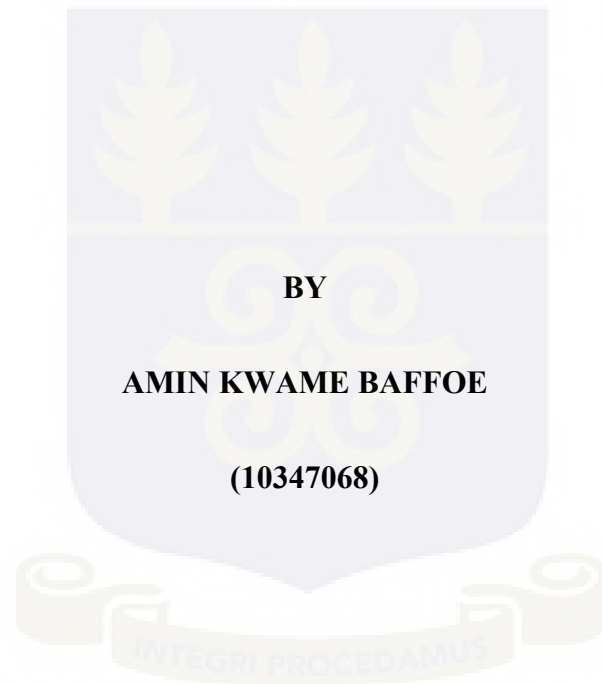


UNIVERSITY OF GHANA

**CORPORATE SOCIAL RESPONSIBILITY, EMPLOYEE ENGAGEMENT AND JOB
SATISFACTION IN LEADING GHANAIAN COMPANIES**



**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MPhil
HUMAN RESOURCE MANAGEMENT DEGREE.**

MAY, 2018.

DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other University. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

.....

.....

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DATE

(10347068)

CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.

.....

PROF. DAN OFORI

(SUPERVISOR)

.....

DATE

DEDICATION

This work is dedicated to God Almighty for the opportunity to start and successfully complete this academic programme. I also dedicate it to my parents Mr. Abdallah Kwame Baffoe, my father and Mrs. Benedicta Oduro my mother, as well as my two siblings for their immense support throughout this journey. Again, I dedicate this work to my uncle Gilbert Kwame Abedi and his family for all the immeasurable support they gave me during this challenging academic journey. The final dedication goes to every member of my family and my beloved Edinam Adzo Bello. God bless you all.

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LIST OF ABBREVIATIONS

AGI -Association of Ghana Industries

CSR -Corporate Social Responsibility

EE -Employee Engagement

GHBC -Ghana Business Code

GEA - Ghana Employers Association

GIZ German Development Organization

GNCCI - Ghana National Chamber of Commerce and Industry

JS- Job Satisfaction

OECD - Organization for Economic Co-operation and Development

WBCSD -World Business Council for Sustainable Development

ABSTRACT

This study examines the relationship between corporate social responsibility (CSR), employee engagement and job satisfaction in leading Ghanaian companies. More specifically, the study examines the nature and form of CSR activities in the selected companies, the influence of CSR on job satisfaction and employee engagement as well as the independent relationship between job satisfaction and employee engagement. In all, three companies adjudged the best CSR companies in the 2015 edition of the Ghana Club 100 awards were selected as the organisations for the study. They were Ecobank Ghana Limited, Atwima Kwanwoma Rural Bank Limited and Activa Insurance Ghana. The study employed a cross-sectional design and the mixed method approach in gathering data. Precisely, the concurrent mixed method approach was used to gather data at the same point in time. A hierarchical regression analysis was used in analyzing the survey data from 322 usable responses while the content analysis was also used in analyzing the 2015 annual reports from the three companies used in the study. The Ghana Club 100 report for 2015 was also analyzed to corroborate the findings from the annual reports of the companies used in the study. Findings from the study showed that the CSR activities of the three companies were more philanthropic and external in nature, with keen focus on education and health. Results from the quantitative analysis showed that employees from the three companies had a positive perception of their companies' CSR activities. Further analysis from the hierarchical regression results showed that employee perception of CSR influenced employee engagement and job satisfaction. More specifically, the ethical dimension of CSR was the strongest predictor of employee engagement and job satisfaction amongst all the four dimensions of CSR in the selected companies used in the study. Again, results from the independent relationship between employee engagement and job satisfaction showed that job satisfaction significantly predicted employee engagement. In view of the findings from the study, it was recommended that companies should focus on developing a more integrated strategic CSR programmes while focusing on building an ethical work environment to positively influence employee job attitudes.

CHAPTER ONE

INTRODUCTION

1.0 Background of the Study

Corporate Social responsibility (CSR) has become a growing concern for businesses all over the world (Jones, Comfort & Hillier, 2006; Newman, Nelson & Miao, 2015) and has been a subject of considerable amount of research over the last few decades (Brammer, Millington & Rayton, 2007; Dhanesh, 2014; Jimali & Karam, 2016). Pressures on global firms to adopt and implement policies that promote and enhance the fortunes and safety of their immediate environment is also on the rise (Du, Bhattacharya & Sen, 2010; Chen & Hung-Baesecke, 2014). Factors such as: increased concerns by policy makers about CSR; pressures on firms to establish high ethical principles; and demands by European and other western countries on firms in developing countries regarding exports has contributed to the attention placed on social responsibility over the last few decades ((Bernal-Conesa, Nieves-Nieto, & Briones Penalves,2017).

Globally, firms have showed progressive awareness of the significance of CSR to the success or otherwise of their business (Glavas & Kelly, 2014). This notion has prompted various stakeholders in the global business space to be much more sensitive to how firms operate and how their operations either hinder or promote the fortunes of businesses and the world at large (Font, Walmsley, Cogotti, McCombes, & Hausler, 2012). The World Business Council for Sustainable Development (WBCSD) in 1999, defined CSR as the “the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life” (Blowfield & Frynas, 2005). This definition resonates with Carroll (2008), who argues that firms should not only be evaluated on

their financial success but also on other performances that benefit society. This has placed a far greater responsibility on businesses to move beyond the idea of making profits to making important contributions to the society within which they operate (Font et al., 2012). Firms all over the world are making efforts to incorporate CSR into various areas of their operations and thorough examination of their vision and mission statements strongly indicates their total devotion to issues regarding CSR (Ofori & Hinson, 2007; Baumann-Pauly et al., 2013).

Corporate Social responsibility has advanced into a strategic instrument for a firm's sustainability as well as its brand image (Beckman, Colwell & Cunningham, 2009; Chen & Hung-Baesecke, 2014; Im, Chung & Yang, 2016; Austin & Gaither, 2017). Firms all over the world have made attempts to align CSR with their strategic plans in response to the responsibilities placed on them by the society and are investing heavily in strategic CSR (Brammer, Millington & Rayton, 2007). Research has revealed that firms that engage in strategic CSR enjoy benefits such a secured firm-stakeholder relationship, a sound corporate image and voluntary advocacy from various stakeholders within the organization (Du, Bhattacharya & Sen, 2010). Moreover, the drive for firms to engage in strategic CSR is not premised solely on the idea that companies represent an important and a powerful agent of social transformation, but also by the idea that they can enjoy favorable business benefits from their CSR activities. Again, CSR has not only viewed as a good measure of a firm's legitimacy to operate, it is also seen as a source of competitive advantage (Jamali, 2008; Holder-Webb et al., 2009).

Firms serve various needs of multiple stakeholders, and the world over, firms are using their CSR to strengthen their relationship with their numerous stakeholders (Ali et al, 2010). Studies conducted to ascertain the impact of firm's CSR activities has largely focused on organizational outcomes like customer satisfaction, financial performance and brand image (Luo & Bhattacharya,

2006; McWilliams & Siegel 2000). Until recently, the focal point of CSR research and analysis among scholar and practitioners has mostly focused on what the firm derives from engaging in external CSR other than the benefits they are likely gain from focusing on internal CSR and its consequential effect on the firm (Prutina & Sehic, 2016; Lee et al, 2013). In that same breadth, key stakeholders such as employees have most often received little attention with regards to how they perceive or evaluate their firm's CSR. Employees the world over are seen as major stakeholders of an organization due to their role in ensuring high standards in the quality of product and service they render to customers, which further leads to organizational performance (Lee, Kim Lee & Li, 2012). However, a substantial volume of studies have paid attention to the significance of employees with respect to a firm's CSR activities (Albinger & Freeman, 2000; Greening & Turban, 2000; Moskowitz, 1972; Peterson, 2004; Turban & Greening, 1997).

The link between CSR and various employee outcomes has scarcely been explored (Mueller, Hatstrup, Spiess & Lin-Hi, 2012; Voegtlin & Greenwood, 2013; McNamara et al., 2017). Human resource management has been seen to play a critical role in organisations achieving their CSR objectives and also serve as a means of attaining maximum support from employees as well as their utmost commitment for carrying out CSR policies and practices (Jamali, El Dirani, & Harwood, 2015; Bučiūnienė & Kazlauskaitė, 2012). Thus, it is essential for firms to consider how their CSR plans and initiatives affect certain employee attitudes such as organizational commitment, employee engagement and a host of employee outcomes (Story & Neves, 2015). Moreover, there is empirical evidence to show that firms that develop a comprehensive CSR programme and integrate them into their core business activities enjoy significant benefits such as a well-developed staff, improved community standards for workers, immunity against harsh government interventions as well as drawing interest from socially conscious investors (Kreitner

2001; Famiyeh, 2017). Considering the role of employees in relations to a firm's total performance as well as its financial success, it is imperative for firms to shift more focus towards the relationship between CSR and employees' perceptions of the organization (Mirvis, 2012). Azim, Diyab & Al-Shaban (2014) have defined an employee's perception to CSR as their personal assessment and understanding of their firm's CSR activities, which can be dissimilar from the firm's real intention behind the activity due to the subjective nature of their perception.

In Ghana, CSR activities are commonly undertaken by well-established multi-national firms. The complexity of Ghanaian business environment with its multifaceted problems of low savings, weak currency, low per capita income etc. make it difficult for indigenous companies to partake in impactful social projects (Amposah-Tawiah & Dartey-Baah, 2011). However, recent literature has revealed that indigenous companies in developing countries have progressively been partaking in CSR activities (Abugre & Nyuur, 2015; Kuada & Hinson, 2012; Nyuur et al., 2014; Azmat & Zutshi, 2012).

Research on CSR in Ghana has covered various dimensions. Issues covered with regards to CSR in Ghanaian literature have focused and answered questions on how CSR has impacted financial performance with evidence from the banking sector (Ofori, Nyuur & S-Darko, 2014). Others have also focused on how firms have carried out and communicated their CSR activities (Hinson, Boateng & Madichie, 2010; Hinson, 2011; Abugre & Nyuur, 2015). Ofori and Hinson (2007) also shed light on the perspectives of leading Ghanaian firms and how they approach and conduct CSR activities. Nyuur et al. (2016), shared some perspectives on how foreign direct investment inflows influence on local firm's uptake of CSR activities in developing host country by giving insights from Ghana. However, an examination of extant literature shows a paucity of research in connection to CSR and employees.

Employee attitudes towards work as well as their behavior in an organization has been found by researchers as critical components for organizational success (Gu & Chi, 2009; Kuzey, 2012; Latif et al., 2013). Sarwar and Abugre (2013) describe job satisfaction as one of the fundamental employee attitudes organisations must focus on if they desire to achieve their objectives. The concept of job satisfaction has been a construct under intense research over the last 80 years, with a wide range of academic disciplines focusing on its cause and potential effect on businesses (Bednarska & Szczyt, 2015). Castaneda and Scalán (2014) explained employee job satisfaction as a multifaceted construct that describes an inherent feeling, with a personalized meaning, and influences numerous aspects within a specified work environment. That is, it captures an employee's overall cognitive and emotional feeling in relation to their jobs. Furthermore it can be explained as a direct effect of the relationship between the employee and the views they hold in relation to their work environment (Biswas & Mazumder, 2017). Hackman and Oldman (1980) viewed job satisfaction as multi-dimensional construct that is made up of satisfaction with work supervision, work itself, conditions of service and pay, performance appraisal, promotion practices and co-workers support. Castaneda and Scalán (2014) further argue that for an employee of an organization to be satisfied, they must be in jobs that suit their expertise and personality, have a supportive manager, be paid fairly, have appropriate resources as well as a good working condition.

Wnuk (2017) posits that knowledge of the predictors of job satisfaction presents entrepreneurs and management executives of firms with the right tools to shape the work environment so that treasured, dependable and experienced workers can be retained in the organisation. This view is reinforced by studies that show a clear link between job satisfaction and organizational performance within the work setting (Aristovnik, Seljak & Tomazevic, 2016; Millan, Hassel,

Thurik & Aguado, 2013). For example, Millan et al. (2013) found a positive relationship between job satisfaction and a company's competitiveness, productivity and growth potential. Other scholars also found a link between job satisfaction and individual performance (Babalola, 2016), employee turnover (Mattieu, Fabi, Lacoursiere & Raymond, 2016), customer satisfaction, (Iancono, Weaven & Griffin, 2016) and lower absenteeism (Schaumberg & Flynn, 2017).

Employee engagement has also been found to be linked with employee job satisfaction (Rayton & Yalabik, 2014). However, the nature and path of this relationship remains uncertain in academic literature (Bakker, Schaufeli, Leiter & Taris 2008; Schaufeli & Bakker 2010; 00). While some studies have argued that job satisfaction is a consequence of employee engagement (Vecina, Chacon, Suerio & Barron 2012; Karatepe & Aga 2012), additional studies have argued otherwise by stating that job satisfaction is rather a predictor of employee engagement (Simpson, 2009, Yalabik et al., 2013; Salanova, Llorens & Schaufeli 2011).

The concept of engagement among employees in itself has been a construct under research within academic literature (Rayton & Yalabik, 2014). This concept according to Bakker, Demerouti and Sanz-Vergel (2014) was first mentioned in literature by Kahn (1990) when he published his seminal paper on *'Psychological Conditions of Personal Engagement and Disengagement at Work'*. He defined employee engagement as harnessing of organization members' selves to their work roles. Schaufeli et al. (2002) in a build up to Khan's (1990) work also came up with the definition for employee engagement. They defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Vigor describes the mental resilience, determination, energy, and the effort employees invest consistently in their work, while dedication explains the inspiration, enthusiasm and their level of involvement on the job. Absorption, captures employees' level of disinterest from their surroundings, a high degree of

focus on their job, and a general lack of conscious awareness of the amount of time spent on the job (Schaufeli et al. 2006; Bakker, Demerouti & Sanz-Vergel, 2014; Schaufeli, Salanova, Gonzales-Roma & Bakker 2002).

Employee engagement provide an avenue for an organization to strive to gain competitive advantage over their competitors (Smith & Bititci, 2017), hence becoming a key conduit for organizational performance. For example, a systematic review by Bailey, Madden, Alfes & Fletcher (2015) on the concept of employee engagement between 1990-2013, revealed that the forty-two studies that examined performance outcomes (that is, organizational or team performance and individual performance) and employee engagement found a positive relationship between them. Employees represent the most important resource an organization can possess if managed and engaged properly (Anitha, 2014). Highly engaged employees exhibit traits that enhances performance as well as improve the general atmosphere of the work environment. Engaged employees also learn to strive for excellence, increase the variety of skills and talents used at work to meet job requirements, motivated to seek feedback from their colleagues and superiors with the utmost view of performing better, which consequently leads to high psychological and financial rewards such as promotion, salary and a positive self-esteem (Bakker & Bal, 2010; Lu et al., 2014).

Organizational actions such as CSR activities have been found to influence individuals' perceptions of the work environment, which in turn influence employee attitudes such as job satisfaction and employee engagement, as well as employee performance (Glavas & Kelly, 2014). An understanding of employee perceptions is critical and must be a major concern for leaders of organizations, since it has been seen to significantly influence workplace attitudes, performance and behaviors. As already mentioned, studies on CSR has concentrated more on the institutional

and organizational level, and its consequential impact on the firm (Aguinis & Glavas, 2012). But by its nature, CSR is a concept that closes the macro and micro levels (Lindgreen & Swaen, 2010; Aguilera, Rupp, Williams, & Ganapathi, 2007). Moreover, the successful implementation of an organisation's CSR activities largely rest on the commitment and willingness of employees (Collier & Esteban, 2007), hence there is the need for more studies to systematically tackle the issues and exigencies that link CSR activities and employee attitudes and outcomes (Wang, Tsai, & Lin, 2013; Mcnamara et.al. 2017; Morgeson, Aguinis, Waldman, & Siegel, 2013).

1.1 Research Problem

Corporate social responsibility has been studied from different dimensions and perspectives (Azim, Diyab & Al-Shaban, 2014). Extant literature on it has focused heavily on external stakeholders, their view points towards CSR and their subsequent behavior (Wang & Qian, 2011; Poolthong & Mandhachitara, 2009). This is further reinforced by Abugre (2014) who argued that although there is inadequate literature on CSR, researchers have focused on consumer sensitivity of CSR (Arli & Lasmono, 2010; Smith, 2003; Beckmann, 2007). Sanford (2011) also argues that, for CSR initiatives to be successful, it must be systemic. That is, it must account for the interconnectedness of all of its stakeholders and be strategic as well. The growing nature of the concept requires that research into CSR be broadened to capture every perspective and dimension there is to the subject.

Corporate social responsibility communicates an organization's underlying values, and has the tendency to make employees feel good about themselves and increase their morale at work, which can also trigger prosocial attitudes towards the firm (Chung & Yang, 2016). Hence, CSR augments

employee attitudes such as organizational commitment, job satisfaction and organizational identification (Chung & Yang, 2016).

Employees play a crucial role in projecting CSR within the firm (Prutina & Šehić, 2016). Studies have revealed a positive link between an employee's level of satisfaction on the job and an organization's ethical climate (Viswesvaran & Ones, 2002; Sims & Keon, 1997). However, Bolton et al. (2011) argue that employees are mostly sidelined from CSR discussions, even though previous theoretical discourse have observed that employees' support of CSR is what decides whether CSR will spread through an organization's culture or remain a mere PR strategy. Again, a major challenge for companies is that CSR has merely been identified as a reaction to the concerns of their external stakeholders instead of being infused into a company's core values where employees are major stakeholders (Hassan & Syafri Harahap, 2010). While research has been carried out to examine the effect of CSR on consumers, research on the impact of CSR on employees available in literature is dearth (Brown & Dacin, 1997; Lee et al, 2012; Luo & Bhattacharya, 2006).

Research on CSR thus far, has paid little attention to Africa's peculiar economic and social challenges (Kimeli Cheruiyot & Maru, 2012). The prevalence of case studies and research on Africa has a strong emphasis on certain regions particularly South Africa and Nigeria (Gruber & Schlegelmilch, 2015). Muthuri and Gilbert (2011) argue that research on CSR in the developing world, especially in Sub-Saharan Africa (SSA) is limited (Vig, 2016), of which they further recommend the development of an 'Africanised' CSR agenda (Ofori, Nyuur & S-Darko, 2014). This assertion stems from the disparity in the business environment for firms in the developed and developing world (Abugre & Nyuur, 2015), which can also be seen in how they understand,

practice and communicate their CSR plans and initiatives, a situation which requires extensive research regarding CSR issues (Arlı & Lasmono, 2010).

Moreover, research papers on CSR in the region have focused more on philanthropic issues (Tuokuu & Amponsah-Tawiah, 2016). Though the last decade has seen a considerable amount of research in the area, other important aspects have completely not been explored (Ofori, Nyuur & S-Darko, 2014). For instance, the link between CSR practices and employee outcomes such as organizational citizenship behavior, organizational commitment has been explored in Europe, Asia and North America, but an in depth study of these variables in connection with CSR within the African context has still not been given attention within the limited CSR African literature (Kimeli Cheruiyot & Maru, 2012).

In Ghana, Ofori (2010) conducted a study on executive management attitudes towards ethics and social responsibility among leading companies in the Ghana Club 100 rankings. The study found out that managers of corporations, proponents of their company's CSR initiatives, believed that it is important for firms to be seen to be behaving ethically and be responsible as well in their operations. Moreover, Abugre (2014) also studied managerial roles in the practice of CSR in some corporate institutions in Ghana. The study highlighted leadership weak spots such as mismanagement and corruption and a lack of commitment in allocating monies due for CSR as some major challenges that limited the effective practice of CSR in Ghana. However, a study to capture the perception of employees not involved in the formulation as well as implementation of their firm's CSR activities and how it affects their work attitudes in Ghana is dearth, a situation which is also evident within the African context (Kimeli Cheruiyot & Maru, 2012). Ofori, Nyuur and S-Darko (2014) also recommended a study that examines the influence of CSR on firm's

knowledge and talent management, human capital development as well as organizational settings (that is, organizational culture and climate).

Employee engagement has arguably grown to be one of the most important concept in management literature in recent years (Crawford et al., 2014). Interest in the concept of engagement has caught the attention of many organizations in the global business environment, with employers and policy formulators determined to look out for new ways of influencing high levels of employee performance through engagement (Bailey et al., 2017). Current pressures in the global business environment driven by intense competition has necessitated the need for employees to be emotionally and cognitively committed to their firms. Also, the need for firms to maximise the inputs of employees have also contributed to the interest in engagement (Rothmann & Rothmann Jr, 2010). Thus, it has become increasingly obvious that studies on employee engagement and its associated factors is required, since modern firms anticipate employees to be engaged, committed and proactive to high quality performance standards and also take charge of their own personal development.

Agyemang and Ofei (2013) posit that the concept of employee engagement in Sub-Saharan Africa has received very little attention in literature. Nonetheless, a study by Kaliannan and Adjovu (2015) in Ghana focused on how effective employee engagement positively impacted organizational performance. This study explored the strengths and weakness of effective employee engagement strategies implemented by one major telecommunication company in Ghana. The findings showed that the engagement strategies employed by the organization achieved a satisfactory level of organizational performance. However, a key limitation of this study which highlights a gap is the author's use of a single firm to generalize employee engagement strategies within the telecommunications industry. Beyond that, there is the need for research in the area to

capture other key sectors to ascertain how engagement strategies affect performance. Another study by Agyemang and Ofei (2013) focused on employee engagement and organizational commitment by comparing public and private sector organisations in Ghana. Using a comparative study approach, the study found that employees in private organization in Ghana had a higher level of work engagement than employees in the private sector. Drawing from the Job-Demand resource model and the social exchange, the authors concluded that in organization where employees received socioeconomic resources from their organizations in the performance of their jobs, they tend to invest themselves cognitively, emotionally and physically. The study however failed to look at major organizational activities (e.g. CSR) as well as other antecedents that are likely to predict employee engagement within the Ghanaian context, thus highlighting an issue gap.

Job Satisfaction remains one of the most researched construct in management research. Employees have a robust impact on the operations of their organizations (Abugre, 2014). Research has shown that a major concern for management executives in most modern organizations is employee job satisfaction (Westover & Taylor 2010). Thus, it is imperative for firms to pay critical attention to issues within the organization that has the tendency to predict employee job satisfaction, since it has an overall bearing on organizational performance.

The issue raised in the narrative above highlight the inadequate attention CSR research in Africa and by extension Ghana, gives to issues regarding employees' perception of CSR activities and its consequential effect on their subsequent behaviours. In light of this, the present study filled the gap in research by providing empirical evidence on how employees in leading Ghanaian firms perceive CSR and how it affects their engagement to work as well as satisfaction on the job.

1.2 Research Objectives

The objectives of the study are to;

1. Critically examine the type, nature and form of CSR practiced by leading Ghanaian companies.
2. Examine how employees from leading Ghanaian companies perceive their company's CSR activities and practices.
3. Investigate how employee perception of CSR predict employee engagement and job satisfaction in leading Ghanaian companies.
4. Examine the relationship between job satisfaction and employee engagement among employees in leading Ghanaian companies.

1.3 Research Questions

The objectives informed the following questions which the researcher sort to address in the present study. They are;

1. What type, form or nature does CSR activities in leading Ghanaian companies take?
2. How does employees from leading Ghanaian companies perceive their firm's CSR activities and practices?
3. Does employee perception of CSR activities predict employee engagement and job satisfaction?
4. What is the relationship between employee engagement and job satisfaction among employees in leading Ghanaian companies?

1. 4 Research Hypotheses

The study proposed to test the following hypotheses.

H1a: Employee perception of economic CSR will positively influence employee engagement.

H1b: Employee perception of legal CSR will positively influence employee engagement.

H1c: Employee perception of ethical CSR will positively influence employee engagement.

H1d: Employee perception of philanthropic CSR will positively influence employee engagement.

H2a: Employee perception of economic CSR will positively influence job satisfaction.

H2b: Employee perception of legal CSR will positively influence job satisfaction.

H2c: Employee perception of ethical CSR will positively influence job satisfaction.

H2d: Employee perception of philanthropic CSR will positively influence job satisfaction.

H3: Job satisfaction will positively influence employee engagement.

1.5 Significance of the Study

The significance of the research can be seen from two major dimensions.

The first major significance is to contribute to the already existing knowledge on CSR that has been widely researched all over the world by various scholars. The primary focus of this study is to examine how employees perceive their firm's CSR and how it affects their work attitudes (that is, job satisfaction and employee engagement). The findings of the study will provide a Ghanaian perspective to the concept of CSR with employees as the focal point of the study. As advocated by Muthuri and Gilbert (2011), there is the need for scholars from Africa to develop an

“Africanised” CSR approach, hence a call for more research on CSR touching on the various facets there is to the subject. Again, this present study will aid practice by informing CSR and HR managers on how to use their CSR strategies as a means of influencing the behaviors and attitudes of their employees. The exploration of the various dimensions of CSR and their effect on job satisfaction and employee engagement to work will help top level managers know which of the dimension of CSR really influences employee work attitudes.

1.6 Methodology

Every research endeavor has its own unique methodological approach it adopts in arriving at answers to questions posed by the researcher. Creswell (2014) outlined three major considerations that must be adhered to in selecting an approach to study a phenomenon. They include; the researcher’s philosophical assumptions, procedure of inquiry (called research design); and specific research methods of data collection, analysis and interpretation.

1.6.1 Research Design

The study adopted a mixed method design, which involves the integration of both quantitative and qualitative research design. Specifically, the convergent parallel mixed method was employed (Creswell, 2014). This method allowed the researcher merge both the quantitative and qualitative data in order to provide a comprehensive and holistic analysis of the research problem. This design also enabled the researcher gather both forms of data at the same point in time.

1.6.2 Research Population

The population for the study were employees from three companies in Ghana that ranked high in the 2015 edition of the Ghana Club 100 rankings, who were further adjudged as the best companies

in CSR. Also included in the population were senior executive officers who spearhead the companies' CSR plans and initiatives.

1.6.3 Sampling Method

The study adopted two sampling methods in selecting the companies as well as the participants for study. Purposive sampling technique, a non-probability sampling technique was used in selecting the companies for the study. The employees for the study were also sampled using stratified purposive sampling technique. This sampling method has the advantage of capturing key population characteristics in the sample. Miller and Brewer (2003) sampling size determination formula was used to determine the number of respondents for the study.

1.6.4 Research Instruments

Specific research instruments were employed in the data collection process. For the quantitative part, the three main constructs (that is, CSR, employee engagement and job satisfaction) were measured using a CSR scale adopted from previous studies (Carroll, 1991; Lee et al., 2009), Utrecht Work Engagement scale by Schaufeli and Bakker (2003) and Job satisfaction scale by Closon, Leys and Hellemans (2015). The adopted CSR scale measured employee perception of CSR along the four dimensions of CSR conceptualized by Carroll (1991) that included economic, legal, ethical and discretionary. Questions such as “We have been successful at maximizing our profits” for the economic dimension, “The managers of the organization try to comply with the law” for the legal dimension, “Our business has a comprehensive code of conduct” for ethical dimension and “The corporation tries to contribute towards bettering the local community” for discretionary were some questions that were asked the employees during the study. The Utrecht Work Engagement Scale also measured the level of employee engagement by asking questions

such as “At my work, I feel bursting with energy”, “I feel happy when I am working intensely”. Closon et al. (2009) job satisfaction scale asked questions such as “I am satisfied with the work climate where I work”, “I am satisfied with my working conditions” etc. These instruments were adopted because they had a higher reliability co-efficient. The qualitative aspect, which gathered data regarding the form, nature and type of CSR done by leading Ghanaian companies adopted a semi-structured interview format.

1.6.5 Data Analysis

The Statistical Package Social Sciences (SPSS) version 22 was used to analyse the quantitative data. Specifically, the Pearson Product-Moment Correlation Coefficient (Pearson-*r*) was used to test all relational hypotheses whereas hierarchical regression analysis was used to examine the predictive effect of the dimension of CSR on employee engagement and job satisfaction. However, the qualitative data was analysed using content analysis.

1.7 Chapter Disposition

The study is composed of five chapters that discuss individual aspects of the study. Chapter One introduces the reader to the whole study by discussing the background to the study, problem statement, objectives, research questions, scope of the study, the significance of the study as well as the chapter disposition. Chapter Two of the study contains a thorough review of literature on the topic of this study. Particularly, it presents a detailed discussion on the variables, discuss theories and examine journal articles with related content to the present study; and based on that outlines the hypotheses to the study. Chapter Three presents the methodology employed in the data collection and analyses. It subsumes research strategy, population of the study, sample size, sampling techniques, detailed data collection procedure, analytical techniques, instrumentation,

validity and reliability, and finally, discuss ethical procedures for the study. Chapter Four presents the results and interpretation of the data analyses in relation to the hypotheses as well as detailed discussions on the findings. The last chapter, Chapter Five presents a summary of the study, provides a thorough conclusion and ends with recommendation for practice and for future research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter of the study extensively discussed and reviewed key relevant literature related to the constructs under study. The evolution, definition and current trends of corporate social responsibility, employee engagement and job satisfaction are discussed as well as the relationship that exist between them. The Ghanaian perspective of CSR is also presented in this chapter of the study. Furthermore, theories that underpin the constructs and how it links them are also discussed. This section ends with an empirical review of the study as well as a conceptual framework.

2.1 The Concept of Corporate Social Responsibility (CSR)

Corporate social responsibility (CSR) has gained much momentum and significance in the contemporary business environment and also among management researchers (Vig, 2016). Globalization and greater environmental and social awareness has contributed to the sustained attention placed on CSR by scholars since its inception (Chen, Weng & Chien, 2017). In recent past and indeed, currently, social discussions in connection with the behavior of firms have been emphasized in public debate with respect to how it operations affect society and the world at large (Ylonen & Laine, 2015). The proliferation of new media aided by technology has heightened public scrutiny of corporations and their activities.

Beyond that, CSR has also been seen as one of the most conventional and widely accepted concept in the business world and also in management literature (Carroll & Shabana, 2010). Over the last 50 years, scores of scholars and business analyst have described how CSR has moved from an

irrelevant and less attended to concept, to one of the most researched and widely discussed concepts in management literature. Even until the late 1970s, the concept had still not been taken serious and was thought of as imposing huge cost element on the operations of business enterprises (Lee, 2008).

2.1.1 Evolution of Corporate Social Responsibility

In order to fully appreciate the impact of corporate social responsibility on an organization's behavior, it is essential to fully understand its complex evolution and history. Thus, tracing the development of the concept from the period of its introduction will not only put the concept into perspective, but it will further enhance the knowledge of CSR among practitioners and researchers (Moura-Leite & Padgett, 2011).

The concept of corporate social responsibility has a long history, which has evolved with the development of global corporations since the twentieth century. Evidence of CSR can be seen all over the world, especially in both developed and developing countries, even though most early works on the concept have been most obvious in the United States where a sizeable body of literature has generated (Carroll, 2008). Carroll (2008) also posits that the past decade has also seen Europe become captivated with CSR with an appreciable number of evidence pointing that scholars and practitioners in Europe are taking seriously the social concerns that arises through the operations of firms, manifested in the form of formal writings, research, conferences and consultancy. He further states that countries in Asia have also begun paying more attention to CSR practices and policies.

However, modern literature on the concept of corporate social responsibility can be traced to the 1950's, although scholars like Carroll (2008) have given some background to the practice of CSR

in the period preceding the 1950's where the concept had not properly been formalized among organizations. During the pre-1950's saw firms show concern for employees and how to make them more productive in their work through fulfilment of other social needs, which made them contributing members to society. Wren (2005), a management historian, points out entrepreneurs such as John H. Patterson of National Cash Registrar as a key executive member who set the tone for the industrial welfare movement in this era. He commenced welfare schemes that were designed to curb labour issues and enhance performance among employees which were both inferred as business and social. Instances of such acts included the profit sharing, providing recreational facilities, provision of bathhouses, hospital clinics and lunch rooms.

Beyond concerns for employees, philanthropy also came to the lime light among businesses in the late 1800s. Wren (2005) further noted that many of the early business leaders showed a lot more generosity towards the communities where their businesses operated. The major challenge during this period however was the issue of whether such philanthropic action were individual philanthropy or business philanthropy, since they were usually an initiative by business owners at that time (Carroll, 2008). Healds (1957) also gave an account of how people in business in the late 1800s were discussing social causes and making an effort to do something about them within the context of their business operations. He references the case of R.H Macy Company of New York that gave an evidence of their sensitivity to social issues on the part of the managers of their organization. Records from the firm showed enough evidence of the company extending help to social agencies to show a sense of community relationship that extend beyond the walls of the organization. For instance, it was documented that Macy made contributions towards an orphanage in 1875 and also made provisions by way of gifts to charities in 1887. This recorded under the miscellaneous expenditure in the company's books (Healds, 1970).

Formal writings on corporate social responsibility can largely be traced to the 1950's where researchers began to conceptualize the construct (Moura-Leite & Padgett, 2011; Carroll & Shaban, 2010; Yang & Guo; 2014). However, Murphy (1978) has given a classification of the eras that captured CSR before and after the 1950's. Murphy (1978) posited that the era leading to the 1950's was the philanthropic era, which was characterized by firms donating to charities. He also classified the 1953-67 era as the period of CSR awareness, where more recognition regarding the overall responsibilities of companies and their effort at improving the communities became the main subject among researchers. The years between 1968-73 was termed the issue era, which represented the era where companies began concentrating on key issues such as making efforts to eliminate racial segregation, mitigation of pollution, reducing urban decay and the continuance of discretionary behaviours such making donation to less privileged group and the community. The last era discussed by Murphy was the responsive era which was within the periods of 1974-80 and, continuing beyond. This era saw companies making a serious effort towards tackling CSR issues. Carroll (1999) argues that some of the actions taken include organizations examining corporate ethics, altering board of directors and using social performance disclosures.

Corporate social responsibility was mostly described as social responsibility (SR) than corporate social responsibility for several years (Carroll, 2008). The concept has progressively developed over the years through several trailblazing studies (Lee, 2008). A large number of CSR scholars reference Howard Bowen's *Social Responsibilities of the Businessman (1953)* as the opening move to theorize the connection between corporations and the society (Lee, 2008; Moura-Leite & Padgett, 2011; Preston, 1975; Wartick & Cochran 1985; Carroll, 1979; Yang & Guo, 2014). Bowen's argument about the concept at the time was born out of his observation that several large businesses during that period were important power centers and decision making. Thus, he opined

that an organisation's position of unlimited influence and the broad scope and effects of their decisions makes it an imperative for them to consider social concerns and responsibilities (Lee, 2008). In view of this, Bowen posed some questions such as; 'What exactly are the responsibilities of businesses?' and 'How can society make institutional changes to promote CSR?'. Furthermore, he acknowledges that social responsibility is no cure for all social issues that confronts businesses, although he strongly believed that there was some level of truth in it which must guide future businesses.

Bowen (1953) explained social responsibility as the role businessmen play in the society by adopting policies and practices, making ethical decisions, and following the lines of actions which are mostly desired and valued by the society. Lee (2008) contends that Bowen's publication of his seminal paper concurred with the crucial New Jersey Supreme court judgement that gave legal backing to corporate assistance for reasons other than a direct business benefit to organizations. Bowen's publication served as an intellectual foundation to highlight the fast changing environment in the subsequent two decades. Bowen's early and seminal work saw Carroll refer to him as the "Father of Corporate Social Responsibility". His book and definition of CSR became the most noteworthy document on CSR from the 1950's (Carroll, 2006).

The decade of the 1950s was characterized by more conversations on the concept of CSR than concrete actions in dealing with issues emanating from the way and manner businesses operated. This point represented an era of transforming attitudes, with heads of businesses getting more comfortable with the CSR dialogue. A few of the CSR actions in the 1950's were beyond philanthropy. Moreover, the legal environment in the US was gradually favorable to CSR. For example, besides the Supreme Court ruling that gave legal backing to corporate contributions, the late 1950's and 1960's saw a wide range legislative instruments that were enacted to check the

conducts of organizations and also to ensure protection for consumers and employees. A high number of consumer protest also led to the evolution of consumer rights movements that directly confronted corporate power. However, there was limited discussion highlighting the link between CSR and business returns, due to the organization's primary focus on improving the society within which they operated (Carroll & Shabana, 2010).

Corporate social responsibility did not see a major advancement in terms of conceptual growth until the 1970's, when the Committee for Economic Development (CED) commissioned a new study in 1971. Lee (2008) argues that the publication by the CED, titled "*A New Rationale for Corporate Social Policy*", gave several perspectives to the debate by offering a wider lens for a thorough examination of the issues regarding social responsibility. The CED advanced an argument that every business organization function by the consent of the general public and thus, their basic mandate is to beneficially serve the needs of the society where they operate. They noted further that there was a growing change in the social agreement between companies and the society, which has impacted their operations in many ways. For example, they noted that although the role of business organizations is to provide service to the members of the society, their future success is largely dependent on how they manage the growing alterations in the anticipations of the public. Carroll (2008) argued that the views put forth by the CED about CSR was influential because of the composition of its members. According to him, they were made up of business executives and educators and, hence, it revealed a key practitioner view point of the changing dynamics in the relationship between business organizations and the society.

The 1970's was not short of debates either. Walich and McGowan (1970) also wrote an article that brought about a paradigm shift that left a permanent mark on the debate regarding CSR. The objective of their article was to attempt providing a more comprehensive argument on the

connection between the competing social and economic interest of businesses. They contended that without a sound business case that demonstrates that CSR is in sync with shareholder interests, CSR will continue to stir up controversies among academic scholar and business people. Hence, they sought to provide a new perspective that upheld CSR that also did not depreciate stockholder interest. Prior to their publication, economist Milton Friedman in 1962 had argued against CSR by stating that CSR undermines its own meaning and intentions when it attempts to relegate to the background the principle of businesses focusing on profit maximization as stated by capitalist system. Moura-Leite and Padgett (2011) added that Friedman reinforced his work in 1962 by when he added that businesses must accept to play by the rules set in the free market, and obey law and code of ethics in CSR. He also agreed that companies should devise a ways of incorporating certain social demands into their operations if they were to achieve maximum returns in the long run (Friedman, 1971).

The latter part of the 1970's saw the development of one of the most profound frameworks to understand the various ideas on CSR. Archie B. Carroll (1979), suggested a four-part definition of corporate social responsibility which was borne out of a conceptual model of corporate social performance (CSP) (Moura-Leite & Padgett, 2011). His three-dimensional model combined the three dimensions of the CSP, which included CSR, corporate social responsiveness and social issues under single umbrella. The main objective behind the creation of this model was to aid in providing more clarification and also integrate the several definition and explanations that had been discussed in literature. Carroll (1979) explained corporate social responsibility "as the responsibility of businesses, which is made up of the economic, legal, ethical and philanthropic anticipations that societies have of business organization at various points in time". Though the economic responsibility of a business is clearly spelt out in the definition by Carroll, many still

think it refers to what the organization does for itself while the ethical, philanthropic and legal component explains the contributions of the firm towards society. However, Carroll conversely argued that the economic growth and sustainability of the business is something the organization owes the society as well (Carroll, 2016).

The model also provided a significant influence to the subject of CSR by not treating the economic and social objective of companies as mismatched trade-offs (Lee, 2008). Conversely, both corporate objectives are infused into the framework of the total social obligation of the organization. Lee (2008) further asserted that Carroll came up with this work with a practical objective. With respect to academics, he sought to give framework that provides some light to the various ideas on CSR. To the managers and leaders of companies, he intended to provide a tool to aid the in thinking about the key issues they were confronted with as business leaders.

During the 1970's, scholars on corporate social responsibility focused their writings on highlighting the various approaches to management to the concept of CSR (Carroll, 1977). This method was described as one in which managers of businesses sought to apply the already established management principles to tackle issues regarding CSR. In view of this, businesses were urged to look in to the future and make plans for CSR, critically evaluate their social performance, and also incorporate strategic corporate social policies into their modes of operation (Carroll, 2008).

The period of the 1980's saw corporate social responsibility receive a new focus as several authors attempted to develop or refine the definitions of CSR. This paved way for more research on the concept and a plethora of works on other complementary models such as corporate social responsiveness, public policy, corporate social performance, stakeholder theory/management, business ethics etc. For instance, Carroll's model developed in 1979 was developed further by

Wartick and Cochran (1985), provided an extension of Carroll's model to include other new components, processes, policies and principle. They posited that the ethical component of Carroll's model should be view as principle, while social issues management should reflect policy and social responsiveness as a process. In line with the work done by Wartick and Cochran (1985), Epstein (1987) also brought about a definition of CSR which sought to create the connection between social responsibility and business ethics, which he referred to as "corporate social policy".

Another landmark development in the 1980s was Freeman's works Strategic Management, which was published in his book, "*Strategic Management: A Stakeholders Approach*" in 1984. Although the book concentrated largely on strategic management, its impact was greatly felt in the areas of business and society, CSR and business ethics. Even though the concept of stakeholders has previously been referenced, Freeman extended the scope by defining it as, "any group or individuals who can affect or is affected by the achievement of the organisation's objectives" (Lee, 2008). Freeman (1984) made reference to the idea that the traditional corporate strategy focus to only shareholder's concerns could result in actions that are mostly immoral or unethical, and illegal well as. According to Moura-Leite and Padgett (2011), the stakeholder's theory of the firm is used as a basis to classify and analyze groups that a business owes responsibility to (Moir, 2001).

The 1980's also represented a period where there was widespread report of ethical scandals that drew the attention of the public on some wrong doings among corporate leaders. References can be made of the controversy surrounding organisations doing business in South Africa, in a seeming support of apartheid as well as the 1984 Union Carbide Bhopal explosion, which led to the demise of thousands of people in India (Moura-Leite & Padgett, 2011).

Carroll (2008) contends that very few unique contributions were made in the 1990s. However, he observed that above all things, the CSR concept became a foundation, building block, or a point

of departure for other complementary concepts and themes. Consequently, various themes sprung up and took center stage in the period of the 1990's. Some these theme were corporate citizenship, business ethics, corporate social performance (CSP), sustainability and stakeholder's theory. In view of this, scholars have sought to look into the relationship between corporate social performance and a firm's financial performance (Griffin & Mahon, 1997).

However, one key academic contribution to the concept of CSR in the period of the 1990s came from the work by Donna J. Wood in 1991. Wood (1991) took another look at the work done by Carroll (1979), which was also reexamined by Wartick and Cocheran (1985) and sought to link corporate social performance with other established and related theories in organizational research like organizational institutionalism, social issues management theories and stakeholder management theory.

Moura-Leite and Padgett (2011) also posited that from the period between 1990 until 2010, the concept of CSR has become almost universally accepted topic receiving widespread promotion by all elements within the society such as international bodies, consumers, businesses, governments, civil society groups and non-governmental organizations. Moreover, various institutions around the globe such as the World Bank, the United Nations and International Labour Organisation have all expressed immense support for the subject and have moved a step further to design important guidelines to promote the continuous practice of CSR as evident in Waddock's (2008) description institutional frameworks concerning CSR. The mid-1990's was also characterized by new communication capabilities such as the internet and other improved technologies that empowered institutions pile more pressure on companies to undertake CSR.

The 2000s also marked the period where the emphasis on the theoretical contributions gave way to more empirical research on the concept of CSR (Carroll, 2008). Furthermore, Moura-Leite and

Padgett (2011) observed that the focus of current CSR studies has moved from an orientation which focused on ethics to that of performance. Again the level of analysis also shifted from the macro-social level to an organizational level. Furthermore, Vogel (2005) noted that currently, CSR literature has placed much emphasis on the connection between CSR and corporate financial performance of businesses. He supports this by citing a 2002 survey by PricewaterhouseCoopers (PWC), in which 70% of global CEOs were of the belief that CSR was a key component of their companies' profitability. Thus, CSR has become a central part of their overall business strategy and a key ingredient to their all-round business success.

2.1.2 Definition of Corporate Social Responsibility

There have been numerous efforts to establish a widely accepted conceptualization and understanding of corporate social responsibility and to develop a stronger definition (Okoye, 2009). However, in both the business and the academic world, there are controversies as to how CSR should be defined (Dahlsrud, 2008; Font et al, 2012). Palazzo and Scherer (2007) argue that although the concept has received widespread attention, a major problem has been the lack of agreed normative basis which provides a foundation for the practice of CSR (Campbell, 2007), leading to the absence of a universally accepted definition for CSR. Scholars have argued that most of the definitions are made up of similar epistemological components (Rahman, 2011; Dahlsrud, 2008) and also by implication have a certain degree of intersection (Moratis, 2016). For instance, Dahlsrud, (2008) in a study pointed out and examined 37 diverse meanings given to CSR, a figure Carroll & Shabana (2010) think is underestimated. In view of this, scholars have come forth with a plethora of definitions attempting to capture the meaning and scope of CSR (Moratis, 2016), which are, according to Van Marrewijk (2003), mostly skewed towards specific interest thus

obstructing the development and implementation of the concept. He further stressed that these biases are mostly not backed by empirical evidence.

Despite how CSR can successfully be gauged, some authors agree that CSR as a concept is sometimes seen as uncertain, unclear and contested (Lindgreen & Swaen, 2010; Amaeshi & Adi, 2007; Van Beurden & Gössling, 2008). Farrington et al. (2017) further argue that despite its focus, CSR has been conceptualized and applied in an often disorganized, empirically inconsistent manner with limited, often contradictory outcomes (Pope & Waeraas, 2016; Rangan et al., 2012). This level of inconsistencies can be traced from the elusiveness of an accepted and all-round definition which can be attributed to the not so clear evolutionary path (Farrington et al., 2017).

In spite of the lack of agreement on an established and widely accepted definition for corporate social responsibility, diverse interpretation, regulatory mechanisms and practices have emerged. For that reason, this study will examine some of the key definitions of CSR that has emerged since its inception and further proceed to narrow down to an adopted definition for the study.

As already discussed from the history of corporate social responsibility, Howard R. Bowen's publication of his groundbreaking book *Social Responsibilities of the Businessman* in 1953, is mostly cited to mark the beginning of the modern era of literature on CSR (Carroll 1999; Thomas & Nowak, 2006; Hack, Kenyon & Wood; 2014). According to Bowen, "social responsibility refers to the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (p.6). Bowen's (1953) definition was conceived from his conviction that corporations all over the world were important power centers, whose decisions and indecision affected the lives of many people in the society.

Another landmark definition also came from Frederick (1960), who defined CSR as “the fulfilment of public expectations and enhancing socio-economic welfare beyond the interest of individuals and businesses”. Frederick further contended that three main ideas stood out in CSR literature in the 1950’s. These included the idea of owners and managers of corporations as public trustees, corporate philanthropy and the balancing of opposing claims of corporate resources (Frederick, 2006). McGuire (1963) also posited that CSR encompasses various obligations an organisation owes the society that stretches beyond just their economic and legal obligations. All these views and definitions were sharply contrasted by Friedman (1971), who proceeded from the angle that maximizing shareholder value and investments should be the major preoccupation of businesses. Based on this, Friedman made an argument that the main responsibility a business has towards society is to ensure profit maximization to the individuals who make investment towards the running of the business, provided they are obeying the laws and ethical norms of the society. (Farrington et al., 2017; Friedman, 1970).

Davies (1973) also entered the fray with a definition of CSR, where he defined it “as a firm’s devotion and response to the concerns of the society beyond the narrow economic, technical and legal requirement of the firm”. Davies further reinforced the definition by stating that a firm is not being responsive societal concerns if it simply obeys the minimum requirement of the law, because this is what any good citizen will do. He further asserted in his definition that a business does not exist in isolation, hence a healthy business cannot thrive and succeed in a sick society, since there exist a high degree of mutual dependence between business and society (Moura-Leite & Padgett, 2011).

Another profound definition of CSR came from Drucker (1984), who came up with the idea that profitability and responsibility are two compatible ideas. He advanced and reinforced an earlier

argument by other authors that businesses all over the world should seek to transform its social duties into business benefits. In view of this, Drucker (1984) stated that “the proper social responsibility of business is to tame the dragon, that is, to turn a social problem into an economic opportunity and economic benefit, into productive capacity, into human competence, into well-paid jobs, and into wealth”.

Beyond the definition of CSR among scholars and academics, other global organizations have also presented their own definition of CSR. For instance, the International Organization for Standardization (ISO) in 2010 define CSR as “responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour; and is integrated throughout the organization and practised in its relationships”. Through an expansive all-inclusive stakeholder approach, the ISO led the development of a definition for CSR with the objective of giving a widely accepted meaning of CSR, create an understanding of CSR themes as well as offer more practical guide on CSR by converting the ideas to implementable courses of action (ISO, 2010).

Moratis (2016) argues that from the angle of business practices, this definition by the ISO admits that businesses have an opportunity to recoup maximum CSR, since it will contribute to building a sustainable competitive advantage, brand development, ability to attract and retain employees and customers and positive outlook of the company by investors, shareholders and financial community.

Other notable organization such as the World Business Council for Sustainable Development (WBCSD) also defined CSR as “the continuing commitment by business to behave ethically and

contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large” (Moir, 2001, p.1). The Commission of the European Communities (2001, p.1) also defined CSR as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”.

This study however adopted Carroll (1979, 1991 & 2016) conceptualization of CSR. According to Carroll, “corporate social responsibility encompasses the economic, legal, ethical, and discretionary (philanthropic) expectations that society has of organizations at a given point in time” (Carroll, 1979). This definition sought to provide a foundation; or basis that helped outline in some detail the nature of business’ responsibilities to the society of which it is a part of (Carroll, 2016). Carroll posited in his work in 1991 that for CSR to accept a high degree of recognition by a conscious business person, it must be carefully crafted in a way that the entire range of business responsibilities are embraced. Based on this assertion, Carroll came out with four dimension of CSR. They were the economic, legal, ethical and the philanthropic CSR.

Economic responsibility: Carroll is of the view that as a prerequisite for their existence, companies have an economic responsibility to the society that gave them the permission to be formed and sustained. Business entities were designed to create goods and services to societal members. In view of this, society has expectations of businesses to be able sustain their activities by being profitable and incentivizing its owners or shareholders to invest and generate more resources to enhance and keep up its operations. This assertion stems from the idea that society sees business organisations as institutions with capacity to produce goods and services it needs and desires. Through their operations, businesses create profit when they add value to their product and services, which results in benefits to all of its stakeholders.

Profit making is central to every business organization since it serves rewards to investors and further become a bedrock to growth when they are properly reinvested into the business. Today, businesses across the globe are bedeviled with intense competition on the global business space, hence it has become more important for firms to be economically sustainable.

Firms that are not successful in their economic pursuit go out of business, which further culminates in a truncation of other responsibilities bestowed on them by the society through their operations. For instance, a firm which is not making profit cannot produce quality goods and services to meet societal expectations and desires as well as expand their operations to employ more members of the society to help in their activities. Therefore, Carroll (2016) contends that the economic responsibility is a baseline requirement that must be strictly adhered to by businesses in the current competitive business environment.

Legal responsibility: Beyond the society's expectation of businesses to be economically responsible, it has also established laws and regulations within which businesses are expected to function and operate. According to Carroll, these established ground rules reflect a society's view of codified ethics in that it clearly spells out the fundamental idea of fair business practices as established by makers of the law at the federal, state and local levels. Consequently, business are required to obey with the laws and regulations that has been instituted by the society as a condition for their operations. While complying with their legal responsibilities, Carroll outlines some essential expectations of businesses. They include; behaving in a way and manner that is required by the government and the law, obeying the various federal, state and local regulations, producing goods and services that conform to minimal regulatory requirement, conducting themselves as law-abiding corporate citizens and finally, realizing all their obligations towards societal stakeholders.

Ethical responsibility: Even though the two categories mention above (that is economic and legal) incorporates ethical rules, there exist extra behaviors and undertakings that are not essentially written down laws but are required of businesses by society's members. Therefore, firms exhibiting ethical behaviour means that they are respecting standard societal norms and practices which are not deliberately written down in law books are expected of them nonetheless. Carroll (2016) further asserts that a business being ethical means that they fully comply with the "spirit" of the law, and not just the letter of the law. Furthermore, businesses being ethically responsible means conducting their activities in a way and manner which exhibits fairness and objectivity in situations where the law does not give guidance or dictates courses of action.

To sum up, the objective of a business' ethical obligation is to see to it that they are responsive to every established practices, norms, values, standards, expectations and principles that honor the important stakeholders such as owners, consumers, employees and what the society define as consistent with respect to the protection of stakeholder's moral

Philanthropic/Discretionary: Philanthropic responsibility refers to a business' benevolence towards the society. This generally reflects a business' decision to voluntary partake in discretionary activities. Carroll argues that an organization's decision to show levels of generosity towards its immediate community does not constitute responsibility in its literal sense, however it has become a necessity for them to show their benevolence towards the societies within which they operate, since it forms part of the daily expectations by stakeholders. Again, the nature and quantity of the giving are mostly voluntary. They are mostly aided by the business' quest to contribute to social activities that are not mandated or required by law. That is, they want to do right for the society. Every society has an expectation of businesses to give back to the society that supports and aids its operations. Carroll again postulate that a thorough examination of the social

contract that exist between a firm and the society reveals that people living in the society expects the firm to be good corporate citizens. To see to it that this perceived set of discretionary acts are being fulfilled by firms, they engage in a wide range of giving such as volunteerism by employees and management, gifts and monetary resources, product and services, community development initiatives and any other discretionary contributions to stakeholder groups that forms part of the society. Even though there are moments where altruistic motivation is behind corporate giving, most firms engage in corporate philanthropy as a way of demonstrating that they are good corporate citizens.

Figure 2.1: Carroll’s Four Dimension of Corporate Social Responsibility



Source: Adapted from Carroll (1991, 2016).

2.1.3 Corporate Social Responsibility and Employee Attitudes and Outcomes

Corporate social responsibility is a multilevel construct which has received attention among researchers across many areas as a field of research and practice. Studies conducted over the years

has found several relationships between CSR and behavioral and psychological outcomes among employees in organizations (Glavas & Godwin, 2013). As stakeholders in the organization, employees develop certain perceptions in relation to their work as well as the general working environment of which CSR activities forms a part of. In view of this, perception of CSR by employees constitutes the employee's personal appraisal of an organization's day to day operations and dealings of the workplace. Waddock (2004), also defined perceived CSR as: "*The perception stakeholders of an organization hold of the impact of a company's strategies and operating practices on the well-being of all its key stakeholders and the natural environment.*" (Glavas & Godwin, 2013).

It has been established by scholars that employees represent a key stakeholder group in every organization (Greenwood 2007; Freeman 1984; Slack, Corlett & Morris; 2015; Kaler 2009; Matten & Crane 2005; Donaldson & Preston 1995), therefore one of the key preoccupations of every organization is to ensure that their employees have a sense of attachment and commitment to their organization in a bid to ensure productivity at the workplace (Lee, Park & Lee, 2012). In support of the importance of employees with regards to CSR, Rupp et al. (2006) argued that employees by playing their roles as key stakeholders in the organization desire to make contribution and also respond to their organization's CSR activities. McShane and Cunningham (2012) also give credence to the above idea, by highlighting the key roles of employees in organizations as being ambassadors for, and enactors of, organizational CSR. Again, Collier and Esteban (2007), argued that an effective delivery of CSR programmes in companies depend on how employee respond and engagement.

At the conceptual level, Slack Corlette and Morris (2015) are of the view that a number of classifications have been developed with respect to employee attitudes towards CSR. For example,

Hemingway (2005) made a proposition that the success of CSR activities in a firm is largely dependent on the noticeable sense of personal responsibility or the collective sense of duty to the wider community that is appreciated by the individuals, rather than the orientation that promotes individualism (Schwartz & Bilsky, 1987; England, 1978; Rokeach, 1979). Based on the proposition, Hemingway (2005) categorized employee values towards CSR and came out with four (4) groups. The first two groups are referred to as the Active and Frustrated corporate social entrepreneurs (CSE) whilst the last two groups are referred to as the Conformist and Apathetic CSEs. Active CSE's are groups of employees that engage in organizational CSR and show strong organizational citizenship, satisfying personal needs and showing reciprocity between organizational and personal gain (Caldwell et al., 2012). On the other hand, although frustrated CSEs are socially driven, they have very little organizational culture to accomplish their social role in the organization. The Conformists are also employees who are without any predisposition towards social responsibility, whilst the Apathetics CSE dismiss any worth of CSR and social responsibility of the employee.

In the same vein, Rodrigo and Arenas (2008) also came out with another categorization of employees in connection with their response to CSR. They referred to the first group of employees as the committed employees. According to the authors, this group represent employees who show high level of motivation by their personal values, and are interested in social justices. This group tend to be committed to the CSR of their organization. The second group, referred to as the indifferent employees are seen as job goal-oriented employees. In view of their indifferent posture, they fully appreciate the meaning and role of CSR, but rather they show an indifferent attitude towards engaging in CSR. The final group, which is the dissident employee are of the view that work represent an economic contract and there no further social roles to be played.

Beyond employee grouping and classifications, another strand of the literature examines how employee attitudes towards CSR affect various aspects of their work and overall organizational performance. Although employee perceptions of CSR and how it impacts their work behaviors and attitudes are still unclear (Glavas & Kelly, 2014), some studies (Peterson 2004; Brammer, Millington & Rayton 2007; Valentine & Fleischman 2008; Turker 2009; Kim, Lee, Lee & Kim 2010; Hofman & Newman 2014) have showed that CSR constitutes an additional lever to improve job performance. For instance, Forbes has cited the use of CSR as a means to enhance employee performance as a major trend (Mohin 2012), and practitioners such as Diane Melley, Vice President of Citizenship at IBM, argue that “CSR is a new and different way to motivate employees to deliver superior client service.” (Korschun, Bhattacharya & Swain, 2014).

Moreover, in several other studies, scholar have begun to capture the varying effect of CSR activities towards different stakeholders and its consequential outcome on employee job attitudes (Hofman & Newman, 2014; Turker, 2009). Toker (2009) in study discovered that although how employees perceived CSR towards customers, employees as well as social and non-social stakeholders had a positive relationship with organizational commitment within the context of his study, CSR towards government had no relationship with organizational commitment. On the contrary, Hofman and Newan (2014) found from their study that CSR towards government, employees and customers had a relationship with organizational commitment of Chinese employees, but not CSR towards social and non-social stakeholders (Newman, Nielsen and Maio, 2015).

Hence, researchers have argued that the link between CSR and organizational performance can be understood through a careful analysis of the mediating mechanism in connection to stakeholders’ attitude (Bhattacharya, Korschun & Sen 2009; Perrini & Castaldo 2008)

2.2 Employee Engagement

2.2.1 The Concept of Employee Engagement

Employee engagement has developed to be one of the most researched subjects in management literature (Bailey, Madden, Alfes & Fletcher, 2017, Crawford, LePine, & Rich, 2010). In the last decade, there has been a large volume of research work on the concept of engagement and a profound interest among consultants, management scholars and organizations (Saks & Gruman, 2014). For instance, Macey et al. (2009) commented that “rarely has a term resonated as strongly with business executives as employee engagement has in recent years”, thus emphasising the relevance of the concept in the contemporary business environment (Albretch et al., 2015). Crawford et al. (2014) asserts that per their count, over 250 articles have been published on employee engagement since 2000, with about 80% of it being published from 2006 and beyond. As a result, a considerable amount progress of have been made through constant clarification and definition the concept, differentiating it from related, though not identical construct such as commitment (Hallberg & Schaufeli, 2006) and appreciating its antecedents and outcomes (Bakker et al., 2014; Christian et al., 2011; Crawford et al., 2014).

Marcey and Schnieder (2008) are of the view that the concept of employee engagement is relatively new in management literature, although it has been hugely marketed by human resource (HR) consulting firms that give advice on its effect on the success of organization. However, works on employee engagement in academic literature can be traced back to the year 1990, when Khan (1990) published his landmark study of the psychological conditions of personal engagement and disengagement at work. Since then, several authors have provided various meanings and dimensions since Khan’s seminal work on the concept it was first introduced.

Beyond the interest and growing popularity of the concept of employee engagement, many scholars are of the view that employee engagement has significant influence of a firm's financial performance, organizational success and other employee outcomes such as job satisfaction (Saks, 2006; Bates, 2004; Richman, 2006; Harter et al., 2002, Baumruk, 2004). Again, other authors have lauded the role employee engagement plays in ensuring organisational competitiveness (Harter, Schmidt, & Hayes, 2002; Crawford et al. 2010). Saks and Gruman (2014) argue further that companies that focus on building an engaged workforce enjoy significant shareholder returns, customer satisfaction and long term profitability. On the other hand, studies have revealed that employee engagement is on the decline among several organizations, thus increasing the level of disengagement among employees today (Richman, 2006; Saks & Gruman; 2014; Bates 2004). For example, Saks (2006) reported in a study that approximately fifty percent of Americans in the country's workforce were not fully engaged or they are disengaged culminating into what has been classified as an engagement "gap", leading to a significant drop in productivity levels among US businesses to the tune of \$ 300 billion. Moreover, Hewitt (2012) found that out of every ten employees they surveyed, four out of them were not engaged, whilst two out of the ten were actively disengaged.

2.2.2 What is Employee Engagement?

Employee Engagement has grown to be one of the one of the widely used terms in management over the last two decades (Bailey, Madden, Alfes & Fletcher, 2017). However disagreement exist between scholar and practitioners regarding how the concept should explained (Bakker et al., 2011, Cole et al., 2012). Some researchers believe that this difficulty stems from the similarities the concept of engagement shares with other concepts such as job involvement, organizational commitment and job satisfaction (Shuck, Ghosh, Zigarmi, & Nimon, 2012; Saks, 2006; Cole et

al., 2012). Nonetheless there have been several definitions of employee engagement amongst practitioners as well as researchers. However several other definition have been credited to the folk theory, which stems from idea that individuals in an organization, especially the leaders possess higher motivation about work (Macey & Schneider; 2008).

However, Khan's (1990) seminal work on "*psychological conditions of personal engagement and disengagement at work*", is widely observed among scholars as the first to have provided a definition for employee engagement (Bailey et al., 2017). He defined engagement as "the harnessing of organization members' selves to their work roles". He added that "in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Khan (1990) in his work opined that engaged individuals presents their physical, emotional and cognitive selves in the discharge of their duties in their place of work. Hence, an employee who desires to be fully engaged must bring every aspect of themselves in role performance. He also stressed that being engaged requires the full psychological presence of the employee in process of executing roles assigned to them by their organization (Kahn, 1990, 1992). Psychologically present employees exhibit high level of attention, are more connected, integrated and focused when performing work roles (Kahn, 1990). Conversely to this, disengaged employees decouple themselves from their work roles and are less enthused as well. However, Guest (2014) revealed that Kahn's (1990) study did not initially command much following until over a decade later.

Saks (2006, p. 601) also provided a multi-dimensional approach to employee engagement, by defining it as "a distinct and unique construct consisting of cognitive, emotional and behavioral components that are associated with individual role performance". Saks' explanation shares some slight similarities with the definition by Kahn (1990) due to its focus on role performance at work.

However, the uniqueness of this definition by Saks (2006), which exhibits its multidimensional nature is seen from his attempt to draw the line between performing work roles, a situation he referred to as “job engagement” and engaging in roles a member of the firm, also referred to as “organisational engagement roles”. Nonetheless, Schaufeli (2012) argues that despite the fact that this concept of job and organization engagement is easily comprehensible on the face value, it has received very low usage amongst members in the academic community.

Despite the numerous definitions of engagement among scholars in management literature, the study adopts the definition by Schaufeli et al. (2002). A systematic examination of the concept of employee engagement by Bailey et al. (2017), referred to his decision as the most used definition among researchers. According to the authors, employee engagement is “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption”. These three components (that is; vigor, dedication and absorption) according to the authors represent the dimensions of employee engagement. They further argue that employee engagement is a more continuous affective state which pushes employees to be totally immersed in their work roles.

Vigor: This dimension refers to the mental resilience and the high amount of energy an employee exhibits during the discharge of their duties. It also captures the zeal and desire of employees to put in more effort in their work roles as well as the persistence to complete work in the face of challenges.

Dedication: A dedicated employee shows high level of pride and enthusiasm in the discharge of their work. It also involves employees showing some sense of significance in relation to their work.

Absorption: This final dimension of employee engagement by Schaufeli et al. (2002) is also characterized by employees showing high levels of concentration and being fully occupied with

work roles such that time moves quickly and one has difficulties in setting themselves apart from work. They argued that total absorption to work roles by employees can be likened to a state called “flow”, which describes a state where employees hit optimal levels during work experience. During this period, people experience complete attention, with a clear mind, with complete body and mind unison. Again, people in this state show absolute control, distortion of time, loss of self-consciousness effortless concentration and an intrinsic enjoyment (Csikszentmihalyi, 1990).

2.2.3 Antecedents of Employee Engagement

The growing interest in employee engagement and the potential business results has led to several studies being conducted to investigate its major antecedents (driver) and as well as consequences (outcome) the construct has on organizational performance (Bailey et al. 2017; Rana, Archivili & Tkachenko, 2014; Macey & Schneider, 2009; Saks, 2006). Consequently, factors such as leadership, perceived organizational support, job design, human resources management practices have been studied to ascertain whether it has any implication on employee engagement. Crawford et al. (2014) asserts that the list of studied antecedents has increased vastly and are varying since it has been studied by different authors in different contexts. Therefore, this section summarizes some of the key antecedents as studied overtime.

2.2.3.1 The Workplace Environment

Workplace environment in general constitutes colleagues, an organization’s physical resources, organizational policies and procedures, and other intangible factors such as perceived levels of safety and supportive work climate (Shuck et al., 2010). As members of the organization, employees require physical, social, psychological, and other organizational resources to aid them mitigate the demands of their job to ensure optimal performance in their work roles and to push

their own personal development (Rana et al., 2014; Schaufeli & Bakker, 2004). Furthermore, Shuck et al. (2010) in a study offers more evidence on the significance of positive workplace environment on employee engagement. In view of their explanation, the urged manager who desire to create an engaged workforce to create an environment that is safe, meaningful and empowering to employees.

2.2.3.2 Supervision and Co-worker relationship

Khan (1990)) was of the view that an employee's psychological safety- which refers to their ability to engage in activities without harboring any fear of loss of status, their career or reputation- is mostly a function of the leadership style in the organization, the relationship employees create as members of the organization as well as the group dynamics. May et al. (2004) stated that the relationship between employee engagement and the psychological safety of employees was greatly impacted by the support individuals receive from their supervisors and co- workers. Studies have revealed that psychological safety can be developed effectively, when there is a trustworthy and supportive interpersonal relationship between employees and their peers as well as their supervisors (Khan, 1990; Rana et al., 2014). Schaufeli and Bakker (2004) Schaufeli and Bakker (2004) also argued that the interaction between members within an organization creates an enthusiastic atmosphere among employees regardless of the demands and resources. Finally, the study by Shuck et al (2010) on employee perspectives also highlighted the influence of relationship development on engagement.

2.2.3.3 Job Design and characteristics

A review by Bailey et al. (2017) showed that 65 studies examined per their review showed an association between aspects of job design and engagement (Idris & Dollard, 2011; Bakker et al.,

2007), Khan (1990) observed that there were some factors that explains whether an employee will be engaged or disengaged in their work roles. The first factor he identified is psychological meaningfulness, which is characterized by how useful and valuable an employee feels in their work roles. The other factors were psychological safety and psychological availability. According Khan (1990), a meaningful psychological experience is mostly dictated by the features of the person's work which may include the level of autonomy they enjoy in the work. May et al. (2004) also stressed the importance of work role-fit as key factor to psychological meaningfulness. Hence, one's level of engagement is also defined by the psychological meaning they derived from their work. Other authors have also argued that the level of challenge on the job, autonomy, feedback as well as task variety also represent some key drivers that stimulate employee engagement.

2.2.3.4 Human resources development practices

Human resources development practices (HRDP) entail activities and programs instituted to ensure constant improvement in organizational performance through the enhancement of productivity, satisfaction, expertise and human knowledge (McLean and McLean, 2001). These practices encompass issues regarding knowledge management, employee training and development, career development and organizational change (Rana et al., 2014). A study by Schaufeli and Salanova (2010) suggested that organizations that institute effective career development and training programme designed to purposefully ensure employee growth, performance and development can use that same strategy to enhance employee engagement. Moreover, Shuck and Rocco (2014), provided a list of strategies for ensuring employee engagement via HRDP. They include workplace learning, organisational development and career development programs (Rana et al., 2014). They argued that employee engagement could reinforced via workplace learning programmes.

2.2.3.5 Reward and Recognition

Reward and recognition has been identified as one of the key influencers of employee engagement, after Khan (1990) found that it is one of the factor that ensures employee have psychological meaning in relation to their work. This refers to the pay and benefits employees earn formally as compensation in relation to their work, as well as the formal appreciation and praise by supervisors, coworkers and customers for approval of one's work (Crawford et al., 2014). A study by Saks (2006) revealed that recognition and reward as a composite perception of pay, praise and promotion from supervisors had a positive relationship with employee engagement. Crawford et al. (2014) argues that although it appears that in most situations, rewards and recognition are beneficial for engagement, he recommends more study under which it can be detrimental to recognition and reward.

2.2.4 Consequences of Employee Engagement

Employee engagement has gained popularity over the last few decades because of its overriding positive consequence on organizations. Scholars contend that the consequence of engagement can be seen in two strands, that is, at both the higher level (unit, organizational, team) and the individual level (Bailey et al., 2017; Van Bogaert et al., 2013; Yalabik et al. 2013). Saks (2006) argue that engagement is first an individual-level construct, which has an implication on the employee before it translates to the overall business results. Therefore, it is proper to assess the implications of engagement at the individual level before proceeding to how it leads to the enhancement of business results.

2.2.4.1 Individual Level Outcomes of Engagement

Khan (1992), after his publication of his seminal work in 1990 explained the role of employee engagement in achieving individual level outcomes such as experiences from engaging in work and the quality of their work which culminates in an overall performance in the course of engaging in their work. A number of studies subsequently has shown that engagement represents one of the most important tools management of businesses can use to improve all performance of employees (Gruman & Saks, 2011; Christian et al., 2011; Fleming & Asplund, 2007; Rich et al., 2010; Anitha, 2014). Again, studies have shown that high levels of employee engagement at the workplace leads to prosocial behaviors like organisational citizenship behaviour, sound customer services discretionary efforts, productivity, affective commitment and positive psychological climate (Anitha, 2014; Holbeche & Springett, 2004, Richman, 2006; Leiter & Bakker, 2010).

Albrecht et al. (2015) argued that a number of reasons leads to the relationship between engagement and individual work outcomes. Nonetheless, they assert that the experience of engagement, which is characterized by a fulfilling positive work-related experience state of mind leads to good health and a positive work affect (Schaufeli & Bakker, 2004; Sonnentag, 2003). Hence the resultant effect of these positive experiences and emotions will be positive work consequences. Schaufeli and Bakker (2004) also noted that employees who are engaged are most likely to have a great sense of attachment to their organization as well as reduced turnover intentions.

2.2.4.2 Organizational Level Outcomes of Engagement

Employee engagement has been seen as a source of competitive advantage at the organizational level. A study by Marcey et al. (2009) explained the substantial difference between firms with

highly engaged employees vis a vis those with disengaged employees in reference to returns on their market value, asset and profitability. Other scholars have also focused on the role of team level employee engagement on organizations achieving competitive advantage. (Richardson & West, 2010; Costa et al., 2014; Albrecht, 2014). For example, Xanthopoulou et al. (2009) found a positive relationship between work engagement and daily financial returns in the fast food level at the organizational level. Therefore, the major consequence of engagement at the organizational level is sustained competitive advantage.

2.3 Job Satisfaction

Academic literature has a long history of investigating employee job satisfaction (Alegre, Mas-Machuca & Berbegal-Mirabet, 2015). As an academic concept, job satisfaction has been the center of attention from the fields of social psychology, management and practical operations in the last few years since many researchers believe it can influence productivity, employee turnover and employee retention (Zhu, 2012). Spector (1997) argued that employee job satisfaction has become a major concern for most companies, since this emotional state has become an important factor in the life of the employee.

2.3.1 What is Job Satisfaction?

As an old construct, job satisfaction has received several definitions in academic literature over the last 80 years (Bednarska & Szczyt, 2015). Locke (1976), described job satisfaction as a pleasurable or positive state of emotions due to the appraisal of individual's job or job experiences. According to Locke, there are three elements involved in the appraisal process of one's job and job experiences. They include the perception of some aspects of the job, an implicit or explicit value standard and a sub-conscious or conscious judgement of the relationship between one's

values and perception (Lock 1976). These elements according to Locke determines how satisfied or dissatisfied an employee will be towards their work as well as their overall work experiences.

Fogarty (1994) also described job satisfaction as the level to which employees obtain enjoyment from their efforts in the work environment. He argued further that most employers attempt to keep employees content in the belief that satisfied employees tend to be more productive and committed employees. Therefore, when employees exhibit high levels of job satisfaction, it presumes that they have a good attitude towards their job and exhibit high level of enthusiasm towards their work.

Moreover, Spector (1997) opined that job satisfaction captures “how people feel about their jobs and the different aspects of their jobs”. That is, “the extent to which people like or dislike their job”. He further stressed that job satisfaction is typically measured by the degree to which one likes his or her job and can be look at from various angles using different classifications. For example, an employee may feel totally satisfied with certain aspects of a job, feel indifferent about some and totally dissatisfied with the others. Various facets about a job can also have differing magnitudes of importance, which can lead those facets or elements to be weighted different in assessing overall job satisfaction. Griffin et al. (2010) has described job satisfaction as a subjective feeling which shows the extent to which an employee’s needs are being met by a particular job. Thiery and Koopmann-Iawma (1984) also postulated that job satisfaction may be the results of a behavioral cycle indicating an individual’s way of aiming at attractive outcomes.

2.3.2 Antecedents Job Satisfaction

As alluded earlier, job satisfaction remains one of the most researched management concepts in organizational behavior. Its influence on employee productivity as well as general benefit to the organization makes management of organisations curious about the various facets and dimension

of job satisfaction. Yalabik, Rayton and Rayton (2017) suggest that different dimensions of a job creates satisfaction or dissatisfaction among employees. This section discusses a few of the facet of job satisfaction as identified in literature.

Nature of work: Nature of work constitutes one of the key facet of job satisfaction. This encompasses the various attributes to work such as opportunity for creativity, autonomy, task identity and other factors related to work. Yalabik, Rayton and Rayton (2017) contend that previous studies have revealed that the nature of a job influences employee affective state, which in turn impacts their behavior towards their job. They further assert that employees who find their job to be more meaningful, with their roles perfectly clarified, with certain levels of autonomy experience satisfaction on their job.

Pay, Benefits & Rewards: Pay and compensation has been described as the most important facet of a worker's satisfaction (Deckop, 1992). This dimension captures one's perceived difference between actual and expected pay. Therefore, if an employee perceives a discrepancy between what is expected and what is being received, it has the tendency of affecting the level of satisfaction on the job (Friday & Friday, 2002). However, in as much as pay and compensation have been described as important, Spector (1997) has argued that it is not a solid predictor of job satisfaction although it has a strong impact on other job attitudes and behaviours such as organizational commitment and turnover intentions (Yalabik et al., 2017; Chew & Chan, 2008).

Promotion: This facet also captures an employee's attitudes towards the organization's promotion policy. It constitutes a vital aspect of an employee's movement, most often carrying considerable wage increases (Francesconi 2001; Cobb-Clark 2001) and can as well have a strong impact on other job characteristics such as responsibilities and subsequent job attachments. Organisations may use promotion as a mechanism to reward highly rated employees, which consequently creates

an incentive for them to exert greater efforts in their job. Employees on the other hand place a lot of premium on promotions because they carry an increase in job features such as a bigger salary, bigger office space, or because they enjoy a work done well and the ego boost that comes with promotion. A study by Kosteas (2010) reported a strong relationship between promotion and job satisfaction. For example, in the study it was revealed that employees who hold the opinion that promotion is possible in the next 2 years reported higher on job satisfaction.

Co-worker support and communication: Co-worker support is critical in determining employee job satisfaction. This reflects one's attitude about fellow employees. Chalofsky (2003) argued that the social dimension of the work environment has a bigger impact on job satisfaction. Co-workers and supervisors play an important role in the life of an employee. Perception of co-worker availability and support impacts job satisfaction (Lapalme et al., 2009). Hence social support from co-workers has been linked with increased employee satisfaction as well as engagement in the work place (Freaney & Fellenz, 2013; Demerouti et al., 2001).

2.4. Theoretical Framework

The Stakeholders Theory (ST) and the Social Exchange Theory (SET) serves as the theoretical foundations for this study. They provide theoretical underpinnings for the study by explaining the relationship that exist between the concept of corporate social responsibility, employee engagement and job satisfaction.

2.4.1 Stakeholder Theory

The stakeholder theory by Freeman (1984) represents one of the most profound theories in field of corporate social responsibility. Donaldson and Preston (1995) argues that the stakeholder theory

is the dominant reference theory in CSR literature. Freeman (1984) in his work, *“Strategic Management: A Stakeholder Approach”*, rejected the notion that corporations existed to serve the ideas of its owners, which was the dominant thought at the time. Hence, his work helped re-conceptualize the nature of the firm to encourage the contemplation of new external stakeholders, over and above the traditional pool, that is owners, customers, employees and external supplier (Jonker & Foster, 2005).

Freeman (1984) defined stakeholders as any individual, group, or entity that can affect or be affected by an organization’s activity. Closon, Leys and Hellemans (2015) postulated that the stakeholder theory provides a new way to design corporate facets and figuratively illustrate the notion that the corporation is part of a cog in society that work with other stakeholders. Thus, it points out all relevant social players with which the company interrelates with and define their mutual relationship. In view of this, the theory aims to put forward the fundamental question: “which category of groups or individuals deserve the attention of management, and which are not” (Mitchell et al., 1997).

Moreover, the stakeholder approach offered a new approach to organize the thoughts in relation to organizational responsibilities. It suggested that the concerns of shareholders cannot be fully realized without meeting to some extent those of the other stakeholders, thus moving the focus profit maximization. To put it differently, it means that even if organizations intend to promote shareholder interest as a primary concern, its success in doing has a greater chance of affecting other important stakeholders (Foster & Jonker, 2005; Hawkins, 2006). Some scholars have even argued that an all-encompassing stakeholder method makes business sense, since it allows the firm to get the best out of shareholder wealth, while increasing total value added (Jimali, 2008; Hawkins, 2006; Wallace, 2003; Phillips et al., 2003).

Donaldson and Preston (1995) also gave a broader definition to stakeholders by stating that; “all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no prima facie priority of one set of interests and benefits over another”. (Closson, Leys & Hellemans, 2015). According to Freeman (1999), Donaldson and Preston (1995) gave “considerable coherence” to the stakeholder concept as a theory by categorizing them into descriptive, normative, and instrumental. They argue that the stakeholder theory would be more formal, precise and more scientific if there is a clear differentiation between these three senses. They postulated that the descriptive stakeholder would explain how corporations would manage or interact with stakeholders, normative stakeholders would suggest how organization ought to treat their stakeholders and whilst the instrumental theory would introduce such statements as "If you want to maximize shareholder value, you should pay attention to key stakeholders." (Freeman, 1999). Mitchell et al. (1997) has also argued that relationships between a corporation and its stakeholders are dynamic, hence it is worth investigating this dynamic relationship between them. They further assert that stakeholder statuses are transient and not as static as Donaldson and Preston’s definition postulates (Closson, Leys & Hellemans, 2015).

Other authors have also classified stakeholders into two main groups (that is; primary stakeholders and secondary stakeholders). Primary stakeholders describes persons or groups who may have a direct and contractually determined relationship with the organization. Within the primary stakeholder are intrinsic (employees, investors) and extrinsic (customers, suppliers, government, community). On the other hand, secondary stakeholders combine person or persons who are positioned at the borders of a firm and who may be impacted by the organization’s actions without any contractual connection to it (Clarkson, 1995).

Employees as major primary stakeholders of an organization express some expectations towards their company in the area of social performance, since they are also citizens sensitive to the dimensions of this performance. Again, employees develop expectations with respects to practices that directly affect their wellbeing and professional development within the organization. These expectations lead to the formation of certain perceptions which culminates into the development of certain specific attitudes such as satisfaction, engagement, commitment, organizational citizenship behavior (OCB) and host of other behaviors that has the tendency to affect the overall performance of the business. In view of this, this theory expounds the relationship between CSR and the formation employee attitudes.

2.4.2 Social Exchange Theory (SET)

Slack, Corlett and Morris (2014) opine that the idea of a social contract between employees, acting as organizational citizens, and the organization is in consonance with social exchange theory (SET). From its roots in psychological and economic theories (Blau 1964; Organ 1988; Gouldner 1960; Homans 1958), SET is classified as one of the most important conceptual paradigms for understanding workplace behavior (Coprano & Mitchell, 2005; Muthusamy & White, 2005). Again, this theory has been widely used in other areas such as, social partnerships (Kolk et al. 2010), corporate restructuring, and co-worker behavior (Deckop et al., 2003).

Social exchange theory sees interpersonal relationship in an organization from an exchange perspective in which social cost and benefits are traded in relationships governed by normative rules and agreements (Domenico, Tracey & Haugh, 2009). Although diverse interpretations of social exchange have emerged, most theorist accept that social exchange involves a series of exchanges that generates obligations or responsibilities (Emerson, 1976). Coprazano and Mitchell,

(2005) asserts that one the basic tenets of SET is that relationships evolve over time into loyal, trusting and mutual obligations. Thus, parties can achieve this if they can abide strictly to certain rules of exchange which serves as the guidelines that governs the exchange processes. Although other rules of exchange exist in relationships, reciprocity or repayment constitutes the best known exchange rule in SET (Gouldner, 1960).

Gond et al. (2010) argued that employee responses to CSR activities may be governed by norms of reciprocity. That is, employees as key stakeholders in the organization develop their attitudes towards organisations based on how they are treated in the organization. For instance Zellars & Tepper, (2003) reinforce this by stating that organizational actions that provokes acceptable justice perceptions results in a sense of duty to pay back the organization in a manner appropriate for social exchange relationship. Furthermore, Collier and Estaban (2007) suggested that the level of employee commitment to the organization will be dependent on their personal evaluation of the value they obtain as being members of the organization. Blau, (1960) in his seminal work on social exchange iterated that philanthropic donations are likely to affect the dynamics of social exchange not only among the recipients of this action, but also within the donor's own social group.

Therefore, SET provides a good theoretical underpinning as to how organizational CSR activities can lead to positive employee attitudes and behaviours such as employee engagement, job, organizational commitment and satisfaction.

2.5 Empirical Review

Studies have shown a relationship between CSR and employee attitudes, although several scholars opine that research on CSR with employees as unit of analysis has not been enough (Rupp et al., 2006; Swanson & Niehoff, 2001). Al-bdour et al. (2010) argues that failing to understand the

influence of CSR on employee attitudes will results in inaccurate outcomes that will lead practitioners and researchers into not knowing how useful and impactful CSR is on employee attitudes. Therefore this section reviews a few related studies that have been carried out on CSR, employee engagement and job satisfaction.

2.5.1 Corporate social responsibility and Employee attitudes

Ferreira and Real de Oliveira (2014) conducted a study by examining the relationship between CSR and work engagement in Portugal. Specifically, they attempted to know how diverse forms of CSR (that is, internal and external) influences employee engagement within their organization. The study employed the survey research design, by sampling 193 middle level managers from several of the major firms from diverse sectors (that is, food and beverages, retail finance and telecoms) in Portugal. The authors used the stakeholder theory by Freeman (1986) to serve as their theoretical underpinning for the study. In the end, their study revealed although respondents of the study recorded very high levels of engagement, there was no significant difference between diverse forms of CSR (that is, internal and external). Nonetheless, employees who were introduced to internal CSR were more engaged than those exposed only to external CSR practices.

Moreover, McNamara et al. (2017) also looked in to the relationship between employee perception of two dimension of CSR and employee job attitudes in different countries. The multinational study, sampled employees from different countries with the main team based in the United States. Specifically, the study was looking at how employee perception of CSR activities in their organizations influenced two major employee job attitudes, namely affective commitment and work engagement, by focusing primarily on the roles of employee valuation of CSR as well as the cultural context. In the end, the study revealed that employees who had a good perception of their

firm's externally focused CSR activities showed high levels of affective commitment and employee engagement. Again internal CSR activities were found not associate with employee engagement, although it was linked affective commitment. Further analysis in other jurisdictions where the study was also carried out revealed cultural differences among the variables. For example, how employees perceived internal CSR across all the cultures under the study revealed that it had a positive link with affective commitment, signifying that internal CSR can be used as a base to build commitment among employees.

Further studies by Turker (2009) focused on how CSR affects employee attitudes basis of the social identity theory (SIT). The study sampled 269 business professionals working in Turkey, and evaluated how their perception of CSR among government, employees, customers and social and non-social affected their level of commitment to the organization. The study findings indicated that although CSR to non-social and social stakeholders, customers and employees were key predictors of organizational commitment, no significant relationship was found between CSR in relation to government and employee commitment levels. A corroborative study by Glavas and Kelly (2014), further explored how employee perception of the treatment of others outside the organization vis a vis how they were treated within the organization affected their job attitudes. Their research sampled 827 workers in 18 firms, to specifically find out how their commitment to the organization was affected by how their firms carried out its internal and external CSR activities. Results from the study showed employee perception of CSR was positively linked to organizational commitment, with a partial mediation from perceived organizational support and work meaningfulness. In that same vein, Closon, Leys and Hellemans (2015) researched into CSR and organizational commitment and job satisfaction in Belgium, using the stakeholder theory as a theoretical framework for the study. Their study found that ethical and legal external CSR practices

influenced employee affective commitment, while job satisfaction was also positively influenced by external and internal CSR practices.

Newman, Nielsen and Miao (2015) have also investigated the effect of employee perception of CSR activities on their organizational citizenship behavior (OCB) and job performance among three organizations in China using the social identity theory as a theoretical foundation. The study results indicated that how employee perceived their CSR towards non-social and social stakeholders strongly predicted organizational citizenship behaviours. Conversely, how employees perceived CSR in relation government, employees and customers were no predictors of both job satisfaction and job performance.

The above empirical studies in literature highlighted strong relationships between CSR and employee job attitudes and behavior. Based on that, the study came up with the following hypothesis;

H1a: Employee perception of economic CSR will positively influence employee engagement.

H1b: Employee perception of philanthropic CSR will positively influence employee engagement.

H1c: Employee perception of ethical CSR will positively influence employee engagement.

H1d: Employee perception of legal CSR will positively influence employee engagement.

H2a: Employee perception of legal CSR will positively influence job satisfaction.

H2b: Employee perception of philanthropic CSR will positively influence job satisfaction.

H2c: Employee perception of economic CSR will positively influence job satisfaction.

H2d: Employee perception of ethical CSR will positively influence job satisfaction

2.5.2 Job satisfaction as an antecedent to employee engagement

Various studies have sought to explore the link between job satisfaction and employee engagement (Bakker et al., 2008; Avery McKay & Wilson, 2007; Saks, 2006). Nonetheless, several authors argue that the nature or direction of the link between the two constructs remains unclear in literature. That is, whether job satisfaction is the predictor of employee engagement or vice versa (Yalabik et al., 2013; Salanova, Llorens & Schaufeli, 2011; Simpson, 2009).

A study by Yalabik et al. (2017) investigated the link between the various dimensions of job satisfaction and work engagement. They sampled employees in the specialist lending division of a UK bank to determine whether their level of satisfaction on some selected facets of their jobs will positively influence their level of engagement on the job. The study however concluded that a specific facets of job satisfaction, which is “satisfaction with work its self” was a key driver of employee engagement among the respondents. Although certain facets were discovered to be negatively correlated to employee engagement, it revealed that workers who showed satisfaction towards the quality of communication among co-workers and superiors recorded high level of work engagement.

Abraham (2012) also conducted a study on job satisfaction as a precursor to employee engagement. The descriptive study, sampled workers of a private insurance company in India through a survey research design. The study revealed a strong link between job satisfaction and employee engagement, with further analysis through regression highlighting factors such as positive team spirit, sound collaboration between divisions, nature of work, praise from supervisors for a good work done and effective implementation of organizational policy resulted in some level of engagement among employees.

Another cross-sectional study by Simpson (2009) also examined the relationship between job search behaviour, turnover cognitions, job satisfaction, and work engagement among 167 sampled registered nurses in surgical units within six hospitals. In the end, the study reported that some components of job satisfaction was found to be a moderator of the link between quitting work and employee engagement.

These empirical studies also led to the formulation of the hypotheses that;

H3: Job satisfaction will influence employee engagement.

2.6 Corporate Social Responsibility in Ghana

The concept of corporate social responsibility is not new to the Ghanaian context even though Amponsah-Tawiah and Dartey-Baah (2011) opine that it is an alien concept in most developing countries of which Ghana is included. They further state that CSR has not always featured in the corporate agenda of most firms in the developing world, though they admit that the last decade has seen some African countries like Ghana make substantial progress in the area of human rights and CSR. Again, they posit that CSR in Ghana is more of a reaction to socio-economic, sanitation, health and other social crisis as well as a call on organizations to partner governments to help address developmental gaps in the country.

The nature of CSR activities in developing countries are highly motivated by the general culture, which has a collectivist orientation and further requires of organizations to be socially responsible (Dartey-Baah, Amponsah-Tawiah & Agbeibor, 2015). The socialist inclination by Ghana's first president, Dr. Kwame Nkrumah prompted the idea that state owned enterprises were solely responsible for providing effective solutions to the numerous challenges that affected the country. This probably led to the limited involvement of corporate organisations in helping find solutions

to the numerous challenges the nation was bedeviled with. However, certain push factors forced firms to undertake social problems since government could tackle all of society's numerous challenges unaided (Amponsah-Tawiah and Dartey-Baah, 2011).

In Ghana, Atuguba and Dowuona-Hammond (2006) highlighted some developments that prompted the need for sound corporate governance and CSR in the Ghanaian business environment. These developments includes an emerging capital market with extraordinary performance, globalization, a liberalized economy and government committed to entrepreneurial growth. Ofori (2010) further adds that increase in government regulations relating to environmental and social issues have also necessitated the increased attention placed of CSR in Ghana. Moreover, investment fund managers heightened interest in corporation's CSR policies as well as consumer sensitivity to CSR programmes from companies they buy goods and services from has also led to businesses in Ghana operating in a socially, economically and environmentally sustainable way (Ofori, 2010).

Furthermore, CSR undertakings in Ghana is frequently led by big multi-national firms (Weltweit, 2012). Amponsah-Tawiah and Dartey-Baah (2011) argue that a plethora of issues such as weak currency, capital flight, low per capita income, low productivity and a host of other economic and social factors makes it more difficult for indigenous Ghanaian companies to be engaged in CSR, since most of them are engaged in retail and in the manufacturing of primary goods and services. Moreover, Lichtenstein et al. (2013) made it known that studies on CSR application in Ghana indicates that companies that pursued and implemented CSR activities were firms listed on the Ghana Club 100 (GC) rankings. However, it is vital to note that a large number of the firms on the GC 100 list are firm's multinational ventures pursuing interests in the telecommunication, banking, mining and the manufacturing sectors.

In Ghana, firms do not have specific departments designated for CSR activities. Nyuur, Ofori and Debrah (2014) in a study on factors that promoted and hindered CSR activities in Africa argued that the location of the CSR functions within organisations are mostly within purview of a specific individuals , and in some cases chief executive officers or directors assume personal responsibility of CSR. In some instances senior managers from various functional departments such as communication and corporate affairs, human resource and training, communications and corporate affairs and finance. In view of this, the authors opined that CSR within sub Saharan Africa is closely linked to the marketing, communication and the corporate affairs functional areas.

Previously, there were no regulatory frameworks that guided corporations in Ghana with respect to how they carried out their CSR activities, although there were other forms of regulations and policies that served as CSR framework for firms in Ghana (Anku-Tsedde & Deffor, 2014). For instance, Amponsah-Tawiah and Dartey-Baah (2011) are of the view that previously, there were no standards that checked business conduct in relation to anti-corruption and environmental sustainability in Ghana. However the year 2006 saw the launch of the Ghana Business Code (GHBC) through the collaborative effort of the Ghana Employers Association (GEA), Association of Ghana (AGI) and the Ghana National Chamber of Commerce and Industry (GNCCI) in a bid to introduce and deepen CSR in Ghana. Again, Atuguba and Dowuona-Hammond (2006) argued that multinational enterprises and corporations constitute a vital part of the international economy. Hence they cited certain international legal frameworks that impressed upon organizations to act responsibly, since Ghana as a country is under strict obligation to adhere to these important international laws. Some of these efforts include the OECD framework for multinational corporations, the United Nation Global Compact and tripartite declaration principle regarding multinational corporations

However, since October 2016, Ghana has now instituted a CSR policy framework with an overriding goal of promoting businesses' involvement in the socio-economic development impact of investments and activities within their area of influence. Moreover, the policy provides a framework that facilitates the effective collaborations of all stakeholders which will yield economic growth, competitive advantage and social benefits for businesses. This policy was developed through the collaborative effort of the Ministry of Trade and Industry, German Development Organisation (GIZ-Ghana) and the Centre for Corporate Social Responsibility – Legon. The policy provides guidelines for all actor in the planning, implementation, evaluation, rewarding as well as performance reporting for their CSR plans and strategies. Again the development of the policy framework is underpinned by seven principles, which includes; ethical behavior transparency, respect for stakeholders interest, accountability respect for international norms of behavior and respect for human right. In addition, the policy focuses on key areas such as sustainable agriculture, poverty eradication, employment for decent work for all, education, health and quality life, food security and nutrition, gender equality and women empowerment as well as sustainable infrastructure development.

The last decade has seen a rise in the volume of research on CSR being carried out by various scholars in Ghana touching on specific key dimension within the Ghanaian business environment just like in other jurisdictions. For instance a study by Ofori, Nyuur and S-Darko (2014) investigated the influence of CSR activities on financial performance with Ghanaian banks as the subject of the study. The study sampled 22 banks and tested among other things whether there is a link between their CSR activities and their financial performance with specific reference to their return on equity (ROE) and return on assets (ROA). In the end, the study showed that banks in Ghana engaged in CSR activities for legitimate reasons, although they also viewed it as a strategic

tool, motivated by profitability and sustainability. Again the study found a positive link between CSR practices and financial performance of banks, even though the financial performance of the banks does not hinge on their CSR practices but rather on other control variables, such as debt ratio size, origin and growth.

Other scholars have also explored the issue of leadership and management attitude towards CSR in Ghana. A study by Abugre (2014) investigated managerial roles in the practice of CSR through an examination of 100 middle and senior level managers from four organizations selected from relatively high influence industry sectors. The study revealed that managerial role of CSR in Ghana was limited and ineffective with difficulties in implementation emanating from leadership weak spots including corruption, lack of leadership commitment and reluctance to apportion monies due for CSR activities. In another study regarding leadership attitudes and CSR, Ofori (2010) examined executives and management attitudes towards CSR in Ghana. It sampled seven key companies listed on the Ghana 100 database with the aim of finding out among other things how the attitudes of management influence CSR in Ghana. The study discovered that ethical standards of both individual managers and organisations were important determinants of management attitudes towards CSR, with a majority of the subjects agreeing that CSR and ethical behaviours are good for corporate character. Hinson, Boateng and Madichie, (2011) also conducted a research on online reportage of CSR activities on their websites by sixteen banks. The study, which employed a qualitative research approach drew upon every available information on the websites of the selected banks and conducted a content analysis of the information they gathered. The study revealed that CSR communication content on the corporate website of one of the banks that won the most awards at the Ghana banking awards was the poorest among the banks used in the study.

However, they also found that banks that had never received any awards for their CSR activities previously had a much organized structure in respect of their CSR activities on their websites.

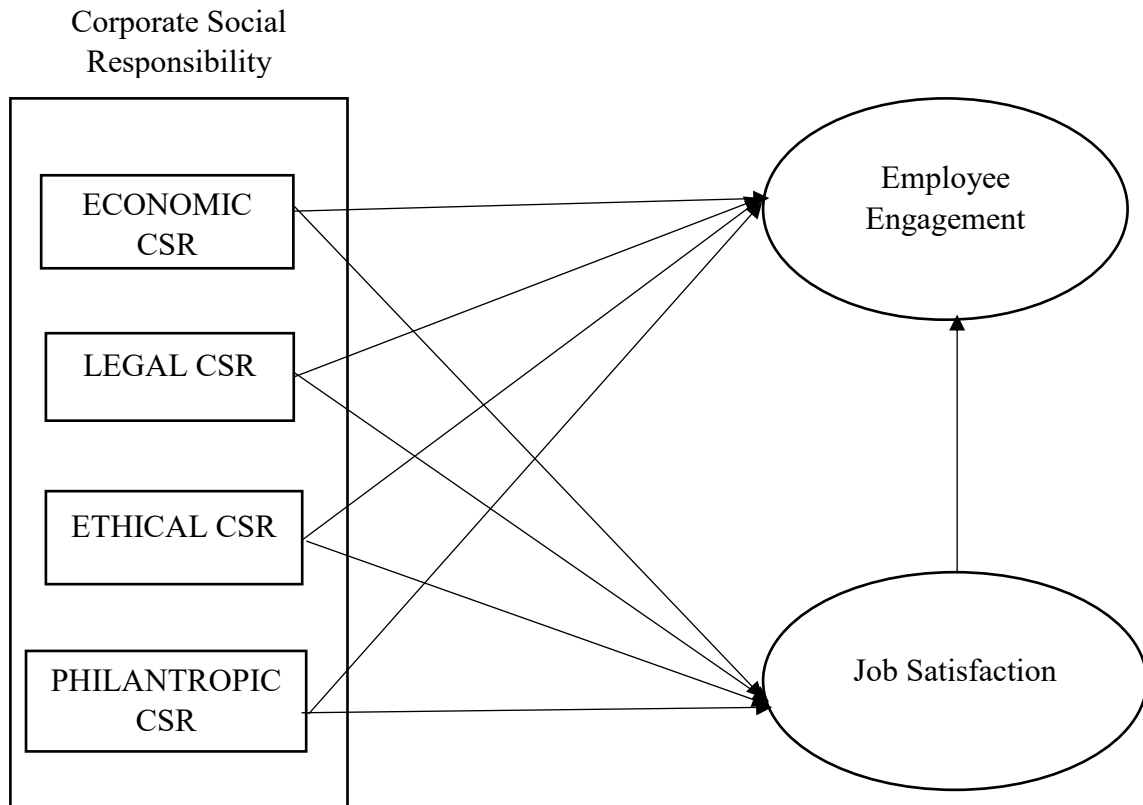
In conclusion, Ghana as a context of study for CSR has seen significant progress in both practice and research over last decade. Although many firms have increasingly appreciated the role of CSR and its accompanying benefits to their development, it is anticipated that the introduction of the new national CSR policy framework will add more structure and meaning to how they undertake their CSR activities to aid creating shared value between them and their communities within which they operate.

2.7 Conceptual Framework

As already established from literature, employee have been classified as one the most important stakeholders in every organization. Their evaluations of organizational practices and policies leads to the formation of perceptions which consequently leads to some specific behaviours and attitudes that has an overall consequence on the organization. In view of this, the study adopted Carroll's (1979) conceptualization of corporate social responsibility (that is; economic, legal, ethical and philanthropic) as tool for evaluation by employee in their organization to assess how it influences their job satisfaction and engagement.

The framework in Figure 2.2 below captures what has been discussed from literature in this study; where CSR has been found relate to employee attitudes (job satisfaction and employee engagement). It also highlights the independent relationship that exist between job satisfaction and employee engagement.

Figure 2.2: Conceptual Framework of CSR, employee engagement and job satisfaction.



Source: Author, 2018

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter spells out the methodology adopted for the study. It encompasses the research design and strategy used in carrying out the research and a description of the selection of the population and the size of the sample used in the study. The chapter also describes the sampling technique used, the instruments used in data gathering, the procedure used in data collection, how data was analyzed and the ethical considerations made in the course of the study. This chapter ends by briefly profiling the organisations used in the study.

3.1 Research Design and Strategy

Every research endeavor requires a design and strategy that the researcher adopts and follows in drawing conclusions on any phenomenon under study. Research designs refers to the overall strategy, and methods used in carrying out the research right from the when broad assumptions are made till the procedures in the collation and analysis of data (Newman, 2014; Creswell, 2009). Creswell (2014) further asserts that a researcher's choice of a design is informed by their worldview assumptions, procedures of inquiry, and the methods of collection of the data, to its analysis and interpretation. The purpose of the design of a research is to see to it that the evidence adduced in the course of the study enables the researcher effectively address the research problem logically and unambiguously as possible. This study adopted the mixed-method research design, specifically the concurrent mixed method research design. This approach allows the researcher to combine both quantitative and qualitative approach to collate the data, its analysis and its integration in either a cross sectional or longitudinal study. Bryman (2011) asserts that mixed

method consist of a combination of both quantitative and qualitative procedures and they reduce the shortfalls of using only method by providing a better approach to the scientific enquiry. Furthermore, the concurrent mixed method approach provides the researcher an avenue to collect both sets of data simultaneously and try and make something out of the information gathered (Newman, 2014). This work sought to find out how an organisation's CSR – Corporate Social Responsibility – strategies and activities influences an employee's engagement to work as well as their level of satisfaction on their job. Beyond that, it assesses the nature, type and form of CSR activities adopted by the organisations used in the study through a content analysis of their annual reports as presented at the end of the business year, thus justifying the use of the concurrent mixed strategy research style to obtain both qualitative and quantitative data at the same point in time during the study.

Newman (2014) stated that the purpose of every research work can be classified into three; exploratory research (which seeks new insights and clarify the understanding of a problem), descriptive research (which describes phenomena that exist and to obtain information on attributes of a problem), or explanatory research (which aims to understand the phenomena by establishing causal relationships between the variables). This study took a more explanatory approach since its main objective was to explain the relationship that exist between CSR, employee engagement and job satisfaction in leading Ghanaian companies. The study was also a cross-sectional study as opposed to a longitudinal study. Cross-sectional research allows the researcher to gather data from a sample population at a specific period. Since the study had a fixed time period of a year to start and conclude, using the cross-sectional approach was a more appropriate choice as opposed to the longitudinal approach which observes subjects of a research over a long period of time.

3.2 Population

Bryman (2011), defined a study population as any group of items that can be measured empirically or observed theoretically. The study targeted employees from leading Ghanaian companies, adjudged as the best corporate social responsibility companies in the 2015 edition of the Ghana Club 100 ranking. Therefore, employees from Ecobank Ghana Limited, Atwima Kwamnwoma Rural Bank Limited and Activa Insurance Ghana Limited constituted the target population for this study.

3.3 Sample and Sampling Technique

Sampling Technique

Companies used in the study were purposively selected based on the evaluation of Ghana Club 100 selection of the companies with the best CSR policies and practices. The Ghana Club 100 (GC 100) is an initiative of the Ghana Investment Promotion Centre (GIPC), which does annual compilation of the top 100 companies in Ghana that are recognized for successful enterprise building. In addition to the annual ranking of companies, the GC 100 selects the best companies with the best CSR practices based on a self-assessment report, which is evaluated in line with a set criteria on policies and practices on labour standards, human rights, transparency, environmental responsibility and community development initiative. The three companies that received the award in 2015 were Ecobank Ghana Limited, Atwima Kwanwoma Rural Bank (AKRB) and Activa Insurance Company Ghana Limited.

Employees sampled for the study were drawn using the convenience sampling technique. The nature of the working environment and working schedules of the organisations used for the study

informed the usage of this sampling procedure. Thus, employees who were within the sampling frame and were readily accessible and ready were used for the study.

Sample Size Determination

Newman (2014) defines a sample as subset of population a researcher picks to help make a generalisation and an inference to the larger population. The basic reason for sampling is to produce a small set that is representative of the broader picture. However, determining a sample that is representative of a given population is done through statistical formulas developed by statistical researchers. For this study, employees were sampled based on the sample size proportion formula by Miller and Brewer (2003), which is given as; $n = \frac{N}{1+N(\alpha^2)}$; therefore $n = \frac{2050}{1+2050(0.05^2)} =$

335. Where n =sample size, N =Target population and α =error term.

From the above sample size formula, 335 respondents were sampled from the entire population (that is, employees from Ecobank, AKRB and Activa Insurance) to represent the sample of the entire study. It is important to note that the study aggregated the entire population of the three companies to give an estimated overall total population, used in determining the sample size for the study. The study adopted a proportion to total population parameters to determine the sample proportion of employees used by each company. This allowed a fair inclusion of the subjects concerned for the study. The table 3.1 below presents the sampling distribution for each company.

Table 3.1: Sample Size Distribution

Company	Number of Staff (N)	Proportion of Staff	Estimated Sample Size(n)
Ecobank Ghana	1700	83%	278
Atwima Kwanwoma Rural Bank	250	12%	40
Activa Insurance	100	5%	17
Total	2050	100%	335

Author (2018)

3.4 Sources of Data

The study made use of both secondary and data. Primary data is collected by a structured questionnaire was used in collecting data from the respondents via survey. The questionnaire sent had 335 respondents from the three companies used in the study. The secondary data sources were made up of the annual reports of the companies used in the study for the year 2015 as well as the Ghana Club 100 report published in that same year.

3.5 Data Collection Instruments

The research used structured questionnaires in collecting data from the sample respondents from the companies that were used for the study. The structured questionnaire had four (4) sections. Section A captured the respondent's demographics such as age, gender, number of years with the organization as well as their academic qualification.

The second part of the questionnaire, section B, solicited employee views on corporate social responsibility practices of their respective companies. The study adopted the CSR scale by Carroll, (1979) and Lee et al., (2009). This construct was arrived at using a seven-point Likert scale

anchored by “strongly disagree” and “strongly agree. The construct was measured using the four dimension of CSR as postulated by Carroll (1979) which included economic, legal, ethical and philanthropic. Economic CSR comprised of seven (7) items, and measured employee’s perception of their company’s economic performance. Some sample items under the economic CSR included “We continually improve the quality of our products”, “We use customer satisfaction as an indicator of our business performance”. The legal CSR was also made up seven (7) items, it focused on how employees perceive their company’s obedience to the legal systems in the country. Some sample items were “All our products meet legal standards”, “The managers of this organization try to comply with the law”. The ethical dimension of CSR in this construct also had seven (7) items, and measure how employees perceive their companies regard to ethical norms and behaviours of the society. Sample items asked included “Members of our organization follow professional standards”, “Our business has a comprehensive code of conduct”. The last dimension of the construct, which is the philanthropic CSR had eight (8) items and addressed the company’s interest and behavior in philanthropic activities. Some sample items in this dimension included “The Company tries to help the poor” and “The Company tries to contribute toward bettering the local community.”

Section C of the questionnaire measured employee work engagement. The Utrecht Work Engagement (UWE) by Schaufeli and Bakker (2003) was used to measure this construct. This construct comprised of nine (9) items and was also measured on a seven point Likert scale ranging from “strong disagree” to “strongly agree”. Some sample items in this scale includes “At my work, I feel bursting with energy” and “I feel happy when I am working intensely.” The final part of the questionnaire measured employee job satisfaction. This study adopted Closon et al., (2015) job satisfaction scale. This scale places emphasis on the situational causes of job satisfaction. The

seven-item Likert scale measures satisfaction in relation to an employee's satisfaction about the social climate among work teams, job contentment and satisfaction with the organization; For example, some sample items in this scale includes, "I am satisfied with my professional activities" and "I am satisfied with the understanding that I have with my colleagues".

3.6 Validity and Reliability

Validity is defined as the degree to which an instrument measures what it intends to measure (Kimberlin & Winterstein, 2008). Validity of an instrument can be assessed in many ways, however, this study assessed the validity of the quantitative data instruments by ensuring the face validity, content validity and the construct validity. Also, through the pilot study, any inconsistencies found in the questionnaires were rectified before a full data collection exercise was conducted.

Reliability on the other hand refers to the extent to which measurements are consistent when applied to different situations. This is often assessed through the internal consistency value of a scale. Kimberlin and Winterstein, (2008), internal consistency provides an "estimate of the equivalence of sets of items from the same test. The coefficient of internal consistency gives an estimate of the reliability of measurement and it is grounded on the assumption that items measuring the same construct should correlate". Moreover, Cronbach's alpha is the most widely used method for estimating internal consistency reliability.

3.6.1 Pilot Study

An experimental study was done with twenty (20) of the respondents in the three companies used in the study. Respondents that were used in the experimental study were not added to the main

study. The experimental study was done to ascertain the reliability of the measuring instruments used in the study. Analysis of the measuring scales was done by checking the Cronbach alpha values, which according to Sekaran, (2003) must be above .70 rule of thumb to be deemed acceptable. The Table3.2 below shows results from the pilot study.

Table 3.2: Reliability of Study Variables using Cronbach's Alpha

Variable	Original Values	Current Values	Items	Valid Cases
ECSR	.92	.86	7	20
LCSR	.92	.70	7	20
ETCSR	.93	.78	7	20
PCSR	.93	.85	8	20
EE	.83	.80	9	20
JS	.81	.88	7	20

Note: ECSR-Economic CSR, LCSR- Legal CSR, ETCSR- Ethical CSR, PCSR- Philanthropic CSR, EE- Employee Engagement, JS- Job Satisfaction.

3.7 Data Collection Procedure

Data collection started in the month of January and ended in the first week of March, 2018. Prior to that, an introductory letter was first secured from the Department of Organisation and Human Resource Management and sent to the head offices, specifically human resource department of Ecobank Ghana, Atwiman Kwanwoma Rural Bank and Activa Insurance Ghana Limited in December, 2017. The questionnaires were distributed to the respondents after the aforementioned institutions gave approval for data to be collected. All filled questionnaires were later retrieved after the participants were given ample time to fill them out at their convenience. The retrieved questionnaires were subjected to further analysis. Secondary data, by way of annual general reports

were also obtained from the various head offices of the institutions used for the study. Again a request was also made to the Ghana Investment Promotion archival unit for a copy of its annual report on the Club 100 rankings for further analysis.

3.8 Data Analysis

3.8.1 Quantitative Analysis

The data gathered through the administration of the questionnaires were coded into the “Statistical Package for Social Sciences (SSPS) version 20”. The demographic data was first analyzed via descriptive Statistics (e.g. frequencies, percentages, tables and charts). Furthermore, the hypotheses were also analysed using hierarchical regression analysis. The general purpose of hierarchical regression is to expound on the statistically significant level of variance in a dependent variable after accounting for all other variables. This study sought to find out the extent to which an organisation’s corporate social responsibility practices predict employee engagement and job satisfaction, thus making this analytical tool a more appropriate one for the analysis. Also, Pearson’s correlation coefficient was used in determining the strength of the link between the variables.

3.8.2 Qualitative Data Analysis

The qualitative data collected for the study were annual reports from the three companies (that is Ecobank Ghana, Atwima Kwanwoma Rural Bank and Activa Insurance) for the year 2015. The 2015 Ghana Club 100 report was also obtained from the offices of the Ghana Investment Promotion Centre (GIPC). The reports were analysed via content analysis. This method aided the

researcher to identify from the reports, the nature, type and form of corporate social responsibility practices by these three companies used in the study.

3.9 Ethical Considerations

Every research activity adheres to some ethical principles to guide the conduct of the researcher.

This study, like any other research also made some ethical considerations.

Informed Consent

Arigmer (1997) defined informed consent as a person knowingly, willingly and intelligently, and in a clear and obvious way, gives his permission to be a partaker of research. In line with this principle, the study first sought the consent of the organisations through an introductory letter sent to their respective head offices for approval. After seeking the approval of the organisations, the sampled respondents were also informed about the details of the research to ensure their express approval.

Respect for anonymity and confidentiality

Confidentiality addresses the issue of fear of giving out personal information of respondents to a party not involved in the study. This principle assures respondent that the information provided will not be made available to anyone who is not directly involved in the study. Anonymity essentially provides that participant will remain anonymous throughout the study, including to the individual conducting the research. Based on this principle, tools for gathering data was designed in a way and manner such that the identity of respondents were concealed from third parties and also to the researcher.

3.10 Brief Overview of Organisations under Study

3.10.1 Ecobank Ghana Limited

Ecobank Ghana Limited is a universal bank in Ghana with a network of 77 branches and 211 ATM machines across the country. EBG is currently the biggest bank in Ghana as at December 2017. The Bank was formed as a private limited liability company under the Companies' code to partake in the banking business and started providing banking services on the 19th February 1990. Ecobank Ghana forms part of the Pan-African Ecobank group which are located in thirty two (32) African nations. The Bank started its operations as a Merchant Bank and later got their license from the Bank of Ghana to operate as a universal bank. They are regulated and supervised by the Bank of Ghana, the chief regulator of the financial service sector in the country (Ecobank Ghana, 2015).

The Bank, is listed on the GSE – Ghana Stock Exchange – is into merchant banking, investment banking and retail banking (Ghana Stock Exchange, 2018). They also operate through two wholly owned subsidiaries. One is the Ecobank Investment Managers Limited, who are primarily into the management of investments, and the other is the Ecobank Leasing Company Limited, a subsidiary which provides finance lease facilities.

Ecobank Ghana experienced “consistent growth in the last two years to become the biggest bank in Ghana. Prior to the closure of the 2016 financial year, the bank had an asset size of GHS8.05billion and Profit before Tax of GHS 462.6 million. Again, the bank posted good returns by way of dividends to its shareholders with returns on average equity (ROAE) and a return on average assets (ROAA), averaging above above 35% and 4% respectively over the past 5 years. The Bank has over the period become the most profitable member in the Ecobank Group and seen continuous growth in the past twenty six years. Ecobank Ghana progressively concentrating it

services on eServices and eBanking to provide more convenience to its clients” (Ecobank Ghana, 2015).

3.10.2 Atwima Kwanwoma Rural Bank Limited (AKRB)

Atwima Kwanwoma Rural Bank Limited (AKRB) is the leading rural bank in Ghana. The bank was established on the 6th of September, 1983, and has become a household name in the rural banking industry due to its outstanding performance over the period of their existence. The Bank attributes its outstanding performances to factors such as operational efficiency, prudent management, selfless and competent staff and good corporate governance structures (Atwima Kwanwoma Rural Bank annual Report, 2015).

The Bank, which is headquartered in Kumasi in the Ashanti Region, has nine (9) network branches within the region and its environs. AKRB engages in product and services such as current account, fixed deposit, susu savings, church development, domestic fund transfers, foreign transfers and a host of other financial related products and services. Again, the bank prides itself in core values such as customer delight, integrity, efficiency, flexibility, accountability, community development and team work (Atwima Kwanwoma Rural Bank annual Report, 2015).

Atwima Kwamwoma Rural Bank has also touched and transformed lives through its corporate social responsibility schemes, which continues to position the bank at the heart of its beneficiaries. AKRB is a member of Ghana Club 100 and have created a positive impact in the Ashanti region which led to the bank being awarded as the best rural Bank in the Ashanti Region for the year 2015. Moreover the bank was adjudged the second best CSR Company in the 2015 rankings by the Ghana club 100. AKRB has also been ranked by the Chartered Institute of Marketing Ghana

(CIMG) as the best rural bank in Ghana for the years 2013 and 2015 (Atwima Kwanwoma Rural Bank annual Report, 2015).

3.10.3 Activa Insurance Ghana Limited

According to the Ghana Club 100 report, “Activa International Insurance Company (Ghana) Limited began operations in Ghana as Global Alliance Insurance which was incorporated in January 2005 with license to write short term general insurance business. The parent company of Global Alliance was Global Alliance Holdings, a company incorporated in the Isle of Man with head office in South Africa and sister companies in other south-eastern and southern African countries such as Angola, Botswana and Mozambique” (Ghana Club 100 report, 2015).

In April 2009, “Global Alliance Insurance was fully acquired by ACTIVA Assurances, a Pan-African insurer and the originator of the Globus Network following the approval of the National Insurance Commission (NIC) of Ghana”. The company provides its customers with products and services such as fire and allied perils, home owner’s insurance policy, public liability and product liability, personal or group accident insurance policy and other related insurance policies (Activa Insurance Ghana website, 2018).

The company prides itself in its core values of satisfying clients and constantly innovating in a highly volatile insurance industry in Ghana. With 5 major branches in Accra, Kumasi, Tema and Takoradi, Activa is currently the 7th largest insurance company in Ghana by premium and was awarded the best insurance company in Ghana by the Association of Ghana industries (myjoyonline.com, 2014). In 2017, the insurance company was awarded the insurance company of the year at the Ghana Accountancy and Finance Awards held in November (Activa Insurance Ghana website, 2018).

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the analyses of data gathered from respondents. The study sought to find out the relationships between corporate social responsibility, employee engagement and job satisfaction in leading Ghanaian companies. Specifically, the study focused on investigating the nature and form of CSR of the companies used in the study, the influence of CSR on employee engagement and job satisfaction and finally the influence of job satisfaction on employee engagement. In all, 335 self-administered questionnaires were distributed to employees of Ecobank Ghana, Atwima Kwamwoma Rural Bank Ltd and Activa Insurance Ghana. However, a total of 322 questionnaires were retrieved and deemed eligible for further analysis in line with the study objectives. Moreover, the study also gathered secondary data by way of annual reports from the three companies used for the study as well as the 2015 edition of the Ghana Club 100 report. The quantitative data was analyzed via the Statistical Package for Social Science (SPSS) program to achieve objectives two to four. Objective one, which examined the nature and form of CSR was achieved through a content analysis of the annual reports. This chapter also presents the demographic characteristics of the respondents including gender, age, years of service and educational level as well as other important descriptive statistics.

4.1 Demographic Characteristics of Respondents

Table 4.1 below displays the results of sample distribution of demographic characteristics of respondents from the descriptive statistics information. As stated from the introduction, 335 questionnaires were distributed to the employees of Ecobank Ghana, Atwima Kwanwoma Rural

Bank and Activa Insurance Ghana. A total of 322 questionnaire were retrieved and used for further analysis, which represented a 96% response rate. Below is a summary of demographic characteristics of respondents represented by Table 4.1.

Table 4.1: Sample Distribution of Demographics of Respondents

Demographics Variables	Categories	Frequency	Percentage %
Gender	Male	169	52.5
	Female	153	47.5
	Sub-Total	322	100.0
Age	20-29	92	28.6
	30-39	92	28.6
	40-49	124	38.5
	50-59	13	4.0
	60+	1	.3
	Sub-Total	322	100.0
Academic Qualification	SSCE/WASSCE	6	1.9
	Diploma/HND	25	7.8
	First Degree	202	62.7
	Masters	82	25.5
	Other	7	2.2
	Sub-Total	322	100.0
Tenure of Work	Less than 2 years	78	24.2
	2-5 years	109	33.9
	6-10 years	60	18.6
	11-15 years	44	13.7
	16-20 years	19	5.9
	20+ years	12	3.7
	Sub-Total	322	100.0

Source: Field Data, 2018

Gender of respondents

Results from Table 4.1 above shows that the majority of the respondents were males (169, representing 52.5%) with the others being females (153, 47.5%). This distribution reflects the current employment statistics in Ghana, where there are more males in employment in the formal sector as opposed to females. However, the marginal difference as seen in the gender distribution also shows a bridging gender gap in the wake of society's movement towards gender equality in the various sectors of our economy.

Age of Respondents

In relation to age, the majority of the respondents were within 40-49 age category, which represented 38.5% of the total respondents. They were closely followed by individuals between the ages of 20-29 and 30-39, which represented 28.6% respondents respectively. These three age groups forms a total majority of respondents for the age groups used in the study. They constitute an overall 95.7% of the total respondent who took part in the study. This age bracket (that is, 20-29, 30-39 and 40-49) represent employees who are within the prime of their active services towards their organization.

Academic Qualification

With respect to academic qualification of the respondents, the majority of the employees who participated in the study were individuals with university degree or higher. 202 out of the 322 respondents, representing 62.7% were first degree holders in the 3 organization used in the study. They were followed by employees that had acquired a master's degree (82, 25.5%). A few of the employees were Diploma/HND holders, 25 constituting 7.8% of the total respondent, while only

6 people were SSCE/WASSCE graduates. Finally 7 respondents, representing 2.2% had obtained other qualifications mainly professional certificates such as ACCA and ICA.

Tenure of Work

From the Table 4.1 above, employees who had worked for the period between 2-5 years with their respective organizations were the highest number of respondents used in the study (109, 33.9%), followed by those who had worked with the respective companies for less than 2 years (78, 24.2%). Moreover, employees who had been with their respective organization for 6-10 years were 60, representing 18.6% of the total respondents that participated in the study, while 44 employees had been with their respective organizations for the period of 11-15, constituting 13.7% of the total respondents used in the study.

4.2 Objective 1: The nature and form of CSR practices by leading Ghanaian Companies.

Objective 1 of the study sought to find out the nature and form of CSR activities and practices of Ecobank Ghana, Atwima Kwanwoma Rural Bank and Aactiva Insurance Ghana. This objective was achieved through a systematic examination of the 2015 annual reports of the companies used in the study. In addition, the Ghana Club 100 report for the year 2015 was also examined to corroborate and provide further insight into the nature and form of the CSR activities undertaken by these companies.

From the annual reports, it was observed that the CSR programmes of these companies were targeted at the needs of their immediate communities. That is, these companies have a good appreciation of how their operations affect the communities within which they operate as well as what society expects from them besides their normal services to these communities. On the basis of these expectations, these companies have designed CSR programmes and activities that is

geared towards ensuring that members of these communities enjoy significant benefits from their success. To buttress the point, the introduction of the 2015 CSR report by Ecobank Ghana states that:

“Ecobank Ghana is committed to ensuring that it has a positive impact on the communities in which it operates by going beyond generally expected standards in its support to these communities. The Bank continually incorporates sustainable strategies and socially responsible practices in our operations”. (Ecobank Ghana, 2015)

More specifically, the examination of the reports revealed that most of the CSR activities of these companies are more philanthropic in nature with education and health being the dominant beneficiaries. It is important to note that education and health remains one of the most important priority areas in the country with significant challenges ranging from inadequate infrastructure to quality of service delivery. In view of this, these leading companies respond to the needs of their immediate communities by making specific interventions in these important areas to ensure development. To throw more light on this findings, the Ghana Club 100 report asserts that:

“Education remains one of Ecobank’s social investment arenas, where Ecobank hopes to play a facilitating role in reducing illiteracy in the country, to assist the youth in their chosen academic fields, and to share the financial burden of education on government and parents.” (Ghana Club 100 report)

Beyond education and health, these companies’ CSR focus are also directed towards other areas such as employment generation, social intervention programmes, sports as well as environmental sustainability programmes. For instance, Aactiva Insurance Ghana has consistently supported the Sports Writers association of Ghana with the view of highlighting the importance of insurance in

sports, considering especially the possibilities of career threatening injuries in the lives of sports men and women.

Again, the reports also revealed that these companies have human-centered policies and practices that ensure a good work-life balance, family life and workplace safety. To illustrate, Atwima Kwanwoma Rural Bank has a policy that provides free medical care for its staff and their dependents. At Activa Insurance Ghana, there is a non-discriminatory recruitment policy and a very sound and proactive health safety policy that seeks to promote the overall wellbeing of employee in the workplace environment.

Even though most of the CSR activities were much more philanthropic in nature, all three companies have activities directed at other significant dimensions of CSR such as the ethical and legal components. For example, as an ethical corporate policy, Atwima Kwanwoma Rural Bank observes anti-money laundering practices and have notices displayed in their banking halls to that effect.

The Table 4.2 below details the CSR activities of all three companies used in the study;

Table 4.2: CSR information reported by leading Ghanaian Companies.

Nature of CSR	Form (Description of CSR activities of leading Ghanaian Companies)
Education	<ul style="list-style-type: none"> • Financed the construction of an administration/classroom for the Village of Hope College at Gomoa Fetteh at a cost 300,000 Ghana cedis. • Refurbished the St. Michael at Kpando in the Volta Region. • Put together a mentoring program to mentor young students and entrepreneurs across the country. • Built Atwima Kwanwoma Presby Senior High School at Pakyi No. 2 at an estimated cost of half a million Ghana cedis.

	<ul style="list-style-type: none"> • Made donations in supports of Girls Mathematics and Science education in deprived communities. • Organized reading festival in Hohoe in the Volta Region. The initiative provided reading materials to underprivileged children. • Provided scholarships to 19 brilliant student to pursue higher education. • Donated funds towards the completion of a two unit classroom to Prampram Wesley Methodist Basic School. • Refurbished the St. Michael’s JHS at Kpando. • Donated three sets of jerseys for Inter Schools sports competitions to the Ghana education service. • Made cash donations to Ramsyer Vocational Institute in Atonsu. • Donated three refrigerators to the Ghana Education service, Kumasi Metro. • Donation of school items to the Garden City Special School in Kumasi.
Health	<ul style="list-style-type: none"> • Supported Breast Care international annual breast screening programme in the Ashanti Region • Made cash donations to the Dominase Nurses quarters. • Donated 100 bags of cement to the St. Patrick Midwifery School at Offinso. • Organized a blood donation exercise which resulted in over 100 pints of blood for major hospitals in Ghana to save lives. • Made a contribution to the June 3rd disaster victims at the 37 Military Hospital • Financed the full cost of open heart surgery for two underprivileged children at the National Cardiothoracic Centre. • Partnered with Onuapa Foudation, an NGO in the Eastern region to offer medical screening to the aged within the community.

	<ul style="list-style-type: none"> Supported the Akuapem Community Foundation to organize a medical outreach program and a health talk in respect of women and adolescent reproductive health.
Employment Generation	<ul style="list-style-type: none"> Commenced an initiative that trains and inspire women entrepreneurs to take advantage of financial opportunities and develop their businesses. Made donations to the Aburi old girls in respect of their entrepreneurship fund. Sponsored the Securities and Exchange Commission to help project the capital market in Ghana as a platform for economic growth. Supported the Advertisers Association of Ghana to organize a conference which was aimed at promoting business and help Ghanaian Industry players understand the current compliance issues affecting investments in Ghana. Created a partnership with Peace FM to bring incubators for distribution to health facilities.
Ethical Corporate Policies	<ul style="list-style-type: none"> There are policies that prohibits all forms of money laundering activities via notices displayed in their banking halls. The company has a detailed anti-corruption policies and practices made available to every employee.
Human Resource Development Policies	<ul style="list-style-type: none"> Supports family life by offering 12 week paid maternity leave to nursing mothers and shorter working hours until a baby is year old. In addition to the normal social security, the company offers provident fund and end of service benefit to its employees to have a more comfortable retirement. Provisions are made for work life balance as employees are allowed to observe public holidays, annual leave periods, maternity leave, paternity leave and compassionate leave. There are provisions for free medical care for staff and their dependents.
Sports	<ul style="list-style-type: none"> Supported the Sports Writer's Association of Ghana with a view of highlighting the importance of insurance in sports.

	<ul style="list-style-type: none"> Supported the Asantehemaa Golf Tournament in Kumasi to promote the development of junior golfers.
Environmental Sustainability	<ul style="list-style-type: none"> Financed and supported a number of its customers to supply and install solar street lighting and solar photovoltaic (PV) systems to businesses and individuals as well as construction of biogas sanitation systems. Supported a waste water treatment project in the mining sector. The company introduced five solar powered ATM's during 2015, in support of the development and utilization of renewable energy resources. Supported efforts by institution such as Earth Services Ghana to organize a symposium on climate change for youth and students. In recognition of the importance of training in the area of sustainability, various programs were organized for staff both internally and externally.
Social Intervention	<ul style="list-style-type: none"> Supported the Bible society of Ghana to organize a forum which was aimed at promoting the use of Bible as a tool for leadership transformation. Supported the international Migration for organisation to rescue, rehabilitate and reintegrate children in Ghana. Assisting the Pakyi No.2 community to put up a police station. Donated office furniture to the Ghana Police service at the Senfi Police Station.

Source: Field Data 2018

As seen from the table 4.2 above, all three companies have structured CSR programmes that seek to address the varying challenges faced by the communities within which they operate. As stated earlier, these CSR programmes are mostly philanthropic in nature and geared towards enhancing the image of their companies in the sight of their external stakeholders. This findings is consistent with Ofori (2010) who found that managers of Ghanaian businesses appear to have a good attitude towards CSR and these attitudes are influenced by the ethical values of the individual and the

society. Nonetheless, their engagement in CSR activities are mostly based on their quest to improve the organisation's corporate image in the eyes of their customers as well as the welfare of their immediate community. In effect, the focus of CSR among Ghanaian companies is largely focused on philanthropic activities (Ofori, S-Darko & Nyuur, 2014).

Further affirmation of the findings is seen in the works of Dartey- Baah, Amponsah-Tawiah and Agbeibor (2014) when they examined how corporate social responsibility in Ghana can be used to influence national development. Their work revealed that the nature of CSR in Ghana is mostly influenced by the culture of collectivism. This collectivist predisposition, which is characterized by a sense of interdependency and sharing, with a strong emphasis on the collective good over individual good pushes companies to be good towards the communities within which they operate. In view of this, they reported that CSR activities are mostly aligned with community development, health, education, sports and entertainment and other less engaged areas.

Moreover, the findings from the annual reports of the firms also revealed that their CSR activities were mostly external in nature although they were sometimes backed by some strategic intentions. To illustrate some strategic CSR activities, Ecobank Ghana has initiatives such as the women in finance programme that trains and inspires women to take advantage of financial opportunities and develop their businesses. Again, Ecobank Ghana sponsors the Securities and Exchange Commission to help project the capital market in Ghana as a platform for economic growth (Ecobank Ghana, 2015). Furthermore, Aactiva Insurance has an initiative that supports the Sports Writers Association of Ghana (SWAG) to emphasize the importance of insurance in the life of sports personalities in the unlikely events of injuries that threatens their careers (Ghana Club 100 report, 2015). These activities has a direct business benefit to the companies in the long run, hence making it strategic.

This in line with the study by Ofori, S-Darko and Nyuur (2014) on CSR and financial performance among Ghanaian banks, which revealed that companies in Ghana see CSR activities as a strategic initiative geared towards improving a firm's reputation as well as the general acceptability of their operations. Moreover other scholars have argued that firms develop CSR activities with strategic intent due to the conviction of managers that such initiatives has the capacity to help them build competitive advantage, create new opportunities for their business, aid them meet shareholder demands and also protect them against costly regulations (Gardberg & Fombrun 2006, Galaskiewicz & Colman 2006, Campbell, Moore & Metzger 2002).

4.3 Quantitative Data Analysis

4.3.1 Reliability Analysis

One of the main requirements of any research process is the reliability of the scale used in gathering data. Therefore, the reliability of a scale helps the researcher to know the degree to which a test is consistent and reliable in measuring the factor the same way each time it is used under the same condition with the same subjects (Kimberlin & Winnterstein, 2008). To ascertain the reliability of the measuring instruments, the Cronbach alpha coefficient values was calculated for all scales used in order to establish internal consistency (Stagnor,2011). According to Sekaran (2003), a Cronbach Alpha value of at least 0.70 is enough to establish reliability of scales. As seen from table 4.7 above, all the scales used in this research met the satisfactory threshold of .70 and above, signifying high reliability.

Table 4.3: Reliability Analysis

Variables	Number of Items	Cronbach Alpha
Economic CSR	7	.891
Legal CSR	7	.872
Ethical CSR	7	.843
Philanthropic CSR	8	.918
Employee Engagement	9	.892
Job Satisfaction	7	.887

Source: Field Data, 2018

4.3.2 Test of Data Normality

Data normality is conducted to test if the data gathered conforms to any distribution of interest so long as the theoretical coefficients of the skewness and kurtosis are known. In view of this the data normality was obtained for this study by using the absolute values of the skewness and kurtosis of each variable. A data is normally distributed if the absolute values of the skewness and kurtosis of the variables are between -2 and +2 (Tabachnick & Fidell, 2007). This analysis was performed in SPSS and the results are presented in Table 4.4 below. From the Table 4.4 below, the skewness value showed that all the variable were normally distributed, since they all met the rule of thumb values of -2 and +2. However, two of the kurtosis values were beyond the +2 threshold mark as seen in the Table 4.4 below, although it is important to note that data normality is often assessed with the focus on the dependent variables. Hence the kurtosis for employee engagement and job satisfaction were both within the recommended threshold mark. From this point, it can conclude that the assumption of data normality was met. The assumption of data normality is central to the subsequent statistical analysis of this study. Since the study conducted a hierarchical regression to

determine the influence of the dimensions of CSR on employee engagement and job satisfaction, it is always a prerequisite to determine data normality before going on to conduct further statistical analysis. The Table 4.4 displays the results for the test of data normality.

Table 4.4: Test for Normality

Variables	Skewness		Kurtosis	
	Statistic	Standard Error	Statistic	Standard Error
Economic CSR	-1.060	.136	1.093	.271
Legal CSR	-.812	.136	.258	.271
Ethical CSR	-1.334	.136	2.437	.271
Philanthropic CSR	-1.358	.136	2.788	.271
Employee Engagement	-1.023	.136	1.223	.271
Job Satisfaction	-.784	.136	.509	.271

Source: Field Data, 2018

4.3.3 Correlation Analysis

Correlation analysis was computed among the various variables to ascertain the relationship between the variables used in the study as well as the demographic data. Table 4.5 presents the correlation coefficients among all the variables in the study.

From the Table 4.5, it can be observed that there exist a significant positive relationship between all the variables under study, all at 1% level of significance. That is, all four dimensions of CSR (economic, legal, ethical and philanthropic) representing the independent variable were positively correlated with employee job satisfaction and employee engagement.

Table 4.5: Correlation matrix of study variables

Variables	1	2	3	4	5	6	7	8	9	10
1.ECSR	1									
2.ETCSR	.656**	1								
3.LCSR	.656**	.712**	1							
4.PCSR	.589**	.641**	.674**	1						
5.EE	.389**	.407**	.441**	.397**	1					
6.JS	.397**	.453**	.475**	.424**	.697**	1				
7.Gender	-.039	.013	-.046	.054	-.056	-.108*	1			
8.Age	.104*	.058	.095*	.070	.055	.104**		1		
9.Aca Qua	.077	.070	.058	.080	.109*	-.027	.017	.216**	1	
10.Tenure	.048	.168	.081	.079	.038	.113*	.044	.628**	.259**	1

Note: * $p < .05$. ** $p < .001$. N=322. ECSR- Economic CSR, LCSR- Legal CSR, ETCSR-Ethical CSR, PCSR- Philanthropic CSR, EE- Employee Engagement, JS-Job Satisfaction

Source: Field Data, 2018

4.4 Objective 2: Examine employee perception of CSR in leading Ghanaian companies.

The second objective of the study examined employee perception of CSR activities in Ecobank Ghana, Atwima Kwanwoma Rural Bank and Activa Insurance Ghana. Employee perception was examined with respect to their company's CSR activities on the basis of Carroll's (2016) dimensions of CSR (that is; economic, legal, ethical and philanthropic). They were required to respond to a set of items on a seven point Likert scale ranging from strongly disagree to strongly agree. That is, 1.0, 2.0, 3.0 representing varying degrees of disagreement from strongly disagree, moderately disagree and disagree respectively while 5.0, 6.0 and 7.0 represents varying degrees of agreement from moderately agree, agree and strongly agree respectively, with 4.0 being neutral.

For a more meaningful interpretation of the results, a score of 1.00 to 3.00 represents low perception of CSR on the various dimensions, while a score of 5.00 to 7.00 represents a high or positive perception of CSR on the various dimensions. 4.0 depicts neutral or zero perception CSR. To achieve this objective, a one way sample t-test was carried out to ascertain the mean (M) score of the various dimensions of CSR, which can be seen in the table 4.9 below;

Table 4.6: One-Sample T-Test Results of Employee’s Perception of CSR Activities

Variable	Mean	Standard Deviation (SD)	T	p-value
Economic	5.58	1.05	95.71*	.000
Legal CSR	5.49	.94	104.54*	.000
Ethical CSR	5.71	.91	112.31*	.000
Philanthropic CSR	5.63	1.00	100.48*	.000

Source: Field Data, 2018 Note: *p< .05. **p< .001

N=322

As seen from the Table 4.6 above, the summary results shows that employee perception of the various dimensions of CSR in their companies were all above the mean (M) score of 5.0, which indicates a high or positive perception of CSR. More specifically economic CSR had a mean score of 5.58 with a standard deviation (SD) of 1.05 while legal CSR had a mean (M) value of 5.49 and standard deviation (SD) of .94. Amongst all the dimensions of CSR, employee perception of ethical and philanthropic CSR were the highest with mean (M) values of 5.71 and 5.63 respectively. In effect, when employees perceive CSR activities more positively, they see company's CSR activities as being favorable.

Organizational practices have been identified to be a major influencer of how employees perceive their company’s approach and commitment towards CSR activities. Employee perception of CSR constitutes the employee’s personal appraisal of an organization’s day to day operations and

dealings of the workplace as well as its overall interactions with the society. Waddock (2004) explained perceived CSR as the perception stakeholder (employees) of a company hold on the effect of a business's policies and operations on the wellbeing of all its natural environment and other stakeholders. In view of this, the positive perception of the employees in the three companies used in the study can be due to a positive appraisal of their company's day to day dealings at the workplace and by the extension to the society. As established in the findings in objective one, the CSR activities for the three companies encompasses both internal and external activities although there is a huge emphasis on external programmes that benefit the society. This is consistent with the works of Eici and Alpkkan (2009), who held the opinion that employees who hold the perception of their organization being ethical tend to see them as fair, and as explained by the theory of social exchange, they also feel obligated towards providing them with the needed work attitudes as part of their organizational citizenship behaviours (Valentine & Fleischman, 2008). Therefore, a positive perception of CSR as revealed in the analysis is likely to have a significant influence on the level of employee job satisfaction as well as employee engagement (Chen, Zhang, Leung, & Zhou, 2010).

Moreover, the significant positive agreement amongst the employees in relation to their companies' CSR activities can also be attributed to their personal evaluation of the CSR capabilities of their company (Lee, Park & Li, 2012). Lee et al. (2012) conceptualized CSR capabilities as organization's knowledge, skills and process relating to the planning, implementation and evaluation of CSR activities. Empirical investigations have shown that a company's capability in relation to executing specific organizational activities influences the perception of employees towards a bigger obligation in accomplishing a company's objectives (Lee, Park & Li, 2012; Kanji & Chopra, 2010). Again, studies have shown that an organization's

resource base and their capacity to plan, implement and assess CSR-related activities have a strong connection to how well they performs financially (Judge & Douglas, 1998; Elsayed, 2006).

Although the employees had a positive perception towards all four dimension of CSR, there were variations within them. This results back the assumption of CSR being a multidimensional construct. Hence, each dimension plays a role in determining different forms of relationship quality in an organization (Lee et al., 2012). Such that employee perception of ethical and legal CSR may not predict the same employee attitudes. In effect, employee perceptions of CSR as predictors of employee attitudes varied across the various dimension in terms of predictive power. As seen in the results in Table 4.6, employee perception of ethical CSR in comparison to the other dimension of CSR. Previous studies have showed that some employee attitudes have a positive link with company's ethical behaviour, and their effort to develop and build this sound ethical behaviour in the company is mostly cherished by the employees (Vitell & Davis, 1990; Deshpande, 1996). Another possible reason could be due to the idea that an organization's ethical CSR has been found to be more directly linked to the work condition of employees than the other dimension of CSR. To illustrate, research has proven that a company's ethical behaviour at the workplace promote professionalism and fairness in the organization (Lee, Park & Li, 2012).

4.5 Objective 3: Predicting Employee Engagement and Job Satisfaction from Employee Perception of CSR

The third objective sought to examine how employee perception of CSR predicted employee engagement and job satisfaction. In view of this, two hypotheses were formulated to test whether employee perception positively predicted employee engagement and job satisfaction. To achieve this objective, a five stage multiple hierarchical regression was conducted for both hypothesis.

4.5.1 Employee perception of CSR and Employee Engagement

For the first hypothesis, a five stage multiple regression was computed with employee engagement as the dependent variable. In the first step, the demographic details were first entered, followed by economic CSR in the second step, before legal, ethical and philanthropic CSR were also added in that chronological order. The variable were entered in this order to reflect the Carroll's (2016) conceptualization of CSR with economic CSR at the bottom and philanthropic CSR at the tip of the pyramid. The Table 4.7 below gives a summary of the results obtained from the analysis.

The hierarchical regression revealed that at stage one, the demographic characteristics (gender, age, academic qualification and tenure of work) did not significantly predict employee engagement [$R^2=.022$, $p>0.05$]. However, in relation to the hypothesis, the introduction of economic CSR to the model at stage 2 accounted for 15.6% of the variation in employee engagement and this change in R^2 was significant [$R^2=.156$, $p>0.05$], indicating that **hypothesis 1a**, which stated “employee perception of economic CSR will significantly influence employee engagement” was supported. When legal CSR was introduced at stage 3, it explained an additional 4.6% of the total variation in the model and this change in R^2 was also significant [$R^2=.042$, $p>0.05$], hence supporting **hypothesis 1b**, which stated that “employee perception of legal CSR will significantly influence employee engagement”. Adding ethical CSR to the regression model also explained an additional 2.6% of the total variation in employee engagement and this R^2 change was also significant [$R^2=.026$, $p>0.05$], indicating a support for **hypothesis 1c**, which also stated that “employee perception of ethical CSR will significantly influence employee engagement”. Finally at stage 5, the addition of philanthropic CSR to the regression model explained an additional 1% of the variation in employee engagement and this R^2 change was also significant [$R^2=.026$, $p>0.05$]. This also supported **hypothesis 1d**, which stated that “employee perception of philanthropic CSR will

significantly influence employee engagement”. In effect employee’s perception of the four dimension CSR significantly predicted employee engagement. Together, the four dependent variables accounted for 25.5% of the total variance in employee engagement.

Table 4.7: Summary of Hierarchical regression analysis for the dimensions of CSR (economic, legal, ethical and philanthropic) as predictors of Employee Engagement

Variable	Beta	R ²	Δ R ²	F change
<i>Step 1:</i>		.022	.022	1.77
Gender	-.053			
Age	.062			
Academic Que	-.131			
Tenure of Work	.035			
<i>Step 2:</i>		.176	.154	59.12
Economic CSR	.396			
<i>Step 3:</i>		.218	.042	17.07
Economic CSR	.216			
Legal CSR	.274			
<i>Step 4:</i>		.245	.026	11.00
Economic CSR	.134			
Legal CSR	.150			
Ethical CSR	.249			
<i>Step 5:</i>		.255	.010	4.4
Economic CSR	.105			
Legal CSR	.109			
Ethical CSR	.202			
Philanthropic CSR	.149			

Source: Field Data 2018

Note: *p< .05. **p< .001

Therefore the results from the regression analysis stating that, employee perception of the various dimension of CSR (that is; economic, legal, ethical and philanthropic) will significantly influence

employee engagement was supported. This results is consistent with the findings by Chaudhary (2017), which observed that employee perception of CSR had a significant positive relationship with employee engagement. More specifically, employee perception of CSR towards government, employees and customers were found to significantly predict employee engagement. Tsourvakas and Yfantidou (2018) also examined the influence of CSR and employee engagement among two multinational firms in Greece and found a significant positive influence between them, thus affirming the findings of this current study.

As already found in objective two, employees from the three companies used in the study have a positive perception of CSR activities in their company. Hence it is rational to assume that employees who hold a positive perception of CSR will show high levels of engagement to their work. Good perception of organizational activities pushes employees towards organizational identification. Employees who identify themselves with the organization tend to show high level of engagement towards their work as well as their organization. This can best be explained using the social identity theory, which states that individuals describe themselves in relations to the social groups to which they are they are affiliated, such that they live with live both the organization's success as well as its failure and treat it as their own (Hogg & Abrams, 1988). Therefore, employees perceiving their companies to be socially responsible organizations provides them with psychological particularity in terms of their company's practices and ethical standards (Turker, 2009). This assertion is affirmed by the study by Murray et al. (2015), who found a positive link between organizational identification and employee engagement. Jones (2010) opined that working for a socially responsible company elicits a sense of pride that reinforces the self-confidence of employees and improves their self-esteem. Consequently, employees will show

more pride in connection with their work and express more meaning to they stay engaged (Hackman & Oldman, 1980).

Again, the multi-dimensional nature of CSR means that each dimension produces different predictive effect on employee attitudes. For example, employee perception of economic CSR will have a different predictive effect on employee attitudes than employee perception of legal or ethical CSR. The findings from this study revealed that employee perception of ethical CSR had the greatest predictive effect on employee engagement. This is consistent with the results by Brammer et al. (2007), whose work evaluated how procedural justice and training among financial service workers in the UK was discovered to be significantly connected with employee attitude like organizational commitment. Therefore, creating a sound ethical climate, developing employee friendly guidelines, open career growth prospects, fair and transparent processes and a voice in all relevant decisions in relation to the company, will send signals to employees to communicate how well their company appreciates them as key stakeholders. Consequently, this perceived organizational support will influence employee trust towards management which is likely to cause high levels of engagement (Saks, 2009; Chaudhary, 2017)

This findings can best be explained by theory of deontic justice. This theory states that an organization's CSR activities towards groups outside organization (that is, a third party) has the tendency of influencing an employee's perception of personal justice. The resultant effect of this perception can lead to positive level of engagement at the work (Chaudhary, 2017).

4.5.2 Employee Perception of CSR and Job Satisfaction

Similarly, a five step hierarchical regression was also computed for employee perception of CSR and how it predicts job satisfaction. In the first step, the demographic details were entered,

followed by economic CSR in the second step, before legal, ethical and philanthropic CSR were also added in that chronological order. The Table 4.8 below gives a summary of the results after the analysis.

The results revealed that at stage one, the demographic characteristics (gender, age, academic qualification and tenure of work) did not significantly predict job satisfaction among employees [$R^2=.037$, $p>0.05$]. However at stage 2, the introduction of economic CSR to the regression model accounted for 14.9% of the total variation in job satisfaction among employees and this R^2 change was significant [$R^2=.149$, $p>0.05$], thus supporting **hypothesis 2a**, which stated that “employee perception of economic CSR will significantly influence job satisfaction

At stage 3, legal CSR accounted for 6.9% of the variation in job satisfaction among employees with this change R^2 also significant [$R^2=.069$, $p>0.05$]. Hence **hypothesis 2b**, which also stated that employee perception of legal CSR will significantly influence job satisfaction among employees was also supported. Ethical CSR was also introduced at stage 4 and accounted for an additional 2.9 % of variation explained in job satisfaction among employees. This R^2 change was also significant [$R^2=.029$, $p>0.05$], thus supporting **hypothesis 2c**, which stated that employee perception of ethical CSR will significantly influence employee job satisfaction. At the last stage, the addition of the philanthropic CSR to the regression model also explained an additional 1.1% of the variation in satisfaction and this R^2 change was also significant [$R^2=.011$, $p>0.05$]. Therefore, **hypothesis 2d**, which stated that employee perception of CSR, will significantly influence job satisfaction was supported. In effect, the results showed that employee perception of the four dimensions of CSR significantly predicted job satisfaction. In all, the four dependent variables accounted for 27.7% of the total variance in job satisfaction among employees.

Table 4.8: Summary of Hierarchical regression analysis for the dimensions of CSR (economic, legal, ethical and philanthropic) as predictors of Job Satisfaction

Variable	Beta	R ²	Δ R ²	F change
<i>Step 1:</i>		.037	.037	3.078
Gender	-.113			
Age	.118			
Academic Que	-.006			
Tenure of Work	.061			
<i>Step 2:</i>		.187	.149	58.00
Economic CSR	.390			
<i>Step 3:</i>		.256	.069	29.14
Economic CSR	.160			
Legal CSR	.349			
<i>Step 4:</i>		.284	.029	12.51
Economic CSR	.075			
Legal CSR	.221			
Ethical CSR	.258			
<i>Step 5:</i>		.277	.011	5.00
Economic CSR	.045			
Legal CSR	.178			
Ethical CSR	.210			
Philanthropic CSR	.152			

Source: Field Data 2018

Note: *p< .05. **p< .001

Furthermore, results from Table 4.8 above shows that employee perception of ethical and legal CSR had more predictive effect on job satisfaction with beta co-efficient of .210 and .178 respectively. This findings corroborates with a study by Closson, Leys and Hellemans (2015), when they discovered that job satisfaction and organizational commitment was predicted by ethical

and legal CSR. The authors argued that although employees pay great attention to how they are treated within their organisation, they equally observed the quality of the relationship between their organization and its external stakeholders.

Lee et al. (2012) also found in a study which assessed the impact of CSR on relationship quality and relationship outcomes among services employees in Korea that ethical perception of CSR significantly predicted job satisfaction than any other dimension of CSR. The authors further stated that one way employee job satisfaction can be influenced is through corporate practices of ethical behaviors. As seen from objective one, the three firms used in the study had sound corporate policies that promoted employee welfare and safety, thereby explaining why ethical CSR contributed more to the prediction of job satisfaction.

Although this present study showed that economic CSR significantly influence job satisfaction as seen in table 4.8 above, it was the least amongst the dimensions that predicted satisfaction among employees. Previous studies have affirmed the relatively less significance of economic CSR in relation to employee attitudes in various organizations and jurisdictions. Closon, Leys and Hellemans (2015) hypothesized and discovered in a study within the Belgian context that employees did not express any expectations towards the economic dimension of CSR, which is perceived probably as sufficiently present.

More so, the findings of this study can be explained from the standpoint of the theory of social exchange, which is built on the principle of reciprocity. Blau (1964), asserts that employees may feel obligated toward an employer that supports their community and instills in them a sense of pride. Hence, employee evaluation of specific company activities will lead to the formation of certain perceptions regarding the company and other subsequent behaviors. This is affirmed by recent studies by Gully et al. (2013) and Jones and Willness (2014), whose works have

demonstrated a direct and positive relationship between CSR and employee attitudes such as job satisfaction. For example, when companies integrate organizational justice, corporate governance and capitalism theory, Aguilera et al. (2007) argues employees' perceptions of an organization's external CSR practices (that is, CSR activities geared towards external stakeholders such as employees) shape their attitudes and behaviors towards the organization. As seen from objective one of the study, which focused on the nature and form of CSR in Ghana from three companies used in the study, it was revealed that majority of the CSR initiatives were more externally based than internal. This may explain why CSR in the three companies used in the study predicted job satisfaction among employees.

Again, the social identity theory also provides an explanation to the relationship between CSR and job satisfaction. Ecobank Ghana, Atwima Kwanwoma Rural Bank and Activa Insurance are three leading companies in Ghana with various achievements and successes over the years. Hence, Rahman et al. (2016) argues that employees who hold positive perception of their organizations are more likely to be satisfied with their company, which leads to a sense of greater affiliation with and pride in their employer and consequently, to higher levels of job satisfaction.

4.6 Objective 4: Examine the relationship between job satisfaction and employee engagement

Objective 4 of the study sought examine the relationship between job satisfaction and employee engagement. Based on this objective, it was hypothesized that job satisfaction will significantly predict employee engagement. This objective was achieved through a simple linear regression. The Table 4.9 below provides summary results of the simple linear regression.

Table 4.9: Summary of the linear regression for the influence of Job Satisfaction on Employee Engagement.

Model	Unstandardized Coefficient		Standardized	<i>T</i>	<i>P</i>
	B	Standard Error			
Constant	5.829	.278		20.95	.000
Job Satisfaction	.749	.043	.698	17.23	.000

R²= .494 Note: *p< .05. **p< .001 Dependent Variable: Employee Engagement.

The results from the Table 4.9 above revealed that there is a significant positive correlation between job satisfaction and employee engagement ($\beta = .698$, $p = .000$). Further statistical analysis shows that job satisfaction significantly predicts employee engagement of employees, with an R^2 value of .494. In effect it can be concluded from the findings that approximately 49% of the variation in employee engagement among employees can be explained by job satisfaction supporting hypothesis 3 of the study. This suggests that employees who are satisfied with their jobs will show high levels of engagement.

This findings is consistent with a study by Abrahams (2012) which studied employees in private Insurance companies. The study revealed a strong relationship between job satisfaction and employee engagement, with further analysis showing factors such as nature of the jobs, superior's recognition to one's work, team spirit and other work factors contributing to employee engagement. Yalabik et al. (2017) also gives credence to the findings with a study that investigated the relationship between facets of job satisfaction and work engagement grounded on the social exchange theory among selected employees in the UK banking sector. They authors concluded

that of all the dimensions of job satisfaction, “satisfaction to work itself” was the key driver of employee engagement among employees.

Moreover, organizational identification as well as the social exchange theory also explains the relationship between job satisfaction and employee engagement. Murray et al. (2015) argued that employees who see membership of their organization as consistent with their personal values and as part of their self-definition tend to be more engaged and more satisfied in their work. To expand further, the authors argued the effect of organizational identification on job satisfaction is transmitted through work engagement and specifically through vigor and dedication. Furthermore, employees who exhibit strong and positive bond with their organization are very highly in their work, energized and dedicated to their work, and consequently deriving satisfaction from their job. As asserted by Marcey and Schneider (2008) “true identity with work reflects an ‘authenticity’ that results in employees connecting with work and addressing difficult issues (i.e. the engagement behavior). It is from the experience of being psychologically present in the work – that the work is a part of one’s identity – that employee development and productivity follow” (p. 12).

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary findings, conclusion of the study and the recommendations based on the findings of the study. The chapter ends with some limitations of the study as well as recommendations for future research.

5.1 Summary of Findings

The purpose of this study was to examine the relationship between corporate social responsibility, employee engagement and job satisfaction in leading Ghanaian companies. In view of this, the study used three leading Ghanaian companies that were selected as the best CSR companies for the year 2015 by the Ghana Investment Promotion Centre (GIPC) at the annual Ghana Club 100 awards. The three companies were Ecobank Ghana Limited, Atwima Kwanwoma Rural Bank and Activa Insurance Ghana. Specifically, the study examined the nature and form of the CSR activities in the selected companies, employee perception of CSR, the influence of CSR on employee engagement and job satisfaction and the relationship between job satisfaction and employee engagement.

5.1.1 The nature and form of CSR practices by leading Ghanaian Companies

Objective one of the study sought to examine the nature and form of CSR activities of Ecobank Ghana, Atwima Kwanwoma Rural Bank and Activa Insurance Ghana. This was achieved through a content analysis of the annual reports of the three companies as well as the annual Ghana Club 100 report for 2015. Results from the analysis showed that the nature of the CSR activities in these

companies were more philanthropic and was targeted towards their external stakeholders. A thorough examination revealed that the main priority areas of the sampled organizations were centered on education and health. However there were other areas of focus such as employment generation, ethical corporate policies, human resource development policies, sports, environmental sustainability and social intervention initiatives. Moreover, the study also revealed that all three companies have activities directed at other significant dimensions of CSR such as the ethical and legal components.

5.1.2 Employee perception of CSR in leading Ghanaian companies

The second research objective sought to examine employee perception of CSR activities in the companies used in the study. In view of this, the study assessed employee perception of CSR based on the four dimension of CSR as conceptualized by Carroll (2016) that is; economic, legal, ethical and philanthropic CSR. In the end, the study revealed that the employees had a positive perception towards the CSR activities of their companies. Further examination showed that employee perception of ethical CSR was higher amongst all the other dimension of CSR followed by philanthropic CSR.

5.1.3 The Influence of CSR on Employee Engagement

After assessing employee perception of CSR in the three companies, objective three of the study further investigated the influence of employee perception towards CSR on employee engagement. Based on extensive review of existing literature, the study hypothesized that employee perception of economic, legal, ethical and philanthropic CSR will significantly predict employee engagement. Results from a hierarchical regression analysis revealed that all four dimension of CSR significantly predicted employee engagement. Again, further examination showed that employee

perception of ethical CSR was stronger in predicting employee engagement than the other dimension of CSR. This means that, employees who have a positive perception of their company's CSR activities are more likely to be engaged in their work.

5.1.4 The Influence of CSR on Job Satisfaction

The second part of objective three of the study also examined the influence of employee perception of CSR on job satisfaction. Again, based on extant literature, the study hypothesized that employee perception of economic, legal, ethical and philanthropic CSR will significantly predict employee job satisfaction. Results from the hierarchical regression analysis showed that employee perception of all four dimension of CSR significantly predicted employee engagement. More specifically, of all the four dimensions, employee perception of ethical CSR was found to be a strong predictor of job satisfaction. This means that an employee's overall assessment of the company's ethical behavior is likely to predict their level of satisfaction on the job. This was followed by philanthropic CSR, which evaluates the company's discretionary behavior in relation to their external stakeholders.

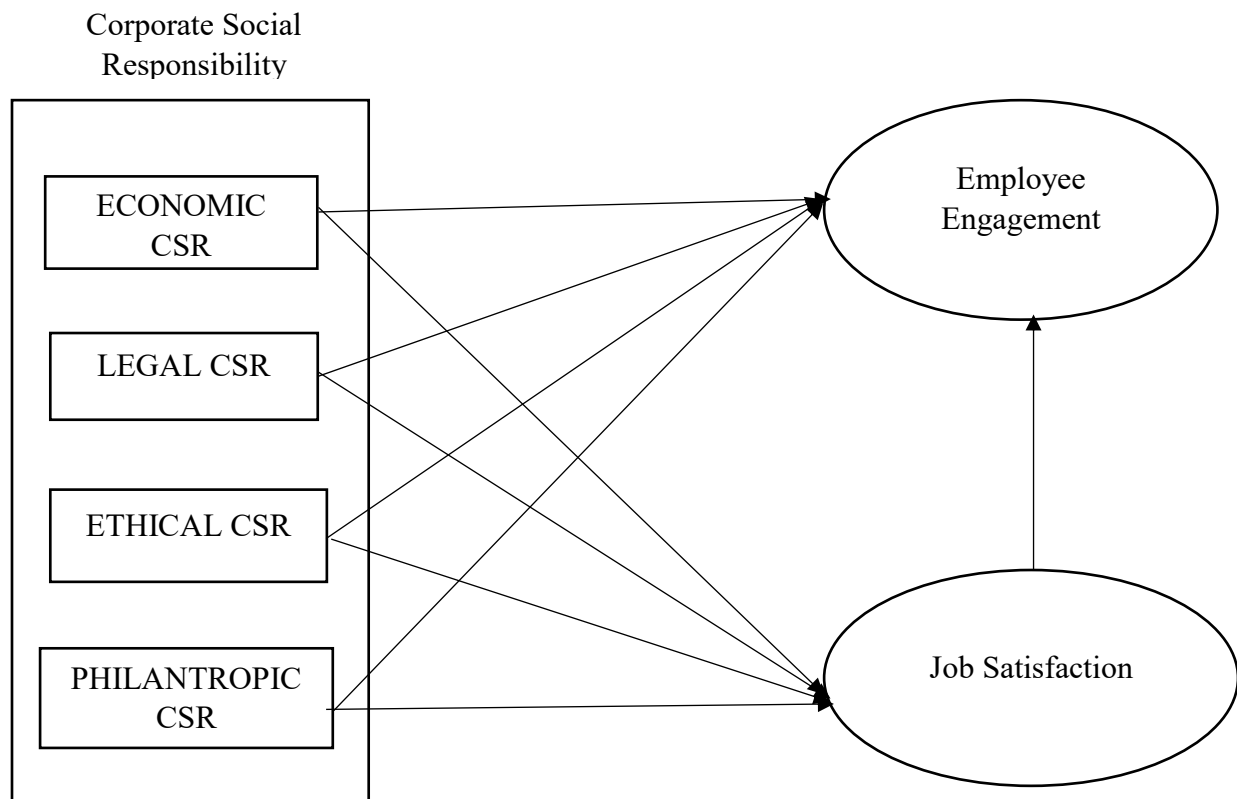
5.1.5 The Influence of Job Satisfaction on Employee Engagement

The fourth objective of the study sought to examine the influence of job satisfaction on employee engagement. Based on findings from previous studies, the study hypothesized that job satisfaction will significantly predict employee engagement. A simple linear regression showed that job satisfaction significantly predicted employee engagement. This means that employees who are highly satisfied on their jobs are more likely show to high level of work engagement in their companies.

5.2 Revisiting the Conceptual Framework

In chapter two of the study, a research framework was proposed to give a graphical representation of the relationship between corporate social responsibility, employee engagement and job satisfaction. In the end, there was no difference in the proposed conceptual model in chapter two after the analysis of the data and this is illustrated in the Figure 5.1 below. This model indicates that employee perception of CSR significantly predicted employee engagement and job satisfaction. Moreover, job satisfaction as an independent construct also significantly influenced the levels of employee engagement at the workplace.

Figure 5.1: Revised Conceptual Framework



Source: Author (2018)

5.3 Conclusion

Corporate social responsibility is an important management concept and studies have shown that firms that engage in CSR initiatives derive benefits such as favorable consumer perception which influences brand awareness and brand loyalty, immunity to strict government regulations and overall business performance. However, this study sought to examine the relationship between corporate social responsibility, employee engagement and job satisfaction in leading Ghanaian companies. In the end, study revealed that the nature and form of CSR initiatives among leading firms in Ghana were mostly philanthropic and are geared towards helping the firm's external stakeholders. Again, the study also revealed how employee's positive perception of CSR activities affected their overall job satisfaction levels as well as their engagement to work. Thus, it is evident from this study that companies that seeks to improve employee performance as well as overall company performance can do so through an effective and strategic CSR initiatives.

5.4 Recommendations

As per the findings of this study, the researcher makes the following recommendations;

The investigated how employees as key stakeholders of their company evaluated how CSR activities were carried out in their companies and it influence on their satisfaction levels as well as their engagement to work. In view of the findings made in the study, it is recommended to management executives and formulators of CSR programmes in the three companies used in the study and other leading Ghanaian companies to factor in the potential influence of these programmes on employees and their subsequent behaviours towards them. More essentially, management executives should endeavor to engage employees during the formulation of CSR activities since this could lead them to showing maximum support towards these initiatives. This

can be explained theoretically from the standpoint of the social exchange theory which is built on the principle of reciprocity. Hence, when employees are more involved in the formulation of CSR programmes, they are more likely to exhibit strong prosocial behaviours towards the organisation's quest to realize its goals and objectives both in the short and the long term.

The findings of the study also highlighted the importance of an organisation's ethical work policies and its influence on the formation of positive attitudes among employees. Even though philanthropic CSR is paramount among Ghanaian companies with respect to their CSR activities, ethical CSR influenced employee job attitudes more than what an organization does for its external stakeholders. Therefore, it is recommended that companies that seek to promote positive employee attitudes should create an organisational climate that focuses on advancing sound ethical policies in their operations. Sound ethical policies such as having a comprehensive code of conduct, following professional standards, fairness towards employees, and a confidential procedure to report workplace misconduct will generally lead to a more positive work environment. This act will further enhance organizational trust and push employees to be committed towards the organization's mission and objectives.

The study also discovered that although companies in Ghana engaged in CSR activities, only a few of them had fully integrated their CSR activities into their core business objective, hence making it more responsive and less strategic. For example, the Ghana Club 100 report for 2015 revealed that an examination of the CSR activities of Atwima Kwanwoma Rural Bank showed that their CSR activities were largely focused on meeting the needs of their immediate environment with no integration of these activities in their core business objective. However, Ecobank Ghana and Aetiva Insurance Ghana had some bit of strategy in their CSR activities (Ghana Club 100 Report, 2015). Therefore, the study recommends that companies in Ghana develop CSR activities

that is in line with their core competence as well as their core business objective. This will ensure that while responding to the needs of their immediate communities, companies with a fully integrated strategic CSR programme will reap maximum business returns as well.

5.5 Limitations and Directions for Future Research

Like any other research work, this study had its own limitations. One of such limitation is that the study failed to take into account the size of the companies that were used as in the study. Company size play a role in the nature and type of CSR activities that are carried out as well as the amount of investments that are allocated to such activities. Also, the study only used the survey method in assessing employee perception of CSR in the various organisations that were used in the study. This method is susceptible to the risk of respondents choosing responses without paying proper attention to the items on the questionnaire, hence the possibility of not getting accurate responses.

To address the aforementioned limitations, future studies should adopt a more qualitative approach in order to explore and understand the meanings and values employees associate with their companies CSR activities. With respect to company sizes, future research should use companies of similar sizes and stature in terms of corporate resources in order to make a balanced analysis of CSR activities and its effect of employees. Finally, future studies should investigate more about the relationship between CSR and other employee attitudes such as organizational commitment and organizational citizenship behaviour across various industries.

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APPENDICES

APPENDIX A: QUESTIONNAIRE



Dear Respondent,

Am grateful to you in advance for helping me fill this questionnaire on a study am conducting on “*Corporate social responsibility, employee engagement and job satisfaction*”. This questionnaire is designed to solicit your views on how your company’s CSR activities influence your engagement to work as well as your level of satisfaction on the job. The questionnaire is made up of four (4) sections. Kindly bear in mind that the responses provided in this questionnaire are for academic purposes only, thus all information gathered will be treated with utmost confidentiality. Thank you.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Instruction:

Please answer by ticking “√” in the box beside your choice

1. Gender: Male Female

2. Age: 20-29; 30-39; 40-49; 50-59; 60+

3. Academic Qualification: SSCE/WASSCE/O’Level Diploma/HND
 First Degree Masters Other please state.....

4. Number of years worked in the organisation: < 2 years 2-5years 6-10 years 11-15 years 16-20 years 20+ years

SECTION B: CORPORATE SOCIAL RESPONSIBILITY

Please indicate how strongly you agree or disagree with each statement by checking or ticking the box under your response option. Use the following scale:

1= Strongly disagree, 2= Disagree, 3 = Moderately disagree, 4 = Neutral, 5 = Moderately agree, 6 = Agree, 7= Strongly agree.

	ECONOMIC CSR	1	2	3	4	5	6	7
1	Our business has a procedure in place to respond to every customer complaint.							
2	We continually improve the quality of our products.							
3	We use customer satisfaction as an indicator of our business performance.							
4	We have been successful at maximizing our profits.							
5	We strive to lower our operating costs.							
6	We closely monitor employee's productivity.							
7	Top management establishes long-term strategies for our business.							

	LEGAL CSR	1	2	3	4	5	6	7
1	Managers are informed about relevant environmental laws.							
2	All our products meet legal standards.							
3	Our contractual obligations are always honored.							
4	The managers of this organization try to comply with the law.							
5	Our company seeks to comply with all laws regulating hiring and employee benefits.							
6	We have programs that encourage the diversity of our workplace (in terms of age, gender, or race).							
7	Internal policies prevent discrimination in employees' compensation and promotion.							

	ETHICAL CSR	1	2	3	4	5	6	7
1	Our business has a comprehensive code of conduct.							
2	Members of our organization follow professional standards.							
3	Top managers monitor the potential negative impacts of our activities on our community.							
4	We are recognized as a trustworthy company.							

5	Fairness toward co-workers and business partners is an integral part of our employee evaluation process.							
6	A confidential procedure is in place for employees to report any misconduct at work (such as stealing or sexual harassment).							
7	Our salespersons and employees are required to provide full and accurate information to all customers.							

	PHILANTROPIC CSR	1	2	3	4	5	6	7
1	The company tries to improve the image of its product.							
2	The company tries to improve perception of its business conduct.							
3	The company tries to improve its corporate image.							
4	The company tries to help the poor.							
5	The company tries to contribute toward bettering the local community.							
6	The company tries to fulfill its social responsibility.							
7	The corporation tries to accommodate requests for NGOs							
8	The company tries to accommodate governmental request							

SECTION C: WORK ENGAGEMENT

Please indicate how strongly you agree or disagree with each statement by checking or ticking the box under your response option. Use the following scale:

1= Strongly disagree, 2= Disagree, 3 = Moderately disagree, 4 = Neutral, 5 = Moderately agree, 6 = Agree, 7= Strongly agree.

		1	2	3	4	5	6	7
1	At my work, I feel bursting with energy.							
2	At my job, I feel strong and vigorous.							
3	I am enthusiastic about my job.							
4	My job inspires me.							
5	When I get up in the morning, I feel like going to work.							
6	I feel happy when I am working intensely.							
7	I am proud on the work that I do.							
8	I am immersed in my work.							
9	I get carried away when I'm working.							

SECTION D: JOB SATISFACTION

Please indicate how strongly you agree or disagree with each statement by checking or ticking the box under your response option. Use the following scale:

1= Strongly disagree, 2= Disagree, 3 = Moderately disagree, 4 = Neutral, 5 = Moderately agree, 6 = Agree, 7= Strongly agree.

		1	2	3	4	5	6	7
1	In comparison with most jobs, mine is very interesting.							
2	I am satisfied with the work climate where I work.							
3	I am satisfied with my professional activities.							
4	I am satisfied with my working conditions.							
5	I am satisfied with the understanding that I have with my colleagues.							
6	I am satisfied with the responsibilities entrusted to me.							
7	I am satisfied with the understanding that I have with my line manager.							