfaction, and then relationship between employees' perception of CSR initiatives engagement in the workplace. For instance, the internal CSR that enhances career satisfaction and organisational performance. Therefore, in addition to the research and theory contributions of this study, there are a number of practical implications for organisations. Firstly, CSR initiatives has influenced not only the performance of the organisations, but also employee work attitudes and outcomes. Consequently, instead of evaluating the effect of CSR, the study has explored the influence CSR types has on employees' commitment, and work attitudes. Furthermore, this study suggests that organisations should consider putting their focus on the organisational beliefs, culture and CSR activities, which may bring about new and positive results for them and their employees.

Having established the large role employee's play in the organisations CSR initiatives, their involvement in CSR activities should not be overlooked. Therefore, the employee's role are important in the implementation of organisation's CSR; where their perception of CSR initiatives will influence their subsequent work outcomes. Accordingly, the findings suggest that management should continue emphasising the role of employees in CSR activities, by effectively engaging employees in their CSR activities. As a result of the findings, CSR can be viewed as an investment rather than as a cost.

The conceptual framework developed through this research enables the insights gained and explained in sections 5.3, and the research framework proposed which gives a graphical representation of the connection and influence of CSR on employee engagement and career satisfaction. Finally, an alteration to the conceptual framework was established after the analysis of the collected data as shown in Figure 5.1 below. Furthermore, the revised framework suggests that in the long run, the perceptions of employees, how they feel and how they understand their organisation CSR initiatives are the things that influences their engagement at work and ultimately leads to their career satisfaction. In the same stance, the way employees are engaged in the organisation or workplace influences the levels of satisfaction they derive from the job they engage in.



**Figure 5. 1 Conceptual Framework Revised**

**Corporate Social Responsibility, Employee Engagement and Career satisfaction**

**5.6 Contributions to Practice**

Practical evidence from this study shows that employees in organisations that are socially responsible have a higher level of emotional commitment to the organisation. Hence, one of the reasons for this being that, employees who perceive their organisation positively are more likely to commit affectively to that organisation (Chung & Yang, 2016) as mentioned earlier in chapter two (2), the literature review of this study. Therefore, the findings of this study suggests that employee perceptions of their organisation’s CSR initiatives and their personal beliefs concerning ethics and social responsibility do have an effect on their engagement and satisfaction at work. Most importantly, what this narratives could mean for employer and employees is centred on a bigger question, which is whether or not engagement equates to satisfaction, is the correct way of about the way CSR initiatives engages employees.

**5.6.1 What this means for employers and employees wanting more for their organisations?**

Both employers and employees typically have a desire to see their organisations grow and succeed. Employers may aim for increased profits, market share, or improved efficiency, while employees may seek career advancement, better pay, and a positive work environment. These common goals often

drive both parties to work together to achieve the best outcomes for the organisation. Therefore, CSR initiatives for employees empowers them to leverage corporate resources at their disposal to do well. Likewise, being a company that is socially responsible can strengthen their corporate image and advance its brand. Hence, these research found that CSR programs implemented in organisations can improve employee self-esteem at work and lead to better productivity, which in turn can have a great impact on the profitability of the organisation. Furthermore, businesses increase retention of consumers and their loyalty when implementing CSR initiatives, giving them the opportunity to stand out in comparison to their competitors, which is due to the recognition they have created of a positive outstanding brand.

### ***Employee Motivation increases***

As earlier discussed in this study, CSR is a tool that effectively increases employee engagement. Hence, organisations can attract employees willing to make a difference in society and at the same time earn an income. Therefore, larger organisations have strength in their numbers, and with employee collective efforts, they can achieve considerable results, which may increase morale in the workplace and productivity. For instance, according to a Harvard Business review (2013) report, almost seventy (70) % of employees comment that they would not work for a company if it did not have a strong purpose (Harvard Business Review, 2013). Therefore, employees that worked in companies that have a strong sense of purpose, were stated to be more motivated, inspired, and loyal which were about ninety (90) % and finally ninety-two (92) % of employees who worked in a company that practiced CSR stated that they would likely recommend their employer to those who are looking for jobs within their network (Harvard Business Review, 2013). Consequently, the same goes for when an organisation offers career growth to its employees, the employees are more likely to become dedicated and stay on with the organisation (Stoyanova & Iliev, 2017).

### ***Stakeholders are important***

When a company embraces CSR, this goes a long way to attract and retain customers, this is an essential aspect to the long-term success of the company. Additionally, those who understand the elements of organisational profits will focus on social functions that are beneficial, hence, willingly make good payment for commodities. Hence, organisations can also see their base traffic increase when they are willingly committed to their local community and supporting the cause. For example, according to a review by Aldarmaki, (2022), banks that dispense loans to low-income households are quick to see an increase in their business as a direct result. Hence, in ensuring the success and sustainability of an organisation, stakeholders as a vested interest in organisations outcomes, can

influence and be influenced by the decisions and actions of the organisation. Therefore, effective communication and management of stakeholder expectations is crucial in achieving goals and maintaining positive relationships.

### ***Customer Loyalty and Community Support***

CSR works as a leverage for organisations and customers equally, making a positive impact on the local and global populations. Thus, those businesses who implement CSR initiatives that is aligned with their beliefs have the prospect of increasing their customer retention and loyalty. Furthermore, according to Lee and Cho (2019), a research done by Cone Communications in 2017 has shown that eighty (87) % of customers in American are more than likely to buy products from a company that promotes a subject they have passion for, and seventy-six (76) % would not purchase products if they realise that a company support was for a cause contrary to their beliefs (Lee & Cho, 2019). Hence, this study found that customer loyalty towards a brand or company that they regularly purchase products from is often cultivated through high-quality products, exceptional customer service, and consistency. Likewise, community support, on the other hand, which is the extent to which a company is involved in and supportive of the community it operates in, such as through charitable donations, volunteering, and community outreach initiatives, brings about customer loyalty that can positively impact the company's reputation and bottom line.

### **5.7 Conclusion**

The evidence presented in the study has shown that there is a strong connection between CSR employee engagement and career satisfaction. Therefore, CSR is a crucial subject and management strategy. Additionally, according to several studies, businesses who participate in CSR programs and initiatives have advantages like favourable consumer view, boosting brand awareness and loyalty, exemption from governmental requirements, and general commercial success. However, the focus of this study was exploring how employee engagement and career satisfaction are impacted by corporate social responsibility in leading Australian organisations. Finally, the study revealed that these leading organisations, primarily engaged in charitable CSR initiatives and programs that tended to benefit the organisation's external stakeholders. Hence, by prioritising employee perceptions and establishing how a good perception of CSR activities affects the employee's level of engagement at work and overall career satisfaction, the study advances our knowledge of CSR types and initiatives. Thus, it is evident from this study that companies seeking to enhance both employee engagement and overall organisational performance can do so through efficient and effective CSR programs, which foster high levels of commitment and promote career satisfaction.

## **5.8 Future Research Proposition**

Many factors, including the working environment and reward, have an impact on employee relations and professional behaviour in an organisation. Therefore, CSR initiatives is a motivating factor that enables employees to display a strong and positive relationship to their organisation and to be highly invigorated in their work, which also provides dedication to work and, as a result, career satisfaction. In light of the literature, according to Macey and Schneider (2008, p. 12), "real identify with work shows an 'authenticity,' which causes people to connect with work and tackle challenging situations (i.e., the engagement behaviour). Therefore, employee growth and productivity come from the experience of being psychologically present in the work - that the work is a part of one's identity" (Macey & Schneider, 2008, p. 12).

The research proposal outlines the significance of organisation's participation in socially responsible activities as well as the perspectives of the one important stakeholder group: employees. It suggests that businesses can intentionally use their CSR portfolio to foster employees' positive work attitudes, going above and beyond the potential benefits of simply having a sound human resources strategy (Brammer et al., 2007). Therefore, the influence of CSR on engagement based on the social exchange theory (SET) and the different levels of engagement among employees were explored to address the research questions. Furthermore, in the workplace, this means that employees are more likely to be engaged when they perceive that their efforts are rewarded, and when their workplace relationships are positive and supportive. Moreover, this study may serve as a foundation to carry out further research studies in diverse industries and open new avenues of research related to CSR and employee engagement in organisations. Finally, examining the contributions of the CSR dimensions, this proposition may help management customise a selection of organisational policies and programs to widen perceived CSR initiatives and subsequently improve employees' attitudes (Lin, 2010). In light of this, the following propositions are made which have been developed from the themes identified in this research study.

### **5.8.1 Proposition 1: CSR initiatives impacts Employee Engagement**

The findings in this study show that CSR initiatives does influence employee engagement through organisational identification, organisational commitment, and relevance at work.

#### ***CSR Influence on Employee Engagement***

The study objective was exploring how employee perceptions of CSR impacted on employee engagement. After reviewing the responses of respondents on employee perceptions of CSR in the

three (3) Australian leading organisations for this study, and through thorough analysis of existing literature, the study suggests that employee perceptions of the philanthropic, economic, legal, and ethical CSR, has a significant impact on employee engagement. The results from of the data analysis also shows that the CSR four (4) dimension significantly effects employee engagement, and that employee perception of philanthropic and ethical CSR was greater than the other CSR dimension, Therefore, employees who have a positive perception of their organisation's CSR activities are likely to be more engaged in their work.

### **5.8.2 Proposition 2: CSR types of influences Employee Engagement and Career satisfaction**

CSR has been found to influence career satisfaction through employee perceived organisational support, enthusiasm, reputation, and dedication to work.

#### ***CSR influence on Employee Engagement and Career Satisfaction***

The study examined how employees' perceptions of CSR affected their career satisfaction. Again, the analysis implies that employee perception of the CSR will greatly affect employee career satisfaction based on the body of existing studies. Furthermore, it also found that all the four CSR dimensions or types perceived by employees, ethical responsibility had a strong motivation for career satisfaction, meaning that an employee's value it places on the organisation's ethical behaviour is generally expected to build up their level of satisfaction in the organisation. Subsequently, this was followed by philanthropic CSR, which evaluates the company's discretionary behaviour when it comes to their relationship with external stakeholders. Hence, employees who are fully engaged at work are dedicated and committed to the organisation and protecting their corporate image as an obligation to the organisation.

### **5.8.3 Proposition 3: Employee Engagement influences Career Satisfaction**

Employees engage in organisations CSR activities with the view of paying back their organisation, which is one of the drivers of obligation towards the organisation, which can ultimately lead to their satisfaction in the workplace. Therefore, this provides insights for future researchers interested in the area of employee engagement and career satisfaction.

#### ***Employee Engagement Influence on Career Satisfaction***

The study sought to explore the influence of employee engagement on career satisfaction and based on the study findings in combination with findings from preceding studies, it suggests that career satisfaction is significantly affected by employee engagement (Obeidat, 2016). Consequently, this

study shows that career satisfaction is considerably increased through employee engagement, thus, meaning that employees of an organisation who are very satisfied in their job are likely to exhibit a high level of work commitment and remain with the organisation for the long-term.

### **5.9 Research Limitations**

Since this research study only utilised three (3) organisations and a handful of employees, it would be useful to conduct more studies using a bigger cohort and more organisations concerning the impact of CSR initiatives on employee engagement and career satisfaction. Hence, as with any research, this study has some limitations as the current study only reflects the perceptions of employees and not the actual CSR initiatives that the organisation engages in. In addition, it is also possible that some of the participants were not aware of the CSR initiatives that their organisations contribute to, hence this is a limitation. Likewise, as the study did not look at the outcome of external CSR initiatives, this also adds to the limitation.

Therefore, it was assumed that the respondents provided accurate and genuine responses to the interview questions. On the contrary, there is a possibility that the data provided was inaccurate. Hence, regardless of whether the perception was accurate or incomplete, the employee nevertheless replied, since studies that are based on observable individual perceptions frequently experience this. Regardless of how accurate the employee view is, Social Identity Theory (SIT) contends that employee perception is more significant than any other social performance indicator when it comes to organisational commitment (Peterson, 2004). Furthermore, the study samples were a small number of managerial representatives which is another drawback. Additionally, the employees interviewed do not really represent all employees of the organisation because they were primarily team members and small in number. There is also a possibility that people from various backgrounds view the organisation differently and are more or less committed to it. Altogether, the final limitation is the sample size, where purposive sampling produces relatively few samples according to Teddlie and Yu (2007). Hence, the sample size for the study was determined by the number of respondents. On the contrary a larger sample size would have made it possible to gather data in-depth rather than in a generalised way, opening up possibilities for additional research in this field.

### **5.10 Future Research Recommendations**

This study encourages future researchers to test the proposed research model with different organisations, industries, and cultural contexts to improve the generalisability of the study results. Furthermore, it would be useful to look for the changing nature of the relationship between CSR and employee engagement over time due to fluctuating business environment and the performance of

organisations. Consequently, future studies could involve more businesses, as well as employees from other regions or job positions inside various businesses. Moreover, majority of the study participants were local residents who worked in the same area of the sampled organisations. In light of this, since CSR is a global phenomenon with diverse cultural and organisational effects, a comparable study might be carried out to examine these elements in different areas and countries. Thus, this could provide more insight on how employees as key stakeholders of their organisation evaluate or perceive CSR activities carried out by their organisations and its influence on their satisfaction levels as well as their engagement to work.

Considering the study findings, it is advised that management and those who start CSR activities at an organisation consider the potential of the initiatives that affect employees and their subsequent behaviour towards them. More importantly, management executives should make an effort to involve employees in the development of CSR programs since doing so can encourage them to show the greatest amount of support. Therefore, the social exchange theory, based on the reciprocity principle, can be used to theoretically explain this point, where employees are more likely to display significant altruistic behaviours towards the organisation's endeavour to attain its aims and objectives in the short and long term when they are actively involved in the development of CSR initiatives.

## **5.11 Summary of Key Findings and Chapter Summary**

### ***Summary of Key Findings***

This study explored the perception of employee as it relates to their organisational CSR influence on employee engagement and career satisfaction based on the research questions. In the process, the outcome using a qualitative approach was found to address the gap related to employees' perception and experiences in CSR that influence their engagement and satisfaction. Thus, the study specifically looked at the CSR types and activities carried out by the sampled organisations, the employee perceptions of CSR initiatives, the impact of CSR on employee engagement and career satisfaction, and the impact of employee engagement on career satisfaction. Likewise, it also addressed the gap in the literature concerning the many engagement-related factors that affect the employee experiences.

This study examined employees' perceptions of CSR types and activities, how that affects their engagement in CSR initiatives and their overall commitment to the organisational performance. Thus, the internal and external CSR, organisational culture, and the construct of employee engagement were explored. Furthermore, the study discussed the employee's personal beliefs regarding ethics and social responsibility and its relationship with the employee's organisational commitment. Again, the



study used semi-structured interview process, where the participants of the study were employees of the selected organisations. In addition, the participants presented as a diverse sample that represented various industries, positions and work experience.

### ***Chapter Summary***

According to Saks (2006), one method for people to give back to their organisation is through their participation level. In other words, depending on the resources provided by their employer, employees will choose to engage to differing degrees. As earlier demonstrated by the work of Kahn, bringing oneself more fully into one's professional roles and investing higher quantities of cognitive, emotional, and physical resources is a very profound manner for individuals to respond to an organization's actions (1990). Therefore, employee engagement is more likely to be exchanged for resources and benefits offered by their employers.

In summary, SET provided the theoretical framework of this study that explored why employees choose to become more or less engaged in their work and organisation. Likewise, according to Kahn's definition of engagement from the 1990s, workers feel obligated to invest more of themselves in their work and performances as recompense for the resources received from their organisation. Employees are more likely to disengage from their jobs when an organisation fails to provide these services. Therefore, the financial and socio-emotional resources that employee receives from the company may affect how much mental, emotional, and physical effort they are willing to put into carrying out their duties. Therefore, it is evident from this study that employees' perception of their organisational CSR has noticeable effects on employees' engagement relating to work outcomes and career satisfaction. Employees as the primary stakeholders of an organisation and their perception of CSR influencing their work outcomes in the organisation, should be supported by management and CSR activities should be incorporated to benefit both the organisation and their employees. This study suggests organisation should have active CSR programs which include not only shareholders, but also all stakeholders as this can lead to career satisfaction and organisational commitment. Finally, when companies engage in CSR activities, such as charitable giving, sustainability initiatives, and community outreach programs, this can foster a positive workplace culture and increase employee morale. Thus, this in turn, can lead to higher levels of engagement and a greater sense of purpose for employees, which can enhance career satisfaction.

## References

- Aarhi, J. (2019). Employees Engagement through Personal Fitness and Health. *Journal on*.
- Abugre, J. B. (2014). Managerial role in organisational CSR: Empirical lessons from Ghana. *Corporate Governance*.
- Adams, J. S. (1963). Towards an understanding of inequity. *The Journal of Abnormal and Social Psychology*, 67(5), 422.
- Agler, J. R. (2013). Employee satisfaction as it relates to Corporate Social Responsibility: A quantitative study (*Doctoral dissertation, University of Phoenix*).
- Aguinis, H., & Glavas, A. (2019). On corporate social responsibility, sensemaking, and the search for meaningfulness through work. *Journal of Management*, 45(3), 1057-1086.
- Agyemang, C. B., & Ofei, S. B. (2013). Employee work engagement and organisational commitment: A comparative study of private and public sector organisations in Ghana. *European Journal of Business and Innovation Research*, 1(4), 20-33.
- Alavi, M., Kayworth, T. R., & Leidner, D. E. (2005). An empirical examination of the influence of organizational culture on knowledge management practices. *Journal of Management Information Systems*, 22(3), 191-224. *American Behavioural Scientist*, 49, 925-938.
- Alavi, M., Kayworth, T. R., & Leidner, D. E. (2005). An empirical examination of the influence of organizational culture on knowledge management practices. *Journal of Management Information Systems*, 22(3), 191-224.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organisational Effectiveness: People and Performance*.
- Aldarmaki, S. (2022). Measurements of Organisational Excellence—Development of Holistic Excellence Practices for Free Zones in Dubai.
- Ali, H. Y., Asrar-ul-Haq, M., Amin, S., Noor, S., Haris-ul-Mahasbi, M., & Aslam, M. K. (2020). Corporate social responsibility and employee performance: The mediating role of employee engagement in the manufacturing sector of Pakistan. *Corporate Social Responsibility and Environmental Management*, 27(6), 2908-2919.
- Ali, I., & Ali, J. F. (2011). Corporate social responsibility, corporate reputation and employee engagement.
- Allen, M. W. (2016). Michael Allen's guide to e-learning: Building interactive, fun, and effective learning programs for any company. *John Wiley & Sons*.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational Psychology*, 63(1), 1-18.

- AL-Syaidh, N., Masa'deh, R., Al-Lozi, M. & AlHarrasi, J. (2015) Transformational Leadership and Its Role on the Effectiveness of Employees' Behaviour: A Theoretical Study. *Journal of Business & Management (COES&RJ-JBM)*, 4, 14-35.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*.
- Anney, V. N. (2014). Ensuring the quality of the findings of qualitative research: Looking at trustworthiness criteria. *Journal of Emerging Trends in Educational Research and Policy Studies*, 5(2), 272-281.
- Anthony-McMann, P. E., Ellinger, A. D., Astakhova, M., & Halbesleben, J. R. (2017). Exploring different operationalisations of employee engagement and their relationships with workplace stress and burnout. *Human Resource Development Quarterly*, 28(2), 163-195.
- Ariani, D.W. (2013) The Relationship between Employee Engagement, Organizational Citizenship Behaviour, and Counterproductive Work Behaviour. *International Journal of Business Administration*, 4, 46-56.
- Arikan, E., Kantur, D., Maden, C., & Telci, E. E. (2016). Investigating the mediating role of corporate reputation on the relationship between corporate social responsibility and multiple stakeholder outcomes. *Quality & Quantity*, 50(1), 129-149.
- Aupperle, K. E., Carroll, A. B., & Hatfield, J. D. (1985). An empirical examination of the relationship between corporate social responsibility and profitability. *Academy of Management Journal*, 28(2), 446-463.
- Babin, B. J., Boles, J. S., & Robin, D. P. (2000). Representing the perceived ethical work climate among marketing employees. *Journal of the Academy of Marketing Science*, 28(3), 345-358.
- Baffoe, A. K. (2018). Corporate Social Responsibility, Employee Engagement and Job Satisfaction in Leading Ghanaian Companies (*Doctoral dissertation, University of Ghana*).
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19(1), 31-53.
- Bakker, A. B. & Schaufeli, W. B., 2008. Positive Organizational Behaviour: Engaged Employees in Flourishing Organizations. *Journal of Organisational Behaviour*, Volume 29, pp. 147-154.
- Barnett, B. R., & Bradley, L. (2007). The impact of organisational support for career development on career satisfaction. *Career Development International*.
- Bates, B. (2020). Navigating Corporate Social Responsibility. *Marriott Student Review*, 3(4), 25.
- Bell, J., & Waters, S. (2018). E-book: doing your research project: a guide for first-time researchers. *McGraw-hill Education (UK)*.

- Benoiel, J. Q. (1996). Grounded theory and nursing knowledge. *Qualitative Health Research*, 6(3), 406-428.
- Berg, T. R. (1991). The importance of equity perception and job satisfaction in predicting employee intent to stay at television stations. *Group & Organisation Studies*, 16(3), 268-284.
- Bhaduri, S. N., & Selarka, E. (2016). Corporate social responsibility around the world—An overview of theoretical framework, and evolution. *Corporate Governance and Corporate Social Responsibility of Indian Companies*, 11-32.
- Bhattacharya, C. B., Sen, S., & Korschun, D. (2008). Using corporate social responsibility to win the war for talent. *MIT Sloan Management Review*, 49(2).
- Blaikie, N. (2018). Confounding issues related to determining sample size in qualitative research. *International Journal of Social Research Methodology*, 21(5), 635-641.
- Blau, P. M. (1968). Social exchange. *International encyclopedia of the social sciences*, 7, 452-457.
- Bohdanowicz, P., & Zientara, P. (2008). Corporate social responsibility in hospitality: Issues and implications. A case study of Scandic. *Scandinavian Journal of Hospitality and Tourism*, 8(4), 271-293.
- Bolton, P., Chen, H., & Wang, N. (2011). A unified theory of Tobin's q, corporate investment, financing, and risk management. *The Journal of Finance*, 66(5), 1545-1578.
- Bowen, G. A. (2008). Naturalistic inquiry and the saturation concept: A research note. *Qualitative Research*, 8(1), 137-152.
- Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organisational commitment. *International Journal of Human Resource Management*, 18 (10), 1701-1719.
- Branco, M. C., & Rodrigues, L. L. (2006). Corporate social responsibility and resource-based perspectives. *Journal of business Ethics*, 69(2), 111-132.
- Branco, M. C., & Rodrigues, L. L. (2006). Corporate social responsibility and resource-based perspectives. *Journal of Business Ethics*, 69(2), 111-132.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Brewis, J. (2014). The ethics of researching friends: On convenience sampling in qualitative management and organisation studies. *British Journal of Management*, 25(4), 849-862.
- Brown, J. A., & Forster, W. R. (2013). CSR and stakeholder theory: A tale of Adam Smith. *Journal of Business Ethics*, 112(2), 301-312.
- Brown, J. A., & Forster, W. R. (2013). CSR and stakeholder theory: A tale of Adam Smith. *Journal of Business Ethics*, 112(2), 301-312.

- Brown, S. P., & Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of Applied Psychology, 81*(4), 358.
- Brusseu, T. A. (2017). Infusing CSPAP knowledge, training and research into doctoral PETE. *Journal of Physical Education, Recreation and Dance, 88*(2), 20-24.
- Bryman, A. (2004). Qualitative research on leadership: A critical but appreciative review. *The Leadership Quarterly, 15*(6), 729-769.
- Bryman, A., & Bell, E. (2011). Ethics in business research. *Business research methods, 7*(5), 23-56.
- Campbell, J.L. (2006) Institutional Analysis and the Paradox of Corporate Social Responsibility.
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., & Walker, K. (2020). Purposive sampling: complex or simple? Research case examples. *Journal of Research in Nursing, 25*(8), 652-661.
- Carlsson, J., & Åkerstöm, R. (2008). Corporate Social Responsibility: a case study of Öhrlings PricewaterhouseCoopers.
- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review, 4*(4), 497-505.
- Carroll, A. B. (1991). The pyramid of corporate social responsibility: Toward the moral management of organizational stakeholders. *Business horizons, 34*(4), 39-48.
- Carroll, A. B. (1999). Corporate social responsibility: Evolution of a definitional construct. *Business & society, 38*(3), 268-295.
- Carroll, A. B. (2008). A history of corporate social responsibility: Concepts and practices. *The Oxford Handbook of Corporate Social Responsibility, 1*.
- Carroll, A. B. (2015). Corporate social responsibility: The centrepiece of competing and complementary frameworks. *Organisational dynamics*.
- Carroll, A. B. (2016). Carroll's pyramid of CSR: taking another look. *International Journal of Corporate Social Responsibility, 1*(1), 1-8.
- Carroll, A. B. (2021). Corporate social responsibility: Perspectives on the CSR construct's development and future. *Business & Society, 60*(6), 1258-1278.
- Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. *International Journal of Management Reviews, 12*(1), 85-105.
- Carter, A., & Burritt, R. L. (2007). By whatever name: A typology of corporate social responsibility (*Doctoral dissertation, University of South Australia*).
- Castelló, I., & Lozano, J. M. (2011). Searching for new forms of legitimacy through corporate responsibility rhetoric. *Journal of Business Ethics, 100*(1), 11-29.

- Cavana, R., Delahaye, B., & Sekeran, U. (2001). *Applied Business Research: Qualitative and Quantitative Methods*. John Wiley & Sons.
- Cavazotte, F., & Chang, N. C. (2017). Internal corporate social responsibility and performance: A study of publicly traded companies. *BAR-Brazilian Administration Review*, 13.
- Chalofsky, N. (2003). An emerging construct for meaningful work. *Human Resource Development International*, 6(1), 69-83.
- Chang, C. L. H., Jiang, J. J., Klein, G., & Chen, H. G. (2012). Career anchors and disturbances in job turnover decisions—A case study of IT professionals in Taiwan. *Information & Management*, 49(6), 309-319.
- Chatman, J. A. (1989). Matching people and organisations: Selection and socialization in public accounting firms. In *Academy of Management Proceedings* (Vol. 1989, No. 1, pp. 199-203). Briarcliff Manor, NY 10510: Academy of Management.
- Chebat, J. C., & Kollias, P. (2000). The impact of empowerment on customer contact employees' roles in service organisations. *Journal of Service Research*, 3(1), 66-81.
- Chen, H., Richard, O. C., Boncoeur, O. D., & Ford Jr, D. L. (2020). Work engagement, emotional exhaustion, and counterproductive work behaviour. *Journal of Business Research*, 114, 30-41.
- Chen, T. Y., Chang, P. L., & Yeh, C. W. (2004). A study of career needs, career development programs, job satisfaction and the turnover intentions of R&D personnel. *Career development international*.
- Chen, Y. C., Wang, W. C., & Chu, Y. C. (2010). Structural investigation of the relationship between working satisfaction and employee turnover. *The Journal of Human Resource and Adult Learning*, 6(1), 41.
- Chew, J., & Chan, C. C. (2008). Human resource practices, organizational commitment and intention to stay. *International Journal of Manpower*.
- Chiang, C. C. S. (2010). How corporate social responsibility influences employee job satisfaction in the hotel industry.
- Chiang, F. F., & Birtch, T. A. (2011). Reward climate and its impact on service quality orientation and employee attitudes. *International Journal of Hospitality Management*, 30(1), 3-9.
- Chung, Y. W., & Yang, J. Y. (2017). The mediating effects of organisation-based self-esteem for the relationship between workplace ostracism and workplace behaviours. *Baltic Journal of Management*.
- Cobb-Clark, D. A. (2001). Getting ahead: the determinants of and payoffs to internal promotion for young US men and women. In *Worker Wellbeing in a Changing Labour Market*. Emerald Group Publishing Limited.

- Collier, J., & Esteban, R. (2007). Corporate social responsibility and employee commitment. *Business ethics: A European Review*, 16(1), 19-33.
- Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. *Handbook of Social Psychology*, 61-88.
- Cooper, D. R., & Schindler, P. S. (2006). Business research methods: Empirical investigation. *Journal of Service Research*, 1(2), 108-28.
- Cooper, D. R., & Schindler, P. S. (2014). *Business Research Methods*. © 2014 by the McGraw-Hill Companies.
- Cooper-Thomas, H. D., Xu, J., & Saks, A. M. (2018). The differential value of resources in predicting employee engagement. *Journal of Managerial Psychology*, 33(4/5), 326-344.
- Cornelissen, J. P., Haslam, S. A., & Balmer, J. M. (2007). Social identity, organisational identity and corporate identity: Towards an integrated understanding of processes, patterning and products. *British Journal of Management*, 18, S1-S16.
- Cornelius, C., Kapadia, A., Kotz, D., Peebles, D., Shin, M., & Triandopoulos, N. (2008). Anonymsense: privacy-aware people-centric sensing. In *Proceedings of the 6th international conference on Mobile Systems, Applications, and Services* (pp. 211-224).
- Cornelius, N., Todres, M., Janjuha-Jivraj, S., Woods, A., & Wallace, J. (2008). Corporate social responsibility and the social enterprise. *Journal of Business Ethics*, 81(2), 355-370.
- Coyle-Shapiro, J. A., & Shore, L. M. (2007). The employee–organisation relationship: Where do we go from here?. *Human Resource Management Review*, 17(2), 166-179.
- Creswell, J. W. (2009). *Research designs: Qualitative, quantitative, and mixed methods approaches*. California: Sage.
- Creswell, J. W. (2014). *Qualitative, quantitative and mixed methods approaches*.
- Creswell, J. W., & Tashakkori, A. (2007). Differing perspectives on mixed methods research. *Journal of Mixed Methods Research*, 1(4), 303-308.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479-516.
- Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & Rupp, D. E. (2001). Moral virtues, fairness heuristics, social entities, and other denizens of organizational justice. *Journal of Vocational Behaviour*, 58(2), 164-209.
- Crotty, M. J. (1998). The foundations of social research: Meaning and perspective in the research process. *The Foundations of Social Research*, 1-256.

- Crowe, S., Cresswell, K., Robertson, A., Huby, G., Avery, A., & Sheikh, A. (2011). The case study approach. *BMC Medical Research Methodology*, *11*(1), 1-9.
- D'Amato, A., & Roome, N. (2009). Toward an integrated model of leadership for corporate responsibility and sustainable development: a process model of corporate responsibility beyond management innovation. *Corporate Governance: The International Journal of Business in Society*.
- De Gilder, D., Schuyt, T. N., & Breedijk, M. (2005). Effects of an employee volunteering program on the work force: The ABN-AMRO case. *Journal of Business Ethics*, *61*(2), 143-152.
- De Roeck, K., & Delobbe, N. (2012). Do environmental CSR initiatives serve organizations' legitimacy in the oil industry? Exploring employees' reactions through organisational identification theory. *Journal of Business Ethics*, *110*(4), 397-412.
- De Roeck, K., & Maon, F. (2018). Building the theoretical puzzle of employees' reactions to corporate social responsibility: An integrative conceptual framework and research agenda. *Journal of Business Ethics*, *149*(3), 609-625.
- De Roeck, K., Marique, G., Stinglhamber, F., & Swaen, V. (2014). Understanding employees' responses to corporate social responsibility: mediating roles of overall justice and organisational identification. *The International Journal of Human Resource Management*, *25*(1), 91-112.
- Deal, J. J., Altman, D. G., & Rogelberg, S. G. (2010). Millennials at work: What we know and what we need to do (if anything). *Journal of Business and Psychology*, *25*(2), 191-199.
- Deckop, J. R. (1992). Organisational and career pay satisfaction. *Human Resource Management Review*, *2*(2), 115-129.
- DeConinck, J. B. (2010). The influence of ethical climate on marketing employees' job attitudes and behaviours. *Journal of Business Research*, *63*(4), 384-391.
- Demerouti, E., Bakker, A. B., De Jonge, J., Janssen, P. P., & Schaufeli, W. B. (2001). Burnout and engagement at work as a function of demands and control. *Scandinavian Journal of Work, Environment and Health*, 279-286.
- Denzin, N. K., & Lincoln, Y. S. (Eds.). (2011). *The Sage handbook of qualitative research*. Sage.
- Dhanesh, G. S. (2014). CSR as organisation–employee relationship management strategy: A case study of socially responsible information technology companies in India. *Management Communication Quarterly*, *28*(1), 130-149.
- Ditlev-Simonsen, C. D. (2015). The relationship between Norwegian and Swedish employees' perception of corporate social responsibility and affective commitment. *Business & Society*, *54*(2), 229-253.
- Do Paco, A., & Nave, A. C. (2013). Corporate volunteering: A case study centred on the motivations, satisfaction and happiness of company employees. *Employee relations*.



- Donaldson, T., & Preston, L. E. (1995). The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of Management Review*, 20(1), 65-91.
- Dowling, G., & Moran, P. (2012). Corporate reputations: built in or bolted on?. *California Management Review*, 54(2), 25-42.
- Drucker, P. F. (1984). Converting social problems into business opportunities: The new meaning of corporate social responsibility. *California Management Review* (pre-1986), 26(000002), 53.
- Du, S., Bhattacharya, C. B., & Sen, S. (2010). Maximizing business returns to corporate social responsibility (CSR): The role of CSR communication. *International Journal of Management Reviews*, 12(1), 8-19.
- Du, S., Bhattacharya, C. B., & Sen, S. (2015). Corporate social responsibility, multi-faceted job-products, and employee outcomes. *Journal of Business Ethics*, 131(2), 319-335.
- Dudovskiy, J. (2013). Consumer decision making process: a detailed analysis. *Research Methodology*.
- Dutton, J. E., & Dukerich, J. M. (1991). Keeping an eye on the mirror: Image and identity in organizational adaptation. *Academy of Management Journal*, 34(3), 517-554.
- Eisner, E. W. (2003). On the art and science of qualitative research in psychology.
- El Akremi, A., Gond, J. P., Swaen, V., De Roeck, K., & Igalens, J. (2018). How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale. *Journal of Management*, 44(2), 619-657.
- Elçi, M., & Alphan, L. (2009). The impact of perceived organisational ethical climate on work satisfaction. *Journal of Business Ethics*, 84(3), 297-311.
- Elifneh, Y. W. (2020). Corporate Social Responsibility Practices and Motivations in a Least Developed Country. In *A Multidimensional Economic Assessment of Africa* (pp. 159-179). Springer, Singapore.
- Emerson, R. M., & Pollner, M. (1976). Dirty work designations: Their features and consequences in a psychiatric setting. *Social Problems*, 23(3), 243-254.
- European Commission. Directorate-General for Employment. (2001). Promoting a European Framework for Corporate Social Responsibility. *Office for Official Publications of the European Communities*.
- Fairbrass, J., Mirza, H., & O'Riordan, L. (2006). Corporate Social Responsibility: Differing Definitions and Practice? Univ., *School of Management*.
- Fapohunda, T. M. (2013). Towards effective team building in the workplace. *International Journal of Education and Research*, 1(4), 1-12.
- Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2014). The impact of corporate social responsibility on organisational commitment: Exploring multiple mediation mechanisms. *Journal of Business Ethics*, 125(4), 563-580.

- Fernández-Ferrín, P., Castro-González, S., & Bande, B. (2021). Corporate social responsibility, emotions, and consumer loyalty in the food retail context: Exploring the moderating effect of regional identity. *Corporate Social Responsibility and Environmental Management*, 28(2), 648-666.
- Ferreira, P., & de Oliveira, E. R. (2014). Does corporate social responsibility impact on employee engagement?. *Journal of Workplace Learning*.
- Fiske, S. T., & Taylor, S. E. (1991). Social Cognition. *Mcgraw-Hill Book Company*.
- Fitzpatrick, P., Fonseca, A., & McAllister, M. L. (2011). From the Whitehorse mining initiative towards sustainable mining: Lessons learned. *Journal of Cleaner Production*, 19(4), 376-384.
- Flint, D. J., & Golicic, S. L. (2009). Searching for competitive advantage through sustainability: A qualitative study in the New Zealand wine industry. *International Journal of Physical Distribution & Logistics Management*.
- Fossey, E., Harvey, C., McDermott, F., & Davidson, L. (2002). Understanding and evaluating qualitative research. *Australian & New Zealand Journal of Psychiatry*, 36(6), 717-732.
- Francesconi, M. (2001). Determinants and consequences of promotions in Britain. *Oxford Bulletin of Economics and Statistics*, 63(3), 279-279.
- Freeman, R. E. (2004). The stakeholder approach revisited. *Zeitschrift für wirtschafts-und unternehmensethik*, 5(3), 228-254.
- Freaney, Y., & Fellenz, M. R. (2013). Work engagement, job design and the role of the social context at work: Exploring antecedents from a relational perspective. *Human Relations*, 66(11), 1427-1445.
- Friday, E., & Friday, S. S. (2002). Formal mentoring: is there a strategic fit?. *Management Decision*.
- Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report*, 20(9), 1408.
- Galaz-Fontes, J. F. (2002). Job satisfaction of Mexican faculty in a public state university: Institutional reality through the lens of the professoriate. *The Claremont Graduate University*.
- Gangadhraiah, H. M., Nardev, G., & Reddy, M. V. (1990). Nurses' job satisfaction in mental health and neuro-science setting. *Nursing Journal of India*, 81(10), 299-302.
- Ganta, V. C. (2014). Motivation in the workplace to improve the employee performance. *International Journal of Engineering Technology, Management and Applied Sciences*, 2(6), 221-230.
- Garavan, T. N., & McGuire, D. (2010). Human resource development and society: Human resource development's role in embedding corporate social responsibility, sustainability, and ethics in organizations. *Advances in Developing Human Resources*, 12(5), 487-507.

- Gazzola, P., & Colombo, G. (2014). CSR integration into the corporate strategy. *Cross-Cultural Management Journal*, 16(2).
- Gazzola, P., & Mella, P. (2016). Can CSR influence employee's satisfaction? *Ann. Univ. Oradea Econ. Sci. Ser*, 25, 485-493.
- Gazzola, P., & Mella, P. (2017). Can CSR influence employee's satisfaction? *Economia Aziendale Online*, 7(4), 331-337.
- Glavas, A. (2016). Corporate social responsibility and employee engagement: Enabling employees to employ more of their whole selves at work. *Frontiers in Psychology*, 796.
- Glavas, A., & Kelley, K. (2014). The effects of perceived corporate social responsibility on employee attitudes. *Business Ethics Quarterly*, 24(2), 165-202.
- Glavas, A., & Piderit, S. K. (2009). How does doing good matter? Effects of corporate citizenship on employees. *Journal of Corporate Citizenship*, (36), 51-70.
- Gond, J. P., El Akremi, A., Swaen, V., & Babu, N. (2017). The psychological micro foundations of corporate social responsibility: A person-centric systematic review. *Journal of Organisational Behaviour*, 38(2), 225-246.
- Gould, R., Missimer, M., & Mesquita, P. L. (2017). Using social sustainability principles to analyse activities of the extraction lifecycle phase: Learnings from designing support for concept selection. *Journal of Cleaner Production*, 140, 267-276.
- Graen, G. B., & Scandura, T. A. (1987). Toward a psychology of dyadic organizing. *Research in Organizational Behaviour*.
- Greening, D. W., & Turban, D. B. (2000). Corporate social performance as a competitive advantage in attracting a quality workforce. *Business & society*, 39(3), 254-280.
- Greenwood, M. (2007). Stakeholder engagement: Beyond the myth of corporate responsibility. *Journal of Business ethics*, 74(4), 315-327.
- Griffin, J. J., & Mahon, J. F. (1997). The corporate social performance and corporate financial performance debate: Twenty-five years of incomparable research. *Business & society*, 36(1), 5-31.
- Gross, R., & Holland, B. (2011). Corporate social responsibility and employee engagement: Making the connection.
- Guba, E. G. (1981). Criteria for assessing the trustworthiness of naturalistic inquiries. *Ectj*, 29(2), 75-91.
- Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. *Handbook of qualitative research*, 2(163-194), 105.

- Guest, D. (2014). Employee engagement: a sceptical analysis. *Journal of Organisational Effectiveness: People and Performance*.
- Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), 59-82.
- Gupta, N., & Sharma, V. (2016). The relationship between corporate social responsibility and employee engagement and its linkage to organisational performance: A conceptual model. *IUP Journal of Organisational Behaviour*, 15(3), 59.
- Hafiza, N. S., Shah, S. S., Jamsheed, H., & Zaman, K. (2011). Relationship between rewards and employee's motivation in the non-profit organisations of Pakistan. *Business Intelligence Journal*, 4(2), 327-334.
- Haley-Lock, A. (2012). The structural contexts of low-wage work: Restaurant employment practices across firm geography, size, and ownership status. *Journal of Poverty*, 16(4), 447-468.
- Hammarberg, K., Kirkman, M., & de Lacey, S. (2016). Qualitative research methods: when to use them and how to judge them. *Human Reproduction*, 31(3), 498-501.
- Handa, M., & Gulati, A. (2014). Employee engagement: Does individual personality matter. *Journal of Management Research*, 14(1), 57.
- Handelman, J. M., & Arnold, S. J. (1999). The role of marketing actions with a social dimension: Appeals to the institutional environment. *Journal of Marketing*, 63(3), 33-48.
- Hanlon, R. (2022). Developmental corporate social responsibility. In *Human Security and the Politics of Corporate Social Responsibility in China* (pp. 45-64). Edward Elgar Publishing.
- Harrison, J. S., & St. John, C. H. (1996). Managing and partnering with external stakeholders. *Academy of Management Perspectives*, 10(2), 46-60.
- Harter, J. (2018). Employee engagement on the rise in the US. Gallup Poll News Service. Retrieved 26 June 2022 <https://news.gallup.com/poll/241649/employee-engagement-rise.aspx>
- Harvard Business Review (2013), The Impact of Employee Engagement on Performance.
- Hassan, H. M. A., Mohamed, M. A., Youssef, A. W., & Hassan, E. R. (2010). Effect of using organic acids to substitute antibiotic growth promoters on performance and intestinal microflora of broilers. *Asian-Australasian Journal of Animal Sciences*, 23(10), 1348-1353.
- Hazzi, O., & Maldaon, I. (2015). A pilot study: Vital methodological issues. *Business: Theory and Practice*, 16(1), 53-62.
- Hejjas, K., Miller, G., & Scarles, C. (2019). "It's like hating puppies!" Employee disengagement and corporate social responsibility. *Journal of Business Ethics*, 157(2), 319-337.

- Hine, J. A., & Preuss, L. (2009). "Society is out there; organisation is in here": On the perceptions of corporate social responsibility held by different managerial groups. *Journal of Business Ethics*, 88(2), 381-393.
- Hoffman, B. J., Bynum, B. H., Piccolo, R. F., & Sutton, A. W. (2011). Person-organization value congruence: How transformational leaders influence work group effectiveness. *Academy of Management Journal*, 54(4), 779-796.
- Hoffman, M., Block, P., Elmer, T., & Stadtfeld, C. (2020). A model for the dynamics of face-to-face interactions in social groups. *Network Science*, 8(S1), S4-S25.
- Hofman, P. S., & Newman, A. (2014). The impact of perceived corporate social responsibility on organizational commitment and the moderating role of collectivism and masculinity: Evidence from China. *The International Journal of Human Resource Management*, 25(5), 631-652.
- Holman, D., Wall, T. D., Clegg, C. W., Sparrow, P., & Howard, A. (Eds.). (2005). The essentials of the new workplace: a guide to the human impact of modern working practices. *John Wiley & Sons*.
- Holthausen, J. (2010). Scientific review of the Social Exchange Theory and its contribution to solving purchasers' decision-making issues (*Bachelor's thesis, University of Twente*).
- Huberman, A. M., & Miles, M. B. (1994). Data management and analysis methods.
- Hunter, J. P., & Csikszentmihalyi, M. (2003). The positive psychology of interested adolescents. *Journal of Youth and Adolescence*, 32(1), 27-35.
- Husted, B. W., & Allen, D. B. (2011). Corporate social strategy: Stakeholder engagement and competitive advantage. *Cambridge University Press*.
- Im, S., Chung, Y. W., & Yang, J. Y. (2016). Employees' participation in corporate social responsibility and organizational outcomes: The moderating role of person-CSR fit. *Sustainability*, 9(1), 1-14.
- Iqbal, J., Shabbir, M. S., Zameer, H., Khan, I. A., & Sandhu, M. A. (2017). Antecedents and consequences of employee engagement: Evidence from corporate sector of Pakistan. *Paradigms*, 11(1), 78.
- Jamali, D., & Karam, C. (2016). CSR in developed versus developing countries: A comparative glimpse. In *Research Handbook on Corporate Social Responsibility in context*. Edward Elgar Publishing.
- Jamali, D., Safieddine, A. M., & Rabbath, M. (2008). Corporate governance and corporate social responsibility synergies and interrelationships. *Corporate governance: An International Review*, 16(5), 443-459.
- Jiang, L. (2020). Definitions of Corporate Social Responsibility. *The Palgrave Handbook of Corporate Social Responsibility*, 1-20.
- Jones, P., Comfort, D., & Hillier, D. (2006). Reporting and reflecting on corporate social responsibility in the hospitality industry: A case study of pub operators in the UK. *International Journal of Contemporary Hospitality Management*.

- Jones, R. (2010). Corporate branding: The role of vision in implementing the corporate brand. *Innovative Marketing*, 6(1).
- Jonker, J., & Witte, M. D. (2006). Finally in business: Organising corporate social responsibility in five. In *Management models for corporate social responsibility* (pp. 1-7). Springer, Berlin, Heidelberg.
- Joo, B. K. B., & Ready, K. J. (2012). Career satisfaction. *Career Development International*.  
*Journal of Law and Management*, 58(1), 26-47.
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *Journal of Applied Psychology*, 102(3), 356.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kahn, W. A., & Fellows, S. (2013). Employee engagement and meaningful work.
- Kahn, W. A., & Heaphy, E. D. (2013). Relational context of personal engagement at work. In C. Truss, R. Delbridge, K. Alfes, A. Shantz, & E. Soane (Eds.), *Employee engagement in theory and practice* (pp. 82-96). Routledge.
- Kaler, J. (2009). An optimally viable version of stakeholder theory. *Journal of Business Ethics*, 86(3), 297-312.
- Karatepe, O. M. (2012). The effects of coworker and perceived organizational support on hotel employee outcomes: The moderating role of job embeddedness. *Journal of Hospitality & Tourism Research*, 36(4), 495-516.
- Karatepe, O. M., Baradarani, S., Olya, H. G., Ilkhanizadeh, S., & Raoofi, A. (2014). The effects of high-performance work practices on critical performance outcomes.
- Kasdorf, R. L., & Kayaalp, A. (2022). Employee career development and turnover: a moderated mediation model. *International Journal of Organisational Analysis*, 30(2), 324-339.
- Kerr, C. (2010). Assessing and demonstrating data saturation in qualitative inquire supporting patient-reported outcomes research. *Expert Review of Pharmacoeconomics & Outcomes Research*, 10(3), 269-281
- Kim, B. (2000). Coordinating an innovation in supply chain management. *European journal of operational research*, 123(3), 568-584.
- Kim, E. H., Lee, E., & Choi, H. J. (2012). Mediation effect of organizational citizenship behaviour between job embeddedness and turnover intention in hospital nurses. *Journal of Korean Academy of Nursing Administration*, 18(4), 394-401.
- Kim, M., Knutson, B. J., & Choi, L. (2016). The effects of employee voice and delight on job satisfaction and behaviours: Comparison between employee generations. *Journal of Hospitality Marketing & Management*, 25(5), 563-588.

- Kim, W., Kim, J.A. & Kim, T. (2012) The Relationship between Work Engagement and Performance: A Review of Empirical Literature and a Proposed Research Agenda. *Human Resource Development Review*, 12, 248-276.
- Kimberlin, C. L., & Winterstein, A. G. (2008). Validity and reliability of measurement instruments used in research. *American Journal of Health-system Pharmacy*, 65(23), 2276-2284.
- Kinney, T. C., & Taylor, J. R. (1996). *Marketing research: an applied approach*. McGraw-Hill.
- Koç, M., Cavus, M. F., & Saraçoğlu, T. (2014). Human resource management practices, job satisfaction and organisational commitment. *International Journal of Academic Research in Business and Social Sciences*, 4(9), 178.
- Koch, C., Bekmeier-Feuerhahn, S., Bögel, P. M., & Adam, U. (2019). Employees' perceived benefits from participating in CSR activities and implications for increasing employees' engagement in CSR. *Corporate Communications: An International Journal*.
- Kong, H., Cheung, C., & Song, H. (2012). From hotel career management to employees' career satisfaction: The mediating effect of career competency. *International Journal of Hospitality Management*, 31(1), 76-85.
- Korschun, D., Bhattacharya, C. B., & Swain, S. D. (2014). Corporate social responsibility, customer orientation, and the job performance of frontline employees. *Journal of Marketing*, 78(3), 20-37.
- Kosteas, V. D. (2010). Employment disruptions and supervisors. *Industrial Relations: A Journal of Economy and Society*, 49(1), 116-141.
- Koyuncu, M., Burke, R., Fixenbaum, L., & Tekin, Y. (2013). Antecedents and consequences of employee voice behaviour among front-line employees in Turkish hotels. *Anatolia*, 24(3), 427-437.
- Krüger, P. (2015). Corporate goodness and shareholder wealth. *Journal of Financial Economics*, 115(2), 304-329.
- Kumar, V., & Pansari, A. (2015). Measuring the benefits of employee engagement. *MIT Sloan Management Review*, 56(4), 67.
- Lapalme, M. È., Tremblay, M., & Simard, G. (2009). The relationship between career plateauing, employee commitment and psychological distress: The role of organisational and supervisor support. *The International Journal of Human Resource Management*, 20(5), 1132-1145.
- Laszlo, C., & Zhexembayeva, N. (2011). Embedded sustainability: A strategy for market leaders. *The European Financial Review*, 15, 37-49.
- Latapí Agudelo, M. A., Jóhannsdóttir, L., & Davídsdóttir, B. (2019). A literature review of the history and evolution of corporate social responsibility. *International Journal of Corporate Social Responsibility*, 4(1), 1-23.

- Latif, B., Ong, T. S., Meero, A., Abdul Rahman, A. A., & Ali, M. (2022). Employee-perceived corporate social responsibility (CSR) and employee pro-environmental behaviour (PEB): The moderating role of CSR skepticism and CSR authenticity. *Sustainability, 14*(3), 1380.
- Lazar, I., Osoian, C., & Ratiu, P. I. (2010). The role of work-life balance practices in order to improve organisational performance.
- Lee, E. M., Park, S. Y., Rapert, M. I., & Newman, C. L. (2012). Does perceived consumer fit matter in corporate social responsibility issues?. *Journal of Business Research, 65*(11), 1558-1564.
- Lee, J., & Cho, M. (2019). New insights into socially responsible consumers: The role of personal values. *International Journal of Consumer Studies, 43*(2), 123-133.
- Lee, M. Y., Fairhurst, A., & Wesley, S. (2009). Corporate social responsibility: A review of the top 100 US retailers. *Corporate Reputation Review, 12*(2), 140-158.
- Lee, Y. (2020). Toward a communality with employees: The role of CSR types and internal reputation. *Corporate Reputation Review, 23*(1), 13-23.
- Lewin, L. (1991). *Self-interest and public interest in Western politics*. OUP Oxford.
- Lin, W. B. (2010). Relevant factors that affect service recovery performance. *The Service Industries Journal, 30*(6), 891-910.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry*. sage.
- Lindgreen, A., & Swaen, V. (2010). Corporate social responsibility. *International Journal of Management Reviews, 12*(1), 1-7.
- Linfei, Z., & Qingliang, G. (2009). Corporate social responsibility in China apparel industry. *World Academy of Science, Engineering and Technology, 27*, 2009.
- Lin-Hi, N., & Müller, K. (2013). The CSR bottom line: Preventing corporate social irresponsibility. *Journal of Business Research, 66*(10), 1928-1936.
- Lounsbury, J. W., Loveland, J. M., Sundstrom, E. D., Gibson, L. W., Drost, A. W., & Hamrick, F. L. (2003). An investigation of personality traits in relation to career satisfaction. *Journal of Career Assessment, 11*(3), 287-307.
- Loureiro, S. M., Sardinha, I. M. D., & Reijnders, L. (2012). The effect of corporate social responsibility on consumer satisfaction and perceived value: the case of the automobile industry sector in Portugal. *Journal of Cleaner Production, 37*, 172-178.
- Luchak, A. A., & Gellatly, I. R. (2007). A comparison of linear and nonlinear relations between organizational commitment and work outcomes. *Journal of Applied Psychology, 92*(3), 786.
- Lumley, E. J., Coetzee, M., Tladinyane, R., & Ferreira, N. (2011). Exploring the job satisfaction and organisational commitment of employees in the information technology environment. *Southern African Business Review, 15*(1).



- Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate—employee performance relationship. *Journal of organizational behaviour: The International Journal of Industrial, Occupational and Organisational Psychology and Behaviour*, 29(2), 219-238.
- Macey, W. H., & Schneider, B. (2008). Engaged in engagement: We are delighted we did it. *Industrial and Organisational Psychology*, 1(1), 76-83.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organisational Psychology*, 1(1), 3-30.
- MacLeod, D. & Clarke, N. (2009) Engaging for Success: Enhancing Performance through Employee Engagement. *Office of Public Sector Information, London*.
- MacLeod, D., & Clarke, N. (2011). Engaging for success: enhancing performance through employee engagement, a report to Government.
- Maguire, M., & Delahunt, B. (2017). Doing a thematic analysis: A practical, step-by-step guide for learning and teaching scholars. *All Ireland Journal of Higher Education*, 9(3).
- Marco-Lajara, B., Zaragoza-Sáez, P., Falcó, J. M., & Millan-Tudela, L. A. (2022). Corporate Social Responsibility: A Narrative Literature Review. *Frameworks for Sustainable Development Goals to Manage Economic, Social, and Environmental Shocks and Disasters*, 16-34.
- Mason, J. (2002). Researching your own practice: The discipline of noticing. *Routledge*.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organisational commitment. *Psychological Bulletin*, 108(2), 171.
- Matten, D., & Crane, A. (2005). Corporate citizenship: Toward an extended theoretical conceptualization. *Academy of Management Review*, 30(1), 166-179.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organisational Psychology*, 77(1), 11-37.
- May, T. Y. M., Koczyński, M., & Frenkel, S. J. (2002). Organisational and occupational commitment: Knowledge workers in large corporations. *Journal of Management Studies*, 39(6), 775-801.
- McCallum, S., Schmid, M. A., & Price, L. (2013). CSR: a case for employee skills-based volunteering. *Social Responsibility Journal*.
- McCracken, G. (1988). *The long interview* (Vol. 13). Sage.
- McNamara, T. K., Carapinha, R., Pitt-Catsoupes, M., Valcour, M., & Lobel, S. (2017). Corporate social responsibility and employee outcomes: The role of country context. *Business Ethics: A European Review*, 26(4), 413-427.

- McShane, L., & Cunningham, P. (2012). To thine own self be true? Employees' judgments of the authenticity of their organization's corporate social responsibility program. *Journal of Business Ethics*, 108(1), 81-100.
- Megha, S. (2016). A brief review of employee engagement: definition, antecedents and approaches. *Clear International Journal of Research in Commerce & Management*, 7(6).
- Mensah, I. (2009). Customers' perception of food service quality: the case of Cape Coast.
- Mensah, J. K., Bawole, J. N., & Wedchayanon, N. (2016). Unlocking the "black box" in the talent management employee performance relationship: evidence from Ghana. *Management Research Review*.
- Mergener, A., & Trübner, M. (2022). Social relations and employees' rejection of working from home: A social exchange perspective. *New Technology, Work and Employment*, 37(3), 469-487.
- Merriam, S. B., & Tisdell, E. J. (2016). Designing your study and selecting a sample. *Qualitative Research: A guide to design and implementation*, 67(1), 73-104.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299-326.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook*. Sage publications.
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2018). *Qualitative Data Analysis: A methods sourcebook*. Sage publications.
- Mirvis, P. (2012). Employee engagement and CSR: Transactional, relational, and developmental approaches. *California management review*, 54(4), 93-117.
- Misener, T. R., Haddock, K. S., Gleaton, J. U., & Ajamieh, A. R. A. (1996). Toward an international measure of job satisfaction. *Nursing Research*, 45(2), 87-91.
- Molm, L. D. (1994). Dependence and risk: Transforming the structure of social exchange. *Social Psychology Quarterly*, 163-176.
- Moratis, L. (2016). Out of the ordinary? Appraising ISO 26000's CSR definition. *International*
- Morgeson, F. V., Mithas, S., Keiningham, T. L., & Aksoy, L. (2011). An investigation of the cross-national determinants of customer satisfaction. *Journal of the Academy of Marketing Science*, 39(2), 198-215.
- Moura-Leite, R. C., & Padgett, R. C. (2011). Historical background of corporate social responsibility. *Social Responsibility Journal*.
- Muthuri, J. N., Matten, D., & Moon, J. (2009). Employee volunteering and social capital: Contributions to corporate social responsibility. *British Journal of Management*, 20(1), 75-89.

- Newman, A., Nielsen, I., & Miao, Q. (2015). The impact of employee perceptions of organisational corporate social responsibility practices on job performance and organisational citizenship behaviour: Evidence from the Chinese private sector. *The International Journal of Human Resource Management*, 26(9), 1226-1242.
- Ng, E. T., Ang, R. Z., Tran, B. X., Ho, C. S., Zhang, Z., Tan, W., ... & Ho, R. C. (2019). Comparing quality of life in breast cancer patients who underwent mastectomy versus breast-conserving surgery: a meta-analysis. *International Journal of Environmental Research and public health*, 16(24), 4970.
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16(1), 1609406917733847.
- O'Reilly, M., & Parker, N. (2012). Unsatisfactory saturation: A critical exploration of the notion of saturated sample sizes in qualitative research. *Qualitative Research Journal*, 1-8.
- O'riordan, L., & Fairbrass, J. (2008). Corporate social responsibility (CSR): Models and theories in stakeholder dialogue. *Journal of Business Ethics*, 83(4), 745-758.
- Obeidat, B. Y. (2016). Exploring the relationship between corporate social responsibility, employee engagement, and organisational performance: The case of Jordanian mobile telecommunication companies. *International Journal of Communications, Network and System Sciences*, 9(09), 361.
- Onkila, T., & Sarna, B. (2022). A systematic literature review on employee relations with CSR: State of art and future research agenda. *Corporate Social Responsibility and Environmental Management*, 29(2), 435-447.
- Osman, H., Hemmington, N., & Bowie, D. (2009). A transactional approach to customer loyalty in the hotel industry. *International Journal of Contemporary Hospitality Management*.
- Othman, B., Harun, A., Rashid, W., Nazeer, S., Kassim, A., & Kadhim, K. (2019). The influences of service marketing mix on customer loyalty towards Umrah travel agents: Evidence from Malaysia. *Management Science Letters*, 9(6), 865-876.
- Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and policy in mental health and mental health services research*, 42(5), 533-544.
- Pan, X., Sinha, P., & Chen, X. (2021). Corporate social responsibility and eco-innovation: The triple bottom line perspective. *Corporate Social Responsibility and Environmental Management*, 28(1), 214-228.
- Panagopoulos, N. G., Rapp, A. A., & Vlachos, P. A. (2016). I think they think we are good citizens: Meta-perceptions as antecedents of employees' reactions to corporate social responsibility. *Journal of Business Research*, 69(8), 2781-2790.

- Papacharalampous, N. & Papadimitriou, D. (2021). Perceived corporate social responsibility and affective commitment: The mediating role of psychological capital and the impact of employee participation. *Human Resource Development Quarterly*, 32(3), 251-272.
- Papasolomou-Doukakis, I., Krambia-Kapardis, M. & Katsioloudes, M. (2005). Corporate Social Responsibility: The Way Forwards? Maybe Not! A preliminary study in Cyprus. *European Business Review*, 17, 263-279.
- Paré, G., & Tremblay, M. (2007). The influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviours on information technology professionals' turnover intentions. *Group & Organisation Management*, 32(3), 326-357.
- Patton, M. Q. (1990). Qualitative evaluation and research methods. *SAGE Publications, Inc.*
- Peluchette, J. V. E. (1993). Subjective career success: The influence of individual difference, family, and organisational variables. *Journal of Vocational Behaviour*, 43(2), 198-208.
- Peterson, D. K. (2004). The relationship between perceptions of corporate citizenship and organisational commitment. *Business & society*, 43(3), 296-319.
- Petrova, E., Dewing, J., & Camilleri, M. (2016). Confidentiality in participatory research: Challenges from one study. *Nursing Ethics*, 23(4), 442-454.
- Pietersz, G. (2011). Corporate Social Responsibility Is More than Just Donating Money. *KPMG International, Curacao.*
- Pinkston, T. S., & Carroll, A. B. (1996). A retrospective examination of CSR orientations: have they changed?. *Journal of Business Ethics*, 15(2), 199-206.
- Poon, J. M. (2004). Career commitment and career success: moderating role of emotion perception. *Career Development International.*
- Porter, M. E. (1997). Competitive strategy. Measuring business excellence.
- Porter, M. E., & Kramer, M. R. (2002). The competitive advantage of corporate philanthropy. *Harvard business review*, 80(12), 56-68.
- Porter, M. E., & Kramer, M. R. (2003). Corporate philanthropy: Taking the high ground. *Foundation strategy group*, 13, 1-12.
- Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard business review*, 84(12), 78-92.
- Porter, M. E., & Kramer, M. R. (2007). Strategy & Society. *Harvard business review*, 84.
- Porter, M. E., & Kramer, M. R. (2011). How to reinvent capitalism and unleash a wave of innovation and growth. *Managing Sustainable Business*, 323.

- Pratt, M. G., & Bonaccio, S. (2016). Qualitative Research in IO psychology: Maps, myths, and moving forward. *Industrial and Organisational Psychology*, 9(4), 693-715.
- Prutina, Ž. & Šehić, D. (2016). Employees' Perceptions of Corporate Social Responsibility: A Case Study of Award Recipient. *Ekonomika misao i praksa*, (1), 239-260.
- Purcell, J. (2003). Understanding the people and performance link: Unlocking the black box. *CIPD Publishing*.
- Rahman, A., & Wallace-Hadrill, A. (2022). A literature review of the History and Evolution of Corporate Social Responsibility. *Al-Qantara*, 8(1).
- Raj, D. (2017). Motivation in the Workplace; To Improve the Employees Performance. *International Journal for Advance Research and Development*, 2(6), 164-166.
- Rana, S., Ardichvili, A., & Tkachenko, O. (2014). A theoretical model of the antecedents and outcomes of employee engagement: Dubin's method. *Journal of Workplace Learning*, 26(3/4), 249-266.
- Rehman, S. U., Bresciani, S., Yahiaoui, D., & Giacosa, E. (2022). Environmental sustainability orientation and corporate social responsibility influence on environmental performance of small and medium enterprises: The mediating effect of green capability. *Corporate Social Responsibility and Environmental Management*, 29(6), 1954-1967.
- Rice, L. (2022). Evolution of Corporate Social Responsibility: International literature Evidence. *Oeconomia*, 5(2).
- Richards, D. A. (2009). Individual differences and leader-subordinate relationships: Examining the relations between individual attachment, emotion regulation, leader-member exchange, and employee behaviour.
- Robinson, D., Perryman, S. & Hayday, S. (2004). The Drivers of Employee Engagement Report 408. *Institute for Employment Studies, UK*.
- Robinson, O. C. (2014). Sampling in interview-based qualitative research: A theoretical and practical guide. *Qualitative research in psychology*, 11(1), 25-41.
- Rock, M. (2003). Labour conditions in the export-oriented garment industry in Bangladesh. *South Asia: Journal of South Asian Studies*, 26(3), 391-407.
- Rodrigo, P., & Arenas, D. (2008). Do employees care about CSR programs? A typology of employees according to their attitudes. *Journal of Business Ethics*, 83(2), 265-283.
- Rosário, A. T., Raimundo, R. J., & Cruz, S. P. (2022). Sustainable Entrepreneurship: a literature review. *Sustainability*, 14(9), 5556.
- Rothmann, S., & Rothmann Jr, S. (2010). Factors associated with employee engagement in South Africa. *SA Journal of Industrial Psychology*, 36(2), 1-12.

- Rowley, T., & Berman, S. (2000). A brand new brand of corporate social performance. *Business & society*, 39(4), 397-418.
- Rupp, D. E., Shao, R., Skarlicki, D. P., Paddock, E. L., Kim, T. Y., & Nadisic, T. (2018). Corporate social responsibility and employee engagement: The moderating role of CSR-specific relative autonomy and individualism. *Journal of Organisational Behaviour*, 39(5), 559-579.
- Rust, N. A., Abrams, A., Challender, D. W., Chapron, G., Ghoddousi, A., Glikman, J. A., & Hill, C. M. (2017). Quantity does not always mean quality: The importance of qualitative social science in conservation research. *Society & Natural Resources*, 30(10), 1304-1310.
- Sahoo, C.K. & Sahu, G. (2009). Effective Employee Engagement: The Mantra of Achieving Organizational Excellence. *Management and Labour Studies*, 34, 73-84.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organisational Effectiveness: People and Performance*.
- Saks, A. M., & Ashforth, B. E. (2002). Is job search related to employment quality? It all depends on the fit. *Journal of applied Psychology*, 87(4), 646.
- Saks, A. M., & Gruman, J. A. (2014). What do we really know about employee engagement? *Human resource development quarterly*, 25(2), 155-182.
- Samanta, I. (2013). The effect of corporate social responsibility on employees' behaviour. *International Journal of Strategic Information Technology and Applications (IJSITA)*, 4(3), 103-112.
- Sanchez-Planelles, J., Segarra-Oña, M., & Peiro-Signes, A. (2022). Identifying different sustainable practices to help companies to contribute to the sustainable development: Holistic sustainability, sustainable business and operations models. *Corporate Social Responsibility and Environmental Management*, 29(4), 904-917.
- Sand, K., Kaasa, S., & Loge, J. H. (2010). The understanding of informed consent information—definitions and measurements in empirical studies. *AJOB Primary Research*, 1(2), 4-24.
- Sandelowski, M. (2010). What's in a name? Qualitative description revisited. *Research in Nursing & Health*, 33(1), 77-84.
- Sanford, C. (2011). The responsible business: Reimagining sustainability and success. *John Wiley & Sons*.
- Satish, U., Streufert, S., Marshall, R., Smith, J. S., Powers, S., Gorman, P., & Krummel, T. (2001). Strategic management simulations is a novel way to measure resident competencies. *The American Journal of Surgery*, 181(6), 557-561.

- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organisational Behaviour: The International Journal of Industrial, Occupational and Organisational Psychology and Behaviour*, 25(3), 293-315.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological measurement*, 66(4), 701-716.
- Schaufeli, W., & Salanova, M. A. R. I. S. A. (2014). Burnout, boredom and engagement at the workplace.
- Schwartz, M. S., & Carroll, A. B. (2003). Corporate social responsibility: A three-domain approach. *Business ethics quarterly*, 13(4), 503-530.
- Scotland, J. (2012). Exploring the philosophical underpinnings of research: Relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms. *English Language Teaching*, 5(9), 9-16.
- Seibert, S. E., & Kraimer, M. L. (2001). The five-factor model of personality and career success. *Journal of Vocational Behaviour*, 58(1), 1-21.
- Senasu, K., & Virakul, B. (2015). The effects of perceived CSR and implemented CSR on job-related outcomes: An HR perspective. *Journal of East-West Business*, 21(1), 41-66.
- Sethi, S. P. (1975). Dimensions of corporate social performance: An analytical framework. *California management review*, 17(3), 58-64.
- Sethi, S. P. (2008). Defining the concept of good corporate citizenship in the context of globalization: a paradigm shift from corporate social responsibility to corporate social accountability. *Handbook of research on global corporate citizenship*, 74-98.
- Shaban, D. N. (2014). Corporate social responsibility in the USA. Social responsibility at the Walt Disney Company.
- Shahin, A., Naftchali, J.S. and Pool, J.K. (2014). Developing a Model for the Influence of Perceived Organisational Climate on Organisational Citizenship Behaviour and Organisational Performance Based on Balanced Score Card. *International Journal of Productivity and Performance Management*, 63, 290-307.
- Shanahan, F., & Seele, P. (2017). Creating Shared Value. Looking at Shared Value through an Aristotelian Lens. In *Creating Shared Value—Concepts, Experience, Criticism (pp. 141-151)*. Springer, Cham.
- Shenton, A. K. (2004). Strategies for ensuring trustworthiness in qualitative research projects. *Education for information*, 22(2), 63-75.

- Shuck, B. & Wollard, K. (2010) Employee Engagement and HRD: A Seminal Review of the Foundations. *Human Resource Development Review*, 9, 89-110.
- Simpson, A., & Quigley, C. F. (2016). Member checking process with adolescent students: Not just reading a transcript. *The Qualitative Report*, 21(2), 376-392.
- Sinkovics, R. R., & Alfoldi, E. A. (2012). Progressive focusing and trustworthiness in qualitative research. *Management International Review*, 52(6), 817-845.
- Slack, R. E., Corlett, S., & Morris, R. (2015). Exploring employee engagement with (corporate) social responsibility: A social exchange perspective on organisational participation. *Journal of Business Ethics*, 127(3), 537-548.
- Sluss, D. M., Klimchak, M., & Holmes, J. J. (2008). Perceived organisational support as a mediator between relational exchange and organisational identification. *Journal of Vocational Behaviour*, 73(3), 457-464.
- Smith, E., Joubert, P., & Karodia, A. M. (2015). The impact of intrinsic and extrinsic rewards on employee motivation at a medical devices company in South Africa. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 33(2588), 1-49.
- Smith, N. C. (2003). Corporate social responsibility: Not whether, but how. *Centre for Marketing Working Paper*, 3, 701.
- Stake, R. E. (1994). Case study: Composition and performance. *Bulletin of the Council for Research in Music Education*, 31-44.
- Stancu, A., Grigore, G. F., & Rosca, M. I. (2011). The impact of corporate social responsibility on employees. In *International Conference on Information and Finance* (Vol. 21, pp. 11-16).
- Stephenson, A. K. (2009). The pursuit of CSR and business ethics policies: Is it a source of competitive advantage for organisations. *The Journal of American Academy of Business*, 14(2), 251-262.
- Stephenson, D., & Vracheva, V. (2015). Corporate social responsibility and tax avoidance: A literature review and directions for future research. *Available at SSRN 2756640*.
- Story, J., & Neves, P. (2015). When corporate social responsibility (CSR) increases performance: exploring the role of intrinsic and extrinsic CSR attribution. *Business Ethics: A European Review*, 24(2), 111-124.
- Stoyanova, T., & Iliev, I. (2017). Employee engagement factor for organisational excellence. *International Journal of Business and Economic Sciences Applied Research (IJESAR)*, 10(1), 23-29.
- Sundaray, B. K. (2011). Employee engagement: a driver of organisational effectiveness. *European Journal of Business and Management*, 3(8), 53-59.




- Supanti, D., Butcher, K., & Fredline, L. (2015). Enhancing the employer-employee relationship through corporate social responsibility (CSR) engagement. *International Journal of Contemporary Hospitality Management*, 27(7), 1479-1498.
- Tafolli, F., & Grabner-Kräuter, S. (2020). Employee perceptions of corporate social responsibility and organizational corruption: empirical evidence from Kosovo. *Corporate Governance: The International Journal of Business in Society*.
- Teddlie, C., & Yu, F. (2007). Mixed methods sampling: A typology with examples. *Journal of Mixed Methods Research*, 1(1), 77-100.
- Thomas, G., & Nowak, M. (2006). Corporate social responsibility: A definition.
- Tsourvakas, G., & Yfantidou, I. (2018). Corporate social responsibility influences employee engagement. *Social Responsibility Journal*.
- Tuffrey, M. (2003). Good companies, better employees: How community involvement and good corporate citizenship can enhance employee morale, motivation, commitment and performance. *The Corporate Citizenship Company Europoint*, 32, 32.
- Tuli, F. (2010). The basis of distinction between qualitative and quantitative research in social science: Reflection on ontological, epistemological and methodological perspectives. *Ethiopian Journal of Education and Sciences*, 6(1).
- Turker, D. (2009). Measuring corporate social responsibility: A scale development study. *Journal of business ethics*, 85(4), 411-427.
- Tziner, A., Oren, L., Bar, Y., & Kadosh, G. (2011). Corporate social responsibility, organisational justice and job satisfaction: how do they interrelate, if at all?. *Journal of Work and Organisational Psychology*, 27(1), 67-72.
- Vaismoradi, M., & Snelgrove, S. (2019). Theme in qualitative content analysis and thematic analysis. In *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research* (Vol. 20, No. 3).
- Valentine, S., & Barnett, T. (2003). Ethics code awareness perceived ethical values, and organisational commitment. *Journal of Personal Selling & Sales Management*, 23(4), 359-367.
- Valentine, S., & Fleischman, G. (2008). Ethics programs perceived corporate social responsibility and job satisfaction. *Journal of Business Ethics*, 77(2), 159-172.
- Vance, R. J. (2006). Employee engagement and commitment. *SHRM Foundation*, 1-53.
- Vashchenko, M. (2017). An external perspective on CSR: What matters and what does not. *Business Ethics: A European Review*, 26(4), 396-412.
- Vaughn, P., & Turner, C. (2016). Decoding via coding: Analysing qualitative text data through thematic coding and survey methodologies. *Journal of Library Administration*, 56(1), 41-51.

- Vig, S. (2016). Corporate social responsibility in Sub-Saharan Africa: Sustainable development in its embryonic form. *African Journal of Economic and Management Studies*.
- Visser, W. (2006). Revisiting Carroll's CSR. Corporate citizenship in developing countries: New partnership perspectives, 29.
- Voegtlin, C., & Greenwood, M. (2013). CSR and HRM: A systematic review and conceptual analysis. In *Academy of Management Proceedings* (Vol. 2013, No. 1, p. 10220). Briarcliff Manor, NY 10510: *Academy of Management*.
- Waddock, S. (2004). Parallel universes: Companies, academics, and the progress of corporate citizenship. *Business and Society Review*, 109(1), 5-42.
- Waldman, D. A., Sully de Luque, M., Washburn, N., House, R. J., Adetoun, B., Barrasa, A., & Wilderom, C. P. (2006). Cultural and leadership predictors of corporate social responsibility values of top management: A GLOBE study of 15 countries. *Journal of International Business Studies*, 37(6), 823-837.
- Walker, J. L. (2012). The use of saturation in qualitative research. *Canadian Journal of Cardiovascular Nursing*, 22(2), 37-46
- Wang, M., Liu, S., Liao, H., Gong, Y., Kammeyer-Mueller, J., & Shi, J. (2013). Can't get it out of my mind: Employee rumination after customer mistreatment and negative mood in the next morning. *Journal of Applied Psychology*, 98(6), 989.
- Ward, C., & Berno, T. (2011). Beyond social exchange theory: Attitudes toward tourists. *Annals of Tourism Research*, 38(4), 1556-1569.
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82-111.
- Welford, R. (2005). Corporate social responsibility in Europe, North America and Asia. *Journal of corporate citizenship*, (17).
- Willard, B. (2005). The perfect storm of sustainability mega-issues: threat or opportunity for business?. *Emerging dimensions of environmental sustainability*.
- Wood, D. J., & Jones, R. E. (1995). Stakeholder mismatching: A theoretical problem in empirical research on corporate social performance. *The International Journal of Organisational Analysis*.
- Yalabik, Z. Y., Rayton, B. A., & Rapti, A. (2017). Facets of job satisfaction and work engagement. *In Evidence-based HRM: a global forum for empirical scholarship*. Emerald Publishing Limited.
- Yap, M., Holmes, M. R., Hannan, C. A., & Cukier, W. (2010). The relationship between diversity training, organisational commitment, and career satisfaction. *Journal of European Industrial Training*.

- Yevdokimova, M., Zamlynskyi, V., Minakova, S., Biriuk, O., & Ilina, O. (2019). Evolution of corporate social responsibility applied to the concept of sustainable development. *Journal of Security & Sustainability Issues*, 8(3).
- Yin, R. K. (2015). *Qualitative research from start to finish*. Guilford publications.
- Zheng, Q., Luo, Y., & Maksimov, V. (2015). Achieving legitimacy through corporate social responsibility: The case of emerging economy firms. *Journal of World Business*, 50(3), 389-403.
- Zhowa, T. (2010). Corporate social responsibility as a competitive advantage strategy by community banks in Tshwane.

## Appendices

### Appendix A – Research Ethics Approved Documents

	<b>PARTICIPATE IN RESEARCH</b>	
	Information for Prospective Participants	
<b>Corporate Social Responsibility, Employee Engagement and Career Satisfaction</b>		
<b>Research team contacts</b>		
<b>Principal Researcher:</b>	Olajumoke F. Olayemi	M. Phil student
<b>Associate Researchers:</b>	Assoc. Prof. Erica French Dr. Jannine Williams	Principal Supervisor Associate Supervisor
<b>Faculty of Business and Law, Queensland University of Technology (QUT)</b>		
<b>What is the purpose of the research?</b>		
The purpose of this research is to explore corporate social responsibility, employee engagement and career satisfaction and its influence. The study involves using academic articles and interviewing employees of an organisation to further the research project.		
<b>Are you looking for people like me?</b>		
The research team is inviting employees of the organisation to voluntarily participate in this research.		
<b>What will you ask me to do?</b>		
Your participation will involve an audio recorded interview face to face or via Zoom, this will take approximately 40-60 minutes of your time, where question relating to the research topic will be asked.		
<b>Are there any risks for me in taking part?</b>		
The research team does not believe there are any risks beyond normal day-to-day living associated with your participation in this research. It should be noted that if you do agree to participate, you can also withdraw from participation in the research project without comment or penalty.		
<b>Are there any benefits for me in taking part?</b>		
It is expected that this research project will not benefit you directly. However, the potential benefit of this research will include contribution to the body of knowledge from the findings based on the data collected from participants and maybe the organisation of this study. The research aims to explore each type of CSR and its activities the organisation engages in, with a better understanding of CSR influence on employee engagement that enables individuals experience an increase in their overall sense of career satisfaction.		
<b>Will I be compensated for my time?</b>		
No, but we would very much appreciate your participation in this research.		
<b>Who is funding this research?</b>		
The research project is funded by the Research Training Scheme (RTS) funding offered under the QUT Master of Philosophy program; however, they will not have access to personally identifying information about you that may be obtained during the research project.		

***I am interested – what should I do next?***

*If you are interested in participating in this study, please contact:*

***Olawumoke F. Olayemi***

***jummy.olayemi@hdr.qut.edu.au***

*You will be provided with further information to ensure that your decision and consent to participate is fully informed.*

***Thank You!***

**QUT Ethics Approval Number: 4805**

### Sample email to target Organisation

**Subject Title:** Corporate Social Responsibility, Employee Engagement and Career Satisfaction

Dear Sir/Madam,

My name is Olajumoke F. Olayemi, (preferred name Jummy). I am a Master of Philosophy student at the Queensland University of Technology (QUT) under the School of Management. My thesis focuses broadly on corporate social responsibility (CSR) and aims at investigating its influence on employee engagement and career satisfaction from the perspective of an employee's involvement in the organisation's CSR activities. I would like to interview the employees of your organisation for the purpose of collecting data for my research study.

As the senior executive of your organisation, I would like to request a consent letter to be issued that would formally allow me to approach and interview the employees of your organisation. The participants will be asked some questions that are relevant to CSR activities of the organisation and their perception of CSR and its influence. The insight gained will be valuable in assessing the influence CSR has on employees being engaged in the organisation and satisfaction in their career. The participation may not benefit the interviewees directly, but it is expected to provide insights in terms of whether CSR activities has an influence on employee engagement and career satisfaction in an organisation.

Please note that their participation in the study is entirely voluntary. If they wish to participate, they will be interviewed once, via Zoom at a time of their choice and the interview may take approximately 30-40 minutes. I hope your organisation employees will be available for an interview and they can be a part of this project with an opportunity to talk to them soon.

As an expression of my sincere appreciation, a summary of the findings will be emailed to the individual participants. Please view the attached Flyer, Participant Information Sheet and the Consent Form for further details.

Please note that this study has been approved by the QUT Human Research Ethics Committee (**approval number 4805**).

Thank you in advance for your consideration of this request.

Kind Regards,

The Research Team

<b>Name</b>	<b>Position</b>	<b>Email</b>
Jummy Olayemi	Principal Researcher	jummy.olayemi@hdr.qut.edu.au
Associate Professor Erica French	Principal Supervisor	<a href="mailto:e.french@qut.edu.au">e.french@qut.edu.au</a>
Jannine Williams	Associate Supervisor	jannine.williams@qut.edu.au

### Sample Email to Participants for interview

**Subject:** Corporate Social Responsibility, Employee Engagement and Career Satisfaction

Dear: "Participant"

My name is Olajumoke F. Olayemi, preferred name Jummy. I am currently doing a Master of Philosophy at the Queensland University of Technology (QUT). My research study focuses on the influence of corporate Social Responsibility (CSR) on Employee Engagement and Career Satisfaction in employees of the organisation. This research project aims to interview employees of an Australian Manufacturing company for the purpose of collecting data for my study.

I would like to invite you cordially to participate in an interview process to share your views and experience in CSR activities and your involvement in the organisation, its influence on employee engagement and career satisfaction. Please note that permission to approach you has already been obtained from your organisation. The insights you provide will be of value in reviewing the research topic. Your contribution may not benefit you directly, but it is projected to find out if employees' engagement in CSR activities are beneficial to the organisation and whether this leads to career satisfaction of employees.

Participation in the study is completely voluntary and if you wish to participate, you will be interviewed once via Zoom or face to face, at a time of your choice. The interview will take approximately 40-60 minute. As an expression of sincere appreciation, a summary of the findings will be emailed to you once the process is concluded.

If you are interested in participating in this study or have any question, please contact me via email. Please also view the attached Participant Information Sheet and the Consent Form for further details. I am hoping that you can be a part of this research project and certainly have the opportunity to talk to you soon.

Please note this study has been approved by the QUT Human Research Ethics Committee (approval number 4805). Thank you in advance for your consideration of this request.

Kind Regards

The research Team

<b>Name</b>	<b>Position</b>	<b>Email</b>
Olajumoke Olayemi	Principal Researcher	<a href="mailto:jummy.olayemi@hdr.qut.edu.au">jummy.olayemi@hdr.qut.edu.au</a>
Associate Professor Erica French	Principal Supervisor	<a href="mailto:e.french@qut.edu.au">e.french@qut.edu.au</a>
Associate Supervisor	Associate Supervisor	<a href="mailto:Jannine.Williams@qut.edu.au">Jannine.Williams@qut.edu.au</a>



## PARTICIPANT INFORMATION FOR QUT RESEARCH PROJECT

– Interview –

**Corporate Social Responsibility, Employee Engagement and Career Satisfaction**

**QUT Ethics Approval Number 4805**

### Research team

Principal Researcher:	Olajumoke F. Olayemi	MPhil. student
Associate Researcher(s):	Assoc. Prof Erica French	Principal Supervisor
	Dr Jannine Williams	Associate Supervisor

**School of Management /Faculty of Business and Law**

**Queensland University of Technology (QUT)**

### Why is the study being conducted?

This research project is being undertaken as part of a Master of Philosophy study for Olajumoke F. Olayemi (Jummy).

The purpose of this project is to explore the influence of corporate social responsibility (CSR) on employee engagement and career satisfaction. The study involves using academic articles and interviewing employees of the organisation to further my research. Hence, exploring CSR activities and its impact from the perspective of the employer and employee as stakeholders.

You are invited to participate in this research project because I believe you have the knowledge and experience which will be suitable to answer the interview questions.

### What does participation involve?

Your participation will involve an interview via Zoom or face to face that will take approximately 40-60 minutes of your time at an agreed location that ensures privacy of participant. You may have an audio recorded interview session.

You will be asked questions relevant to corporate social responsibility, employee engagement and career satisfaction. For example:

1. What aspects of Corporate Social Responsibility (CSR) type influence employees' perceptions of their employer?
2. How do these CSR factors influence employee engagement?
3. What CSR activities does the organisation participate in?
4. How does CSR activities impact on career satisfaction among employees in the organisation?
5. How does employee engagement influence career satisfaction?
6. What is the nature of CSR activities that have an impact on employee engagement?

Your participation in this research project is entirely voluntary. If you do agree to participate you can withdraw from the research project without comment or penalty. You can withdraw anytime during the interview. If you withdraw within 2 weeks after your interview, on request any information already obtained that can be linked to you will be destroyed. Your decision to participate or not participate



will in no way impact upon your current or future relationship with QUT or your work organisation. You can request to review a recording of the interview after it has been concluded.

#### **What are the possible benefits for me if I take part?**

It is expected that this research project will not benefit you directly. The outcomes of the research are aimed at finding out whether employee engagement is impacted by corporate social responsibility and the career satisfaction of employees which may benefit your organisation and the body of knowledge. You can request a summary of the outcomes of the study by February 2022, indicating this on the consent form and providing an email address.

#### **What are the possible risks for me if I take part?**

The research study is considered low risk. There are no associated risks beyond normal day-to-day living associated with your participation in this research project. Except the inconvenience of your taken time to be interviewed. You will be asked to share your views and experience on CSR activities by the organisation and how your engagement impacts on career satisfaction. There are no foreseeable risk of economic, legal, and social harms. There is also no foreseeable risk of your physical injury or psychological harm.

Potential for coercion of you to take part in the research will be mitigated through the recruitment process by allocating sufficient time and thorough explanation of the study, which will give you sufficient time to consider the information before making a decision on participating in the research. The data collected and your identity will be kept confidential, to reduce any inconvenience, you will be interviewed at the time of your convenience. Prior to commencing the interview, you will be informed of the general nature of the study, the purpose of data collected, approximate duration of the interview, probable outcomes and the expected benefits. Contact details of the QUT Ethics Office is provided at the end of this document in case you can raise relevant concerns (if any).

In case of any discomfort, you will be directed to Lifeline counselling 13 11 14 for Crisis Support.

#### **What about privacy and confidentiality?**

All comments and responses are anonymous i.e., it will not be possible to identify you at any stage of the research, because personal identifying information is not sought in any of the responses.

Any personal information that could potentially identify you will be removed or changed before files are shared with other researchers or results are made public. The information that will be removed includes, place of work and occupation.

Any data collected as part of this research project will be stored securely as per QUT's Management of research data policy. Data will be stored for a minimum of 5 years, and can be disclosed if it is to protect you or others from harm, if specifically required by law, or if a regulatory or monitoring body such as the ethics committee requests it.

As the research project involves an audio recording:

- You will not have the opportunity to verify your comments and responses prior to final inclusion.
- The recording will be retained for the minimum retention period of 5 years after the last research activity.
- The recording will not be used for any other purpose.
- Only the named researchers will have access to the recording.
- It is possible to participate in the research project without being recorded.

Every effort will be made to ensure that the data you provide cannot be traced back to you in reports, publications and other forms of presentation. For example, we will only include the relevant part of a quote, we will not use any names, or names will be changed, and/or details such as dates and specific circumstances will be excluded. Nevertheless, while unlikely, it is possible that if you are quoted directly your identity may become known.

All data collected will be stored securely and every effort to protect confidential material will be made.

#### **How do I give my consent to participate?**

We would like to ask you to sign a written consent form (enclosed) to confirm your voluntary agreement to participate. Please return the signed consent form via [jummy.olayemi@hdr.qut.edu.au](mailto:jummy.olayemi@hdr.qut.edu.au)

#### **What if I have questions about the research project?**

If you have any questions or require further information, please contact one of the listed researchers:

<b>Position</b>	<b>Name</b>	<b>Email</b>
Principal Researcher	Olajumoke F. Olayemi	<a href="mailto:jummy.olayemi@hdr.qut.edu.au">jummy.olayemi@hdr.qut.edu.au</a>
Principal Supervisor	Assoc. Prof. Erica French	<a href="mailto:e.french@qut.edu.au">e.french@qut.edu.au</a>
Associate Supervisor	Dr. Jannine Williams	<a href="mailto:jannine.williams@qut.edu.au">jannine.williams@qut.edu.au</a>

#### **What if I have a concern or complaint regarding the conduct of the research project?**

QUT is committed to research integrity and the ethical conduct of research projects. If you wish to discuss the study with someone not directly involved, particularly in relation to matters concerning policies, information or complaints about the conduct of the study or your rights as a participant, you may contact the QUT Research Ethics Advisory Team on +61 7 3138 5123 or email [humanethics@qut.edu.au](mailto:humanethics@qut.edu.au).

**Thank you for helping with this research project. Please keep this sheet for your information.**

**Title of research project:**  
**Corporate Social Responsibility, Employee Engagement and Career Satisfaction**

**QUT Ethics Approval Number 4805**

**Research team**

<b>Name</b>	<b>Position</b>	<b>Email</b>
Ms Olajumoke F. Olayemi	Principal Researcher	<a href="mailto:jummy.olayemi@hdr.qut.edu.au">jummy.olayemi@hdr.qut.edu.au</a>
Assoc. Professor Erica French	Principal Supervisor	<a href="mailto:e.french@qut.edu.au">e.french@qut.edu.au</a>
Dr. Jannine Williams	Associate Supervisor	<a href="mailto:jannine.williams@qut.edu.au">jannine.williams@qut.edu.au</a>

**Statement of consent**

**By signing below, you are indicating that you:**

- Have read and understood the information document regarding this research project.
- Have had any questions answered to your satisfaction.
- Understand that if you have any additional questions, you can contact the research team.
- Understand that you are free to withdraw up to 2 weeks after the interview without comment or penalty.
- Understand that if you have concerns about the ethical conduct of the research project you can contact the Research Ethics Advisory Team on +61 7 3138 5123 or email [humanethics@qut.edu.au](mailto:humanethics@qut.edu.au).
- Understand that the research project may include an audio recording.
- Understand the security and confidentiality of my personal information
- Understand that the research may not be of direct benefit to me
- Agree to participate in the research project and it is completely voluntary

**Please tick the relevant box below:**

- I **agree** for the interview to be audio recorded.
- I **do not agree** for the interview to be audio recorded.

**Name** \_\_\_\_\_

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_

**Please return the signed consent form to the researcher via [jummy.olayemi@hdr.qut.edu.au](mailto:jummy.olayemi@hdr.qut.edu.au)**

## Appendix B – Interview Protocol

### Interview Protocol

**Title:** Corporate Social Responsibility, Employee Engagement and Career Satisfaction

**Date:**

**Time of Interview:**

**Interviewer:**

**Interviewee:**

**The interview starts with:**

- Introduction of interviewer
- Explain the purpose of the study
- Describe the interview structure
- Consent form and confidentiality agreement, which includes project description
- Reminder: this is an exploration and there are no right or wrong answers
- Thank participant in advance

**Start the digital recording device**

The following are examples of questions asked:

#### **A. Background of Interviewee**

- How long have you been working for this organisation \_\_\_\_ (years)?
- Can you briefly describe your primary position and role in the organisation?

#### **B. Section 1 – Corporate Social Responsibility**

Can you give me a brief overview of the Organisation?

- i. What do you understand by the term "corporate social responsibility (CSR)"?
- ii. How would you describe a socially responsible organisation?
- iii. What are your views on CSR culture within an organisation?
- iv. What type of CSR activities does the organisation engage in?
- v. How does these CSR activities impact on employee's behaviour, attitude, and performance in the workplace?
- vi. What is the importance and benefits of engaging in these CSR activities?
- vii. How does engaging in your organisation CSR activities at work influence your behaviour outside work?
- viii. What aspects of the organisation CSR influences your perception of your employer?

## **C. Section 2 – Employee Engagement**

What is your understanding of employee engagement?

- i. What is the importance of employee engagement in an organisation?
- ii. How would you describe your overall engagement in the organisation?
- iii. How does the organisation engage employees in CSR activities?
- iv. What measures does the organisation use to determine CSR initiatives for engaging employees?
- v. How does the organisation monitor and keep employees updated on CSR activities?
- vi. What ways does CSR initiatives make you feel more connected to the organisation?
- vii. How would you describe your experiences engaging in CSR activities to support the organisation's goals and objectives?
- viii. What does your organisation do to encourage continuous engagement in its CSR activities?

## **D. Section 3 – Career Satisfaction**

How does the organisation provide employees opportunities in career development?

- i. How are you empowered in your current role?
- ii. How does the organisation encourage employees to develop their careers and skills?
- iii. What challenges do you encountered in professional development in the workplace?
- iv. What are the qualities of the organisation that makes it a good and rewarding workplace?
- v. How does CSR activities boost your commitment at work?
- vi. What internal and external CSR initiatives enhance your satisfaction in the workplace?
- vii. What affects employees' interest or lack of interest in CSR initiatives provided by the organisation? Explain
- viii. How would you describe the impact of CSR activities on the overall performance of the organisation?

Just to close, I want to make sure that I haven't missed anything that is valuable or that are particularly important to you.

Is there anything more you would like to add or tell me?

## **Closing**

Thanks for your time.

That's all the questions I have for you. Do you have any questions for me?

We hope to create a resource from the information you've shared.

If you have additional views that you would like to add to this information, please let me know.

Meanwhile, if you are interested in the final finding with all that you've shared, please email me through the email address on the information sheet I gave to you at the beginning of the interview.

Thank you again for your time.

## Appendix C – Codebook

### Data Coding of Interview Transcript

#### Codes\\Thematic Framework

Name	Description
<b>CAREER SATISFACTION</b>	Related to overall job satisfaction. Career perceptions and job independence
Career Development opportunities	Permits employees reach new levels of competence through networking, learning or skill development
Internal and external CSR initiatives enhancing satisfaction	Employees' organisational identification influenced by efforts directed towards employees and efforts directed towards external stakeholders' activities
Professional development challenges encountered	Barriers affecting employee progression
Employee performance and satisfaction	Satisfied worker tend to apply more effort to job performance and works harder and better.
Encouraging employees to develop career and skills	Employees choose what fits their career goals and the company vision
Work-life balance	Coordination between the different aspects of your life.
Work health and safety practices	Implemented Health and safety practices in the organisation
Interest or lack of interest in CSR	Employees involvement in CSR
CSR boosting commitment to work	Influences attitude and behaviour through improving organisational pride
Employee perception of employer through CSR	CSR strengthen and enhances positive work attitudes leading to job satisfaction
Employee Role empowerment	Ability to accomplish something and know it, giving them the confidence needed to succeed.
Qualities that make the organisation a good and rewarding workplace	Welfares to employee and stakeholder
<b>CCORPORATE SOCIAL RESPONSIBILTY</b>	Business model helping a company be socially accountable to itself, its stakeholders, and the public.

Name	Description
The term CSR	Organisations playing a positive role in the community and considering environmental and social impact of business decisions
Socially responsible Organisation	Adopts policies promoting the welfare of society and the environment while reducing negative impacts on them
Culture of CSR in Organisation	Organisation's values, work environment, expectations, and goals
Organisation's CSR strategy	All-inclusive plan companies and stakeholders use to design, execute, and analyse their CSR initiatives.
Measure Corporate Social Responsibility initiative	Benchmark business against others CSR performance
Impact of CSR activities on employee's attitude, behaviour and performance	programs can boost employee morale in the workplace and lead to greater productivity
CSR influence on behaviour outside workplace	Builds ethical stand, being accountable for fulfilling public duty
Employee perception of Corporate Social Responsibility	Influence participation/volunteering, effect on organisational commitment and relates positively to performance and corporate identification.
Organisation Corporate Social Responsibility Activities	CSR program organisations are involved in
Understanding Corporate Social Responsibility	Self-regulating business model that helping organisations be socially accountable to itself, its stakeholders, and the community
Interest or lack of interest in CSR	Employees involvement in CSR
Impact of CSR on organisation performance	Businesses that implement social responsibility initiatives can increase customer retention and loyalty
<b>EMPLOYEE ENGAGEMENT</b>	Involvement and enthusiasm of employees in their work and workplace
Overall engagement in the organisation	Level of dedication towards work and whole of business
Importance of employee engagement	Improves work culture, reduces turnover, increases productivity, builds better work environment and customer relationships

Name	Description
Understanding of employee engagement	Improves employee's feelings and emotional attachment to the company, duties, position, colleague, and company culture.
Employee perspectives - engagement experience in CSR	Attracts clients, employees, and stakeholders; talent retention; and overall business performance
Informing employees of organisation CSR	Internal communication process
Encouraging employees to engage in CSR	Perceived organisational support and involvement
Measures used to determine CSR initiatives	The treatment of company stakeholders ethically and in a socially responsible manner
Employee motivation	Motivated employees lead to increased productivity and allow organisation to achieve higher levels of output.
Benefit of engaging in CSR activities	Increases sales and customer loyalty, operational savings and better financial performance, with greater ability to attract talent and retain staff.
Workplace relationships	Expectations for interactions between employees of varying positions within an organization
Supporting organisational goals and objectives	Understanding organisational desired outcomes of its business's activities
Engagement Influences	Individual experiences, organisational practice and various contemporaries aligned with the company's values
Stakeholder engagement	Process of an organisation involving employees in actions designed to influence stakeholders
Employee CSR connection to organisation	Linking participation in CSR to sense of belonging
<b>ORGANISATION</b>	Information of organisations used for the interview process
Organisation Type	Pharmaceutical, Manufacturing and Hardware company
Organisation Overview	Structure of the organisation
Organisation performance	Analyse company's performance against its objectives and goals



Name	Description
Employee Primary position and role	Agreed or expected behaviour of employees performing certain tasks associated with the position title
Years with organisation	Length of time being employed in the organisation
Organisational dynamics	Process of continuous strengthening of resources and enhancing employee performances.
<b>Ethical</b>	Business engages in fair business practices
<b>Philanthropic</b>	Actively contribute to a better society through financial means
<b>Sustainability</b>	Relationship between business, stakeholders and community to reduce environmental impact through decrease of consumables
<b>Environment</b>	Belief that Organisations should behave in an environmentally friendly way
<b>Economical</b>	Organisation of production and delivery of goods. Sustainable practices participation and improving company's business operations
<b>Approach to CSR</b>	Company strategy implementation aiming to improve performance
<b>Transparency</b>	Sharing information of organisation operation to provide clarity and build trust

## Appendix D – Word frequently Query and Word Cloud for most used words

Word	Length	Count	Weighted Percentage (%)	Similar Words
employee	8	73	3.66	employee, employees, employees'
responsible	11	40	2.01	responsibilities, responsibility, responsible, responsibly
organisation	12	37	1.86	organisation, organisational, organisations, organises
social	6	33	1.66	social, socially
society	7	29	1.46	society
organizations	13	28	1.40	organization, organizations
community	9	27	1.35	communication, communications, communities, community
engaging	8	25	1.25	engage, engaged, engagement, engages, engaging
corporate	9	25	1.25	corporate
making	6	22	1.10	make, makes, making
activities	10	21	1.05	active, actively, activities, activity
work	4	20	1.00	work, working
company	7	20	1.00	companies, company
initiatives	11	19	0.95	initiative, initiatives
improves	8	15	0.75	improve, improved, improves, improving
business	8	14	0.70	business, businesses, busy
impact	6	14	0.70	impact, impactful, impacts
gives	5	13	0.65	give, gives, giving
interest	8	13	0.65	interest, interested
part	4	13	0.65	part, partly
positively	10	12	0.60	positive, positively
also	4	12	0.60	also
help	4	12	0.60	help, helped, helpful, helping, helps
people	6	12	0.60	people
performance	11	12	0.60	performance, performances
builds	6	11	0.55	build, building, builds
feel	4	11	0.55	feel, feeling, feels
opportunity	11	11	0.55	opportunities, opportunity
productivity	12	11	0.55	product, production, productive, productivity, products
development	11	10	0.50	develop, developing, development
operations	10	10	0.50	operate, operates, operating, operations
promotion	9	10	0.50	promote, promotes, promoting, promotion
better	6	10	0.50	better, bettering, betterment
involved	8	10	0.50	involve, involved, involvement, involving
time	4	10	0.50	time, times
training	8	10	0.50	train, training, trainings
encourage	9	9	0.45	encourage, encouraged, encourages, encouraging
environment	11	9	0.45	environment

