ISO 26000 CORPORATE SOCIAL RESPONSIBILITY DIMENSIONS AND

EMPLOYEE ENGAGEMENT: A QUANTITATIVE INVESTIGATION

by

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Abstract

"Is there a statistically significant relationship between the seven corporate social responsibility dimensions as described in ISO 26000 and employee engagement at work?" This is the research question addressed in this research. Not enough studies exist addressing the relationship of corporate social responsibility and stakeholders' needs. Specifically, there is no research done relating all ISO 26000 dimensions to employee engagement. The researcher conducted a quantitative analysis using multiple regression analysis (MRA) and Spearman's rank correlation analysis. According to findings, there is indeed a significant relationship between the seven corporate social responsibility (a) organizational governance, (b) human rights, (c) labor practices, (d) the environment, (e) fair operating practices, (f) consumer issues, and (g) community involvement and employee engagement. The sample for this study was limited to 112 participants. The population consisted of a participants' panel provided by SurveyMonkey including full-time U.S. workers 18 years or older working for non-government organizations. The three main contributions of this research are (a) providing evidence for the statistically significant relationships among corporate social responsibility and employee engagement, (b) helping to close the gap by providing research for the existing body of knowledge that for the first time addresses ISO 26000 dimensions and employee engagement, and (c) conducting the research using parametric and a non-parametric measurements and obtaining consistent results for both.

Dedication

Though I never met you in person, I owe you all… to all my mentors at Capella.

Dr. Margaret Egglestone, for your continuous support and noble heart. Thank you for being transparent and guiding the way ahead of me. Thanks for believing in me.

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Table of Contents

List of Tables

List of Figures

CHAPTER 1. INTRODUCTION

Introduction to the Problem

Keeping employees invigorated, dedicated, and absorbed at work will prove valuable for any organization wanting to increase profits and improve their corporate image. Paying attention to stakeholders' concerns and expectations is not only good management but a must to promote organizational image and profitability. One proven way to achieve these two benefits is through the practice of corporate social responsibility. Many studies strongly support the positive relationship between corporate social responsibility, corporate image, and profitability. However, the authors of these studies including Collier and Esteban (2007), Mirvis (2012), and Tamm, Eamets, and Mõtsmees (2010), did not address the impact that corporate social responsibility practices may have on employee engagement at work.

Researchers posited that more studies in the area of corporate social responsibility and stakeholders' relationship would expand the body of knowledge (Albdour & Altarawneh, 2012; Collier & Esteban, 2007; Glavas & Piderit, 2009; Mirvis, 2012; Tamm et al., 2010; Quiroz-Onate & Aitken, 2007). A possible result of good corporate social responsibility and stakeholders' relationship is employee engagement. To help address the gap in knowledge in this area, this research intended to determine if there is a statistically significant relationship between corporate social responsibility and employee engagement. By studying this relationship, this research will add to the body of

knowledge. Management can engage their employees through the practice of corporate social responsibility once these practices are understood. Also, the new, validated measurement instrument used in this research can assist future researchers that may want to replicate this research or expand on the study of corporate social responsibility and employee engagement.

Finally, the researcher believes that employees are the most valuable asset any organization can have. Taking their needs and concerns into consideration can help organizations succeed in many ways including having a better corporate image and increasing profits. Corporate social responsibility presents practical ways of how organizations can help others while helping themselves. Many business schools worldwide have added corporate social responsibility to their curriculum as a means to teach ethical behavior training to their students. Corporate social responsibility is not a new business topic but many claim corporate social responsibility has reemerged due mainly to businesses' unethical scandals (e.g., Enron; Earley & Kelly, 2004; Rutherford, Parks, Cavazos, & White, 2012).

Background of the Study

The goal of this research was to identify the existence of statistically significant relationships among corporate social responsibilities' practices and employee engagement. Companies have practiced corporate social responsibility for many years (Bowen, 1953; Taneja, Taneja, & Gupta, 2011); however, in recent years, organizations have started to show more interest in this construct. Additionally, interest has piqued in corporate social responsibility's implications for their companies and how corporate

social responsibility practices can be applied to their workplaces (Campbell, 2006; Ocler, 2009). This interest, along with pressure received from different sectors of the economy (Collier & Esteban, 2007), has led to an emerging body of knowledge on the topic of corporate social responsibility (Juergens, 2008).

Studies supporting how corporate social responsibility can add to an organization's profit and increase an organization's image abound (Goering, 2010; Hsu, 2012; Hull & Rothenberg, 2008; Lai, Chiu, Yang, & Pai, 2010; Lii & Lee, 2012; Nguyen, 2011; Nan & Heo, 2007; Stanaland, Lwin, & Murphy, 2011; Yu, 2012). However, there is a lack of research studying the relationships between corporate social responsibility practices and employees (Albdour & Altarawneh, 2012; Collier & Esteban, 2007; Glavas & Piderit, 2009; Mirvis, 2012; Tamm et al., 2010; Quiroz-Onate & Aitken, 2007) justifying the need for this research.

To complicate matters, researchers are unable to agree on a definition for corporate social responsibility (Turker, 2009). This fact is shared by many authors (Becchetti, Di Giacomo, & Pinnacchio, 2008; Campbell, 2007; Foote, Gaffney, & Evans, 2010). Given this situation, in 2010 the International Organization for Standardization (ISO) published a definition of corporate social responsibility titled *ISO 26000* that has become widely accepted. The ISO 26000 definition is used for this research. This is a comprehensive and inclusive definition representing the thoughts of more than 500 corporate social responsibility experts worldwide. These experts represent various countries and different sectors of the worldwide business community.

Corporate management interested in implementing new ISO 26000 corporate social responsibility practices can benefit from understanding the relationship between

these constructs. This research will help identify activities that can support management's efforts and mission at their organization. Organizational managers may choose to invest their resources in these corporate social responsibility practices to maximize employees' engagement (American Society for Quality [ASQ], 2011).

Statement of the Problem

How can employees be engaged at work? This is a question many managers try to address in order to maximize their employees' productivity (Dent & Holton, 2009; Kelleher, 2011; Marcum, 2000; Sujansky, 2007). "Many different methods can be used to improve engagement within an organization" (Cengia, 2012, p. 21) and social responsibility practices may be one of these methods relating to employee engagement (Collier & Esteban, 2007; Glavas & Piderit, 2009; Mirvis, 2012).

The findings of this research may help scholars learn more about corporate social engagement and employee engagement. Practitioners interested in implementing corporate social responsibility practices can also gain knowledge on which corporate social responsibility dimension best suits their organization's needs. In these ways, the research will prove to be valuable to both the scholarly and practitioner communities.

Purpose of the Study

The purpose of this research is to verify the existence of a significant correlation between corporate social responsibility's dimensions (independent variables) and employee engagement (dependent variable). This research studies employee engagement and how it relates to the seven corporate social responsibility dimensions as defined by

ISO 26000: (a) organizational governance, (b) human rights, (c) labor practices, (d) the environment, (e) fair operating practices, (f) consumer issues, and (g) community involvement. This research identifies possible relations between corporate social responsibility practices and employee engagement at work thereby adding new findings to the body of knowledge.

Although not a new topic, the relationship between corporate social responsibility and stakeholders needs to be studied further. The lack of research in this area makes this research timely to the literature. Not dedicating time to learn more about this topic may limit organizations' success.

Rationale

Limited research exists on corporate social responsibility and employee engagement (Tamm et al., 2010). Therefore, learning more about this relationship could assist those organizations interested in increasing their employees' engagement through corporate social responsibilities practices. Studies available on corporate social responsibility and employee engagement include:

- Glavas (2012): model for creating meaningfulness at and in work;

- Mirvis (2012): transactional, relational, and developmental model relating employees' satisfaction, psychological contract, and professional development;

- Albdour and Altarawneh (2012): job engagement (JE) and organizational engagement (OE) theory relating employee training, human rights, health and safety at work, work-life balance, and workplace diversity as principal forces for employee engagement; and

- Glavas and Piderit (2009): theory on corporate citizenship increasing employee engagement at work.

Building upon these studies' findings and the claimed lack of research in this area supports the need for additional research on this topic select. Furthermore, though meaningful, none of these previous studies address all of the corporate social responsibility dimensions as interrelated CSR factors. Clearly there is still a gap in the body of knowledge when identifying how all dimensions and employee engagement relate to each other (Collier & Esteban, 2007; Mirvis, 2012). Therefore, another valuable addition to the body of knowledge is the fact that this research includes all seven of the corporate social responsibility dimensions.

Research Question and Hypotheses

Research Question

Is there a statistically significant relationship between the seven corporate social responsibility dimensions as described in ISO 26000 and employee engagement at work?

Hypothesis 1

H_0: There is no statistically significant relationship between organizational governance (Dimension 1) and employee engagement at work.

H_A: There is a statistically significant relationship between organizational governance and employee engagement at work.

Hypothesis 2

H$_0$: There is no statistically significant relationship between human rights (Dimension 2) and employee engagement at work.

H$_A$: There is a statistically significant relationship between human rights and employee engagement at work.

Hypothesis 3

H$_0$: There is no statistically significant relationship between labor practices (Dimension 3) and employee engagement at work.

H$_A$: There is a statistically significant relationship between labor practices and employee engagement at work.

Hypothesis 4

H$_0$: There is no statistically significant relationship between environment (Dimension 4) and employee engagement at work.

H$_A$: There is a statistically significant relationship between environment and employee engagement at work.

Hypothesis 5

H$_0$: There is no statistically significant relationship between fair operating practices (Dimension 5) and employee engagement at work.

H$_A$: There is a statistically significant relationship between fair operating practices and employee engagement at work.

Hypothesis 6

H$_0$: There is no statistically significant relationship between consumer issues (Dimension 6) and employee engagement at work.

H_A: There is a statistically significant relationship between consumer issues and employee engagement at work.

Hypothesis 7

H_0: There is no statistically significant relationship between community involvement (Dimension 7) and employee engagement at work.

H_A: There is a statistically significant relationship between community involvement and employee engagement at work.

Significance of the Study

In the absence of research findings explaining the relationship between corporate social responsibility's dimensions and employee engagement, this research will be very useful. This research uniquely contributes to the body of knowledge by addressing an existing gap in the field of corporate social responsibility. Currently, no ISO 26000 and employee engagement research or study is available.

By identifying relationships between each corporate social responsibility dimension and employee engagement, this research will help managers increase employee engagement through corporate social responsibility practices at their workplace. This research bridges a gap that currently exists between two pervasive constructs in business: employee engagement and corporate social responsibility (Tamm et al., 2010). Furthermore, this research enhances the applicability and practicality of workplace employee engagement. Using a quantitative approach, this research identifies the dimensions of corporate social responsibility that need the most attention within a given organization (ASQ, 2011).

Lastly, this research can prompt further investigation on the impact and interaction effects on performance outcomes at work and provides a validated measuring tool that can be used in future studies.

Definition of Terms

Measuring corporate social responsibility dimensions and employee engagement can determine whether a relationship exists between the two variables. These variables used in this research are as defined by the ASQ (2011).

Community involvement. Community involvement is an organizations' involvement in community activities contributing to community development (ASQ, 2011).

Consumer issues. Organization's responsibility regarding the quality products and services provided to consumers (ASQ, 2011).

Corporate social responsibility (CSR). CSR is the "responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior" (ASQ, 2011, p. 3).

Employee engagement (EE). EE refers to positive, fulfilling, effective motivational state of work-related well-being that is characterized by vigor, dedication, and absorption (Bakker, Schaufeli, Leiter, & Taris, 2008).

Environment. The ways an organization uses resources, the location of activities, the management of pollution and wastes, and the impacts of the organization's activities on natural habitats.

Fair operating practices. Fair operating practices refer to ethical conduct in an organization's dealings with other organizations, government agencies, contractors, and suppliers (International Organization for Standardization [ISO], 2010).

Human rights. This term refers to all human essential rights (ASQ, 2011).

Labor practices. Policies and practices relating to work performed within, by, or on behalf of the organization including subcontracted work (ASQ, 2011).

Organizational governance (OG). OG is the system by which an organization makes and implements decisions in pursuit of organizational objectives (ISO, 2010).

Assumptions and Limitations

This section explains the assumptions and limitations of this research.

Assumptions

Several assumptions guided this quantitative, correlational research.

Theoretical assumptions. Theoretical assumptions serve as points of reference for the subject they intend to investigate. This research is no exception. The theoretical assumptions for this research included

- The Christian golden rule (New American Standard Bible [NASB], 2012) of doing to others as we want done to us.

- Kant's ethical theory that good is only good if performed out of duty (respect; Bailey, 2010).

- The belief that corporate social responsibility is the appropriate thing to do (Gan, 2006; Juholin, 2004). It is assumed that good deeds are the right thing to

do, and by doing good the organization will benefit (socially, financially, and image-wise).

Topical assumption. For this research, the topical assumption is that more research is needed between corporate social responsibility and stakeholders' relationships. Though many authors have studied the relationship among corporate social responsibility, profitability, and organizational image, minimal effort has been given to understanding the effects that corporate social responsibility can have on stakeholders (e.g., employees). Therefore, there is a need for further study on corporate social responsibility and the effects it has on employees (Mirvis, 2012). This research aims to close this gap in the literature.

Methodological assumptions. The research methodology and design of this research include the following methodological assumptions:

- The multiple regression analysis (MRA) model is one of the most common statistical analysis methods used to compare continuous independent variables to one dependent variable (Wortman et al., 2007). This research compared each one of the ISO's corporate social responsibility core subjects or dimensions to one dependent variable. Therefore, conducting linear regressions for each of the seven independent variables and the dependent variable is an appropriate approach assuming the data obtained is interval data.

- Controversy exists among scholars as to whether the data resulting from a Likert scale measurement is interval or ordinal data. If ordinal, a non-parametric statistical analysis method such as Spearman's rank correlation

analysis is advisable. Therefore, this researcher has opted to utilize both methodologies within this research: MRA and Spearman's rank correlation.

Participation assumptions. Assumptions about how participants responded to the measuring instrument include:

- All respondents have access to the Internet.

- Survey participants understand the survey questions.

- All respondents will provide truthful answers.

- All respondents are knowledgeable about what corporate social responsibility practices and dimensions mean.

- All respondents agree with the same definition of *employee engagement*.

Limitations

Limitations of this research include:

- This quantitative research can only show a relationship among variables (employee engagement and corporate social responsibility dimensions). Further research is needed to study any cause and effect among variables, if any, and qualitative analysis (e.g., interviews and focus groups among corporate social responsibility experts) could help deepen the understanding of findings.

- Nonrandom sampling procedures as well as the survey research design, require constant screening for those participants failing to give complete or correct answers (Polit & Beck, 2004).

- There are limitations associated with the Likert scale as a tool for measurement (Ogden & Lo, 2012).

- The size of the population and sample is small

- There are limitations associated with the use of web-based data collection (Frankel & Siang, 1999).

- Human errors collecting and analyzing the data are unavoidable.

The assumptions presented can also be considered limitations. For example, it is assumed that all respondents will have access to the Internet, understand the survey questions, provide truthful answers, and are knowledgeable about corporate social responsibility practices at their work sites. Also, assuming that multiple regression is an appropriate way of analyzing the existence of a relationship among variables, could present limitations.

Theoretical/Conceptual Framework

How do corporate social responsibility practices relate to employee engagement? There are two theoretical frameworks used for this research. Corporate social responsibility (independent variable) is supported by the ethical business theory derived from the Christian Golden Rule accredited to Jesus Christ–doing to others as you would have them do unto you. This theory is also accredited to ethicist Immanuel Kant (1724–1804), and it is complemented with the business general idea that corporate social responsibility is the appropriate thing to do (Gan, 2006; Juholin, 2004). Normative and applied ethics (Garcia-Zamor, 2012) guide corporate social responsibility principles within this research. Furthermore, according to ISO 26000, corporate social responsibility is also based on the following principles:

- An organization should be accountable for its impacts on society, the economy, and the environment.

- An organization should be transparent in its decisions and activities that impact society and the environment.

- An organization's behavior should be based on the values of honesty, equity, and integrity.

- An organization should respect, consider, and respond to the interests of its stakeholders.

- An organization should accept that respect for the rule of law is mandatory.

- An organization should respect international norms of behavior while adhering to the principle of respect for the rule of law.

- An organization should respect human rights and recognize both their importance and their universality.

Employee engagement (the dependent variable) framework is based on the behavioral theory that by increasing employees' satisfaction and motivation at work, engagement increases too (National Business Research Institute [NBRI], 2012).

Methodology

This research adopts a quantitative, correlational research design to assess statistically significant relationships, if any, between corporate social responsibilities practices and employee engagement. According to Trochim (2006), quantitative studies are designed to protect internal validity of the research. A number of scholarly studies have successfully used this design to address similar research questions. These include the Bayoud, Kavanagh, and Slaughter (2012) mixed methodology study on the factors

influencing the levels of corporate social responsibility; the Albdour and Altarawneh (2012) study on corporate social responsibility and employee engagement in Jordan firms; and Glavas and Piderit's (2009) research on the effects of corporate citizenship on employees. Therefore, a quantitative design for this research was advisable to maximize the validity and objectivity of results obtained from the measurement tool that was used.

Conceptual Framework

This research explores the possible existing relationships between corporate social responsibility dimensions (the independent variables) and employee engagement (the dependent variable). The Statistical Package for the Social Sciences (SPSS) was used for data analysis. Analytical results include descriptive statistics and hypothesis testing for the seven hypotheses presented under the Research Question and Hypotheses section. Figure 1 shows the possible relationship among dependent and independent variables.
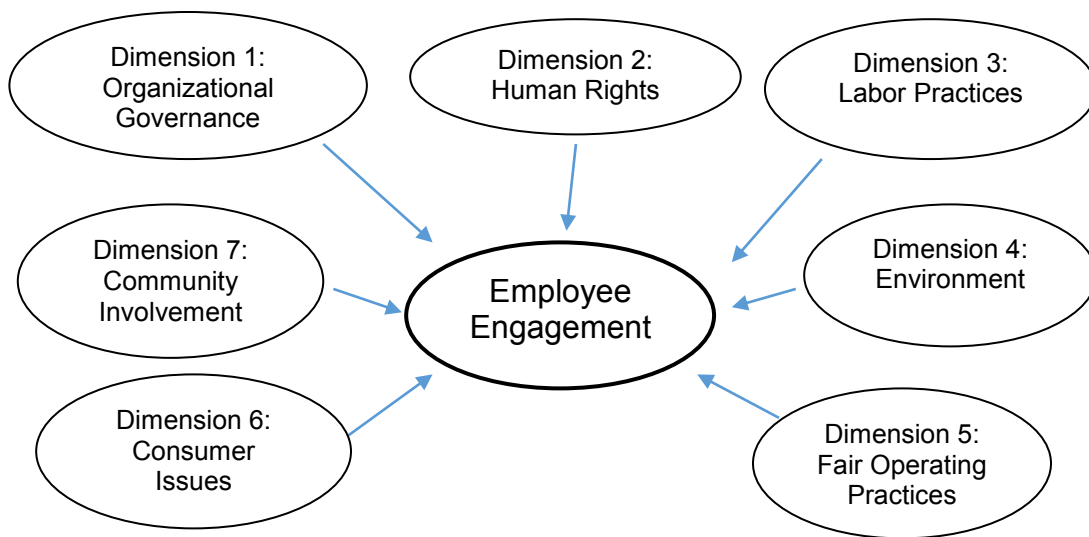
Figure 1. Relationship between the seven CSR dimensions and employee engagement

Survey Tool

A validated, robust, and reliable measuring tool (a self-administered survey) with a Likert scale for gathering data was administered. The survey contains several parts. The dependent variable, employee engagement at the workplace, was measured using nine questions from the Utrecht Employee Engagement Survey (Bakker et al., 2008) embedded within this research survey. This part of the survey uses a Likert scale of seven points ranging from *0 = Never* through *6 = Everyday*.

Corporate social responsibility dimensions were measured using another part of the survey. This is a customized part of the measuring tool: the ISO 26000 corporate social responsibility employee engagement survey, developed and validated by the researcher with assistance from three corporate social responsibility field experts, a doctoral degree statistician, and a methodologist. This part of the survey will use a Likert scale of six points as a summation rating scale (Cooper & Schindler, 2008). Points will range from *1 = Strongly Disagree* through *6 = Strongly Agree*.

Other small quantitative scales were also added to the survey to measure six general information questions and three demographic questions. The six general questions as well as the three demographic questions are all a one-choice answer questions. The choices vary according to the topic being addressed by the question (e.g., female or male for gender, age range by age of the participant, etc.).

This survey measured the level of participants' engagement at work across the seven corporate social responsibility dimensions: (a) organizational governance, (b) human rights, (c) labor practices, (d) the environment, (e) fair operating practices, (f) consumer issues, and (g) community involvement. The instrument contains a total of 25

16

questions in addition to the first question requesting the participant's consent. According to field testers, completing the survey should take approximately 20 minutes. The field test and the pilot study were conducted before the main research. The field test provided input on how the survey could be modified and improved. The pilot study provided validation and reliability measurements for the questions in the survey.

Data Collection

Data was collected using SurveyMonkey, a web-based service which the researcher has used before for other studies (http://www.surveymonkey.com, 2012). The researcher entered each question and their corresponding Likert scales to design the survey instrument before administration.

Administration of the survey was done via e-mail invitation. Participants were provided access to the SurveyMonkey site through an e-mail link during the pilot study as well for the final administration of the survey. Consent from participants explaining the purpose of the research along with the confidentiality claimer was provided via e-mail. Participant consent was obtained prior to access to the survey site. Those respondents consenting to participate in the research clicked a link to the questionnaire to anonymously complete and return their responses through the SurveyMonkey portal. Collection of the responses was automatically captured by the SurveyMonkey software and access was limited to only the researcher and one assistant. Information obtained from the survey through SurveyMonkey was downloaded in Excel worksheets and analyzed through a SPSS statistical software package.

Participation in the survey was on a voluntary basis. Recruitment was limited to nongovernment U.S. adult employees older than 18 years. Government agencies were excluded since they are not considered an organization under ISO 26000's definition.

After the participants completed the survey, data was securely saved and transferred to the researcher's computer. The researcher then began analyzing the data. Data was not identifiable by the participant's name. Participants' companies were also anonymous. All data will be destroyed seven years after the publication date as required by Capella University policy.

Organization of the Remainder of the Study

The remainder of this research follows Capella's School of Business and Technology dissertation template. Chapter 2, Literature Review, describes the constructs in more detail. This chapter presents definitions, the historical background, and evolution of each construct, as well as a summary of the limited studies currently available claiming a positive relation among both constructs.

Chapter 3 presents the methodology used in the research. This chapter includes an introduction, description of the research design, steps followed for sampling, procedures for data collection, and procedures for data analysis. Also included are a description of the instrument used, the validity and reliability of this tool used, and the ethical considerations for the research.

Chapter 4 is the presentation of the researcher's findings. The findings are summarized in tables to facilitate their understanding. Data results obtained through the predictive model of MRA as well as the data results from the Spearman's rank correlation

analysis are found here. This chapter only includes an objective summary of the results and findings. The interpretation of the results and findings are included in Chapter 5.

Chapter 5, the last chapter of the research, is reserved for a description of the assumptions, limitations, and conclusion of the research. However, the chapter also contains recommendations for further research and the researcher's comments. An overview and discussion of the entire research, placing the findings within the conceptual framework along with more details on the methodology and other studies' review, are also included. The outline of this chapter includes an introduction, summary of the results, discussion of the results, implications of the research results, limitations, recommendations for future studies, and a conclusion.

CHAPTER 2. LITERATURE REVIEW

Chapter 2 lays the foundation for the theoretical framework of the research. The literature review presented supports the methodological design and the procedures used. Historical and seminal works provide background information and insight on both constructs under study: corporate social responsibility (CSR) and employee engagement (EE). Both constructs' definitions lack common agreement among field experts.

The first part of this chapter defines corporate social responsibility and employee engagement to help the reader understand the framework for this research. The history of each construct follows the definition of the construct. Both histories follow a chronological order sometimes comparing the constructs' divergent points of view. The definition and history provided for the constructs facilitate understanding of their origins and backgrounds. Finally, following the historic chronological order for each construct, current, but very limited, existing scholastic literature explains how a positive relationship between these two constructs may be possible. The researcher hopes that the review of the literature also inspires further investigation of the relationship between corporate social responsibility and employee engagement.

In summary, the literature review demonstrates expertise on the dissertation topic by: (a) summarizing current literature on both constructs, (b) describing the scholarly context of research, and (c) organizing and synthesizing information available on the topic. Databases used for this literature include ABI/Inform Global, Business Source

Complete, SAGE Journals Online, and ProQuest Psychology Journals. The following keywords were used in the literature review: (a) organizational governance, (b) human rights, (c) labor practices, (d) the environment, (e) fair operating practices, (f) consumer issues, (g) community involvement, (h) corporate social responsibility, (i) employee engagement, (j) vigor, (k) dedication, and (l) absorption.

Introduction to the Literature Review

How do managers keep employees engaged at work? This is a question many managers try to address in order to maximize their employees' productivity and their organization's profitability. Many mechanisms, factors, and theories on how to engage employees at work exist. Practicing social responsibility may be one of them. Results from this research will explore how corporate social responsibility practices relate to employee engagement, identifying practices that could potentially help managers.

The purpose of this research is to identify relationships between corporate social responsibility practices and employee engagement. Therefore, literature for the two main constructs of this research: corporate social responsibility's seven dimensions as defined by ISO 26000, and employee engagement as defined by scholastic literature (Bakker et al., 2008) is discussed. Additionally, a summary of how current scholarly literature relates both constructs is explored. Defining, comparing, and understanding all the constructs involved in this research will facilitate an understanding of the hypotheses and the rationale for the methodology providing the framework for this research.

Corporate social responsibility enhances corporate image and maximizes profit as a result of the public's response to the organization's reputation and good image (Lai et

al., 2010; Lii, & Lee, 2012). Profit is one of the most significant benefit that corporate

social responsibility can bring to an organization (Campbell, 2007; Foote et al., 2010). As

a result of these findings, many organizations interested in enhancing reputation,

improving brand image (Hsu, 2012; Nan & Heo, 2007; Stanaland et al., 2011; Yu, 2012),

and maximizing their profits (Goering, 2010; Hull & Rothenberg, 2008; Nguyen, 2011)

have implemented corporate social responsibility practices at their work places.

Limited research is available on the impact corporate social responsibility

dimensions may have on stakeholders. This includes employees' interactions (Albdour &

Altarawneh, 2012; Glavas & Piderit, 2009; Tamm et al., 2010). Learning more about this

relationship can help those organizations interested in increasing their employees'

engagement through corporate social responsibility practices. From the current available

studies and theories on corporate social responsibility, there is an absence in the body of

knowledge identifying how these corporate social responsibility dimensions relate to

employee engagement (Mirvis, 2012). Thus, the goal of this research is to close this gap

by validating whether there are statistically significant relationships between corporate

social responsibility dimensions, corporate social responsibility practices, and employee

engagement. The findings of this research can be useful to organizations and managers

trying to implement corporate social responsibility practices to enhance employee

engagement.

Corporate Social Responsibility (CSR) Defined

Corporate social responsibility is the obligation organizations have to be

responsible for the environment and to their stakeholders beyond just financial goals

(Gossling & Vocht, 2007). Another definition of corporate social responsibility presented at the World Business Council for Sustainable Development states,

> Corporate social responsibility is 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 of the local community at large. (Holme & Watts, 1999, para 1.)

Different authors are constantly presenting corporate social responsibility definitions with some commonalities but differences too. As corporate social responsibility keeps evolving, controversy around a common corporate social responsibility definition is an increasing trend.

ISO 26000 Definition

For the purpose of this research, the current corporate social responsibility definition provided by ISO 26000 standard will be used. The International Organization for Standardization (ISO) defines social responsibility as the "responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior" (ASQ, 2011, p. 3). This includes (a) contributions to sustainable development including health and the welfare of society, (b) care for the expectations of stakeholders, (c) compliance with applicable laws and international norms of behavior, and (d) practice of social responsibility and integration of these practices throughout the organization and organization's relationships (ASQ, 2011).

ISO 26000's corporate social responsibility definition and the seven dimensions are the product of an international effort. Several countries gathered together to define an

agreeable understanding for corporate social responsibility. Representation from different

sectors of business, government, and nongovernmental organizations joined together in

this effort. More than 500 professionals worked on this definition. Currently, the group is

no longer working on ISO 26000; however, the same group plans to resume activities in

the near future to keep revising the ISO 26000 as the corporate social responsibility

construct evolves through the years (ISO, 2010).

　　　　According to the ISO 26000, to be transparent and practice ethical behavior,

companies should monitor, adopt an integral approach, and set priorities for their

decisions and actions so their impact on society and the environment can be properly

managed (ASQ, 2011). In an attempt to capture all current diversified understandings of

corporate social responsibility, ISO 26000 successfully present a comprehensive

definition (ISO, 2010). Its corporate social responsibility definition is further divided into

seven dimensions. These seven dimensions help demonstrate corporate social

responsibility components from different perspectives. The dimensions also facilitate

customization of responsibility practices before implementing them in support of each

organization's unique needs, vision, and mission statement.

　　　　ISO 26000 recommends that managers choose among dimensions of social

responsibility practices that would help them best achieve the results they are pursuing

effectively and efficiently. The seven dimensions of corporate social responsibility

according to ISO 26000 are: (a) organizational governance, (b) human rights, (c) labor

practices, (d) environment, (e) fair operating practices, (f) consumer issues, and (g)

community involvement (ASQ, 2011).

However, not all dimensions of this standard are typically addressed and practiced by all organizations. Practicing all dimensions within the same organization may not be feasible, practical, or even necessary. An organization's size, product type, cultural differences, and local policies are all factors affecting the decision as to what corporate social responsibility dimensions are necessary. Most often organizations concentrate on the practice of one, two, or three of the dimensions at a time. For example, environment, consumer issues, and community involvement is a frequent combination among organizations pursuing protection of the environment. Another commonly related combination is the practice of fair operating practices, labor relations, and human rights.

The following is a description of each of the seven corporate social responsibility dimensions (ASQ, 2011; ISO, 2010). Understanding each one of the seven corporate social responsibility dimensions is necessary since they are the seven independent variables measured in regard to their possible relationship to the dependent variable, employee engagement. Explanations for these dimensions are in the same order as ISO 26000 presents them.

Dimension 1–organizational governance (OG). Organizational governance is the system by which an organization makes and implements decisions in pursuit of organizational objectives (ISO, 2010). According to Wise and Mahboob (2008), organizational governance depends on managerial performance and consideration for social responsibility. OG is the work of a person or group of people with authority and responsible for the organization's objectives. Under organizational leadership, the organization integrates corporate social responsibility practices throughout the organization and within the organization's relationship with others. Through strategies,

objectives, and targets OG can support corporate social responsibility by maximizing shareholders' wealth, and achieve appropriate returns for stakeholders (Wise & Mahboob, 2008).

Organizational governance can create a nurturing environment and culture through a system of economic and noneconomic incentives related to performance using financial, natural, and human resources efficiently. Successful organizational governance promotes fair opportunities for underrepresented groups, balances the needs of the organization and stakeholders, establishes two-way communication processes with stakeholders, and effectively communicates changes throughout the organization (ASQ, 2011).

There has been a remarkable discussion over the past two decades among scholars and practitioners on what constitutes best organizational governance practices and why organizations engage in corporate social responsibility. According to Harjoto and Hoje (2011), existing studies enhance the understanding of the significant benefits and costs of corporate social responsibility engagement. However, research on this issue is still at a relatively early stage. Therefore, there are no definitive conclusions regarding OG causal effect on corporate social responsibility. Neither is it known whether the lack of OG variables positively affects firms' corporate social responsibility engagement.

Dimension 2--human rights (HR). Human rights can be understood in different ways (Mayer, 2009). According to ISO 26000, HR stands for all human essential rights (ASQ, 2011). Experts believe that these rights transcend laws or cultural traditions. ISO 26000 separates human rights into two broad categories: (a) civil and political rights, and (b) economic, social, and cultural rights. The International Bill of

Human Rights consists of the Universal Declaration of Human Rights, the International

Covenant on Civil and Political Rights, and the International Covenant on Economic,

Social, and Cultural Rights. The optional Protocols to the Covenants are the sources for

defining human rights for many organizations. This Bill assumes that human rights are

inherent, inalienable, universal, indivisible, and interdependent (ISO, 2010).

HR issues in ISO 26000 include:

- due diligence in identifying, preventing, and addressing HR violations;

- risky situations along with their potential consequences in particular,
  compounding or creating other abuses;

- avoidance on assisting others in committing wrongful acts;

- resolution of grievances through effective mechanisms;

- discrimination of vulnerable groups;

- civil and political rights;

- economic, social, and cultural rights; and

- fundamental principles and rights at work.

Dimension 3--labor practices. Labor practices encompass all policies and

practices relating to work performed within, by, or on behalf of the organization

including subcontracted work. According to the ISO 26000 description, labor practices

include (a) employment and employment relationships, (b) conditions of work and social

protection of employees, (c) social dialogue between management and employees, (d)

health and safety at work, and (e) human development and training in the workplace

(ASQ, 2011). The last two practices have shown a positive impact on motivating

employees by helping them feel that they *belong* in their organization (Dent & Holton, 2009).

Dimension 4--environment. Environment examines how the organization uses resources, the location of activities, the management of pollution and wastes, and the impacts of the organization's activities on natural habitats. Organizations today need to incorporate environmental responsibility into their future strategies and should refrain from misrepresentations. In the long run, the choice of not being *green* may have heavy consequences both environmentally and financially for organizations (Wise & Mohboob, 2008).

Dimension 5--fair operating practices. Fair operating practices are part of the ethical conduct in an organization's dealings with other organizations, government agencies, contractors, and suppliers (ISO, 2010). In 2011, Hanspal explained that

> The relationship between business and consumers is more often than not, fraught with conflicting interests and in this process business may resort to practices that may be unfair to consumer interests. The expectations of consumers from product and service providers have in the meanwhile increased, and there is a greater emphasis on businesses and marketers to be more socially responsible. (p. 109)

The perception of fair operating practices can be influenced by many factors. These factors can include nationality, culture, and type of industry (Stumpf, Doh, & Tymon, 2010). Nevertheless, fair practices are sought by all employees equally. These include, among others, benefit packages, career advancement opportunities, and lawful hiring practices (McClean & Collins, 2011). Under ISO 26000 ethical and fair practices include:

- protecting the health and safety,

- promoting sustainable consumption,

- organizing dispute resolution and redress,

- ensuring data and privacy protection,

- providing access to essential products or services, and

- educating consumers (ASQ, 2011).

Dimension 6--consumer issues. Consumer issues entail that organizations be responsible for the quality of products and services provided to consumers. For Kumar, Sharma, Shah, and Rajan (2013) this translates to anything that would build customer loyalty and bring profits to the organization. Taking good care of consumers includes trust and satisfaction and not merely consumer repeated purchasing.

Sincerely caring for consumer issues entails identifying with consumer needs and practicing ethical behavior. All this will result in a product of better quality meanwhile addressing the needs of those interested in buying the product. According to ISO 26000, consumer issues will be properly addressed when there is:

- fair marketing including factual, unbiased information and fair contractual practices;

- protection of consumer's health and safety;

- sustainable consumption;

- good consumer service including support and complaint and dispute resolution;

- consumer data protection and privacy;

- access to essential services; and

- consumer education and awareness.

To properly address consumer issues, many organizations spend resources investigating, analyzing, and defining what customers really want (Voeth, Herbst, & Liess, 2013). Other organizations concentrate their efforts on properly training their employees to attend to the customer and their needs adequately (Schepers, Falk, Ruyter, Jong, & Hammerschmidt, 2012). However, a reality shared among all organizations is the fact that customer needs, expectations, and demands continually change. Therefore, investing time and resources in attending to customers' concerns could be the difference between surviving or not in a competitive market.

Dimension 7--community involvement. Community involvement and development research on initiatives indicates that a caring behavior is critical for building relationships and extending organizations' influence in the community (Liu, Eng, & Ko, 2013). Studies also indicate that external interests including increasing political participation within the community (Huggins, 2012) and altruistic actions such as volunteering can result in an increase in job satisfaction, morale, organizational pride, belief in company's mission, and engagement of employees (Veleva, Parker, Lee, & Pinney, 2012).

According to ISO 26000, community involvement contributes to community development by (a) increasing education and culture, (b) creating employment and increasing skills, (c) providing access and development of technology, (d) creating wealth and income, and (e) maintaining health and investing in society. In addition to these dimensions, ISO 26000 identifies the following principles supporting the corporate social responsibility construct.

Accountability. An organization should be accountable for the organizational impacts on society, the economy, and environment. Organizations need to comply with laws and regulations. By doing so, the society, as well as the organization, will benefit. Preventing future negative impacts are also part of being accountable.

Transparency. Being transparent is accomplished by clearly, accurately, and completely disclosing organizational decisions and activities that impact society and the environment. This also includes, to every possible degree, organizational policies. By providing timely and factual information and making this information easily accessible and understandable, organizations can better serve society. This information, however, excludes privileged information that could breach any legal, commercial, security, or personal privacy obligations.

Ethical behavior. Honesty, equity, and integrity should guide an organization's behavior. To be successful on this endeavor, organizations should define and communicate ethical standards of behavior, prevent and resolve any conflict of interest, and establish and maintain ways to monitor and report unethical behavior.

Respect for stakeholder interests. By respecting, considering, and timely responding to stakeholders' interests, an organization earns respect, too. Organizations respect stakeholders' interests by identifying who their stakeholders are and their interests and perspectives.

Respect for the rule of law. Following laws is mandatory. By keeping up with the latest laws and regulations applicable an organization can educate their staff and implement corresponding measures. Periodical review to verify compliance is also helpful.

Respect for international norms of behavior. To be socially responsible organizations should respect international norms of behavior and avoid activities with other organizations not respecting these norms.

Respect for HR. Respect for HR can be accomplished in three different ways: (a) by promoting the International Bill of Human Rights as universally applicable, (b) by avoiding reaping benefits from situations where human rights are not protected, and (c) by taking the necessary measures to respect human rights.

The ISO 26000's principles help frame the seven corporate social responsibility dimensions being investigated in this research. These dimensions help organizations better understand current corporate social responsibility practices and how these practices can be implemented in support of their organizations' unique needs and mission statements. ISO 26000 recommends that organizations choose among the dimensions and social responsibility practices that could help them best achieve the objectives being pursued effectively and efficiently (ASQ, 2011).

This research contributes to the literature by studying employees' engagement at work, and how this construct relates to the seven corporate social responsibility dimensions previously described. By accomplishing this, the existing gap in knowledge regarding how corporate social responsibility constructs relates to employee engagement can be narrowed. Future researchers could expand on the findings of this research or apply the measurement tool to further investigate the field of corporate social responsibility and employee engagement. Findings from this research can also help managers who are interested in implementing ISO 26000's practices.

History of Corporate Social Responsibility

Corporate social responsibility is not a new concept. According to Moura-Leite and Padgett (2011), early references to businesses' responsibilities to society show how theory and practice in this area have existed since the early 1900's. Carroll (1999) identified Bowen as the first author defining corporate social responsibility in his book, *Social Responsibilities of Businessman* published in 1953.

Bowen defined corporate social responsibility as "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" (Bowen, 1953, p. 44). At this point, Bowen became known as the father of corporate social responsibility (Moura-Leite & Padgett, 2011). The field of corporate social responsibility developed further through different scholars and authors following Bowen's work. From a term that was intended to relate corporations to society, corporate social responsibility has become an ethics expectation in business.

For example, the literature expanded in 1960 with the works of three scholars. Davis explained how decisions made by businessmen included social responsibility issues. Frederick published his article: "The Growing Concern Over Business Responsibility," and McGuire urged corporations to take responsibility for social issues in his 1963 book *Business and Society (*Moura-Leite & Padgett, 2011).

Another breakthrough in corporate social responsibility development came in 1971 when the Committee for Economic Development (CED) published "Social Responsibilities of Business Corporations" (Carroll 1991; Lee, 2008). In 1979, Carroll published another three dimensional conceptual model of corporate social performance

(CSP), in which the three dimensions are corporate social responsibility, social issues, and corporate social responsiveness. His concept immediately gained wide acceptance by the corporate social responsibility profession (Lee, 2008), serving since then as a seminal work in the corporate social responsibility field.

In the 1980s, the focus of corporate social responsibility switched from establishing an agreed-upon definition to investigating and researching corporate social responsibility. Alternative concepts and themes, such as social responsiveness, public policy, and business ethics sprang out of the trends and became publicly recognized (Carroll, 1999). Some other well-known researchers who contributed to the corporate social responsibility field in this decade include Jones, who stated that corporate social responsibility is a continuous process (Jones, 1980), and Tuzzoline and Armandi, who proposed a foundation for organizational micro-analysis and presented a system to assess corporate performance as well as metrics to monitor corporations' social responsibility (Tuzzolino & Armandi, 1981).

The definition of corporate social responsibility did not expand significantly in the 1990s. However, according to Carroll (1999), the concept of corporate social responsibility was the foundation for other related concepts in the management field. These other concepts include social responsibility performance (SRP), the stakeholder's theory, public liability, and corporate citizenship. Corporate social responsibility also helped develop other associated fields such as the human resources field.

Table 1 provides a summary of chronological events reflecting the evolution of corporate social responsibility in U.S. starting from 1950's to current times.

Table 1. *Evolution of CSR Throughout Decades and Years*

Time Period	Major Events
1950	Bowen's publication coins CSR's definition in his book: *Social Responsibilities of the Businessman.*
1960	Social responsibility (SR) meaning and importance to business and society are defined. McGuire publishes *Business and Society* (1963) urging corporations to assume responsibility for society beyond legal and economic obligations.
1970	Researchers study the relationship between CSR and corporate financial performance. Friedman added acceptance of free market rules, laws and ethical customs in CSR. Davis's Iron Law of Responsibility introduces morals and ethics into business. Business managers apply traditional management functions to deal with CSR issues (self-interest model).
1980	The concepts of social responsiveness, corporate social performance (CSP), public liability, and corporate citizenship emerge. Freeman's book *Strategic Management: A Stakeholder Approach* helps the stakeholder's theory develop. Other scholars like Drucker, Cochran, and Robert Wood relate CSR to financial profitability. Epstein explains the corporate social policy process.
1990	Fortune 500 companies listed CSR in their annual reports. Donna J. Wood links CSP to organizational institutionalism, stakeholder management theory, and social issues management theories. Her new model identifies the processes of social responsiveness and views the firm as the focus of actions that have consequences for stakeholders and society as well as for the firm. Idea of CSR is universally recognized.
2000	CSR becomes a business strategy. Multiple debates take place trying to define CSR. ISO 26000 is published.

Organizations have practiced corporate social responsibility for decades (Taneja et al., 2011). However, not until the late 1990's and early 2000's did organizations begin receiving pressure from the public to assume responsibility for the society they interacted with during business transactions. Since then, organizations have begun to show more interest in corporate social responsibility, implications to their companies, and how

corporate social responsible practices could be applied to their workplaces (Campbell, 2006; Ocler, 2009). Some authors even believe that scandals of abuses, such as the ones caused by Enron's and WorldCom's CEOs, provide enough basis to justify the inclusion of social responsibility and ethics classes in new business schools' curricula (Earley & Kelly, 2004; Rutherford et al., 2012).

These concerns, together with pressure being received from different stakeholders (Collier & Esteban, 2007), have led to many presentations, public debates, and professional discussions on the topic of corporate social responsibility (Juergens, 2008). In an attempt to start practicing social responsibility, organizations have found multiple ways to define corporate social responsibility.

Even as corporate social responsibility literature increases, scholars are still unable to agree on what to include as a definition for corporate social responsibility (Turker, 2009). This controversial fact is addressed by many authors in the corporate social responsibility field (Becchetti et al., 2008; Campbell, 2007; Foote et al., 2010).

To no surprise, the International Organization for Standardization (ISO), the entity responsible for developing international standards that are recognized and accepted worldwide and pursuing harmonization among different countries, took an interest in corporate social responsibility. In 2007, the ISO assembled a group of more than 500 experts representing several countries and sectors of society from around the world to define corporate social responsibility known today as the ISO 26000 Standard.

According to the ISO website,

This International Standard was developed using a multi-stakeholder approach involving experts from more than 90 countries and 40 international or broadly-

based regional organizations involved in different aspects of social responsibility. These experts were from six different stakeholder groups: consumers, government, industry, labour, nongovernmental organizations (NGOs) and service, support, research, academics, and others. In addition, specific provision was made to achieve a balance between developing and developed countries, and gender differences. Although efforts were made to ensure balanced participation of all the stakeholder groups, a full and equitable balance of stakeholders was constrained by various factors, including the availability of resources and the need for English language skills. (ISO, 2010, Social Responsibility)

In November 2010, attempting to capture all current diversified understandings of corporate social responsibility, ISO 26000 was published as an all-inclusive and widely accepted definition of corporate social responsibility (ISO, 2010). This standard is different from other standards in that ISO 26000 does not certify or grant any special recognition to organizations practicing corporate social responsibility. The purpose of this standard is to serve as an international guide. Nevertheless, ISO 26000 helps define corporate social responsibility as a construct and, as such, this definition is used in this research.

ASQ explains (2010),

In applying this International Standard it is advisable that an organization take into consideration societal, environmental, legal, cultural, political and organizational diversity, as well as differences in economic conditions, while being consistent with international norms of behavior. (p. 10)

Theories behind the corporate social responsibility concept include the Christian golden rule (NASB, 2012) of doing to others as you want done to you along with Kant's ethical theory that good is only good if performed out of duty (respect; Bailey, 2010). These theories are also complemented with the belief that corporate social responsibility is the appropriate thing to do (Gan, 2006; Juholin, 2004). According to Gan and Joholin's findings, doing well is the right thing to do and any organization can benefit (socially, financially, and reputation-wide) from practicing good deeds.

In summary, since 1991, a plethora of corporate social responsibility principles have been developed to serve as guidelines and evaluative mechanisms for organizations' responsibilities (Werhane, 2010). Though well intentioned, operationalizing these principles always presents challenges regardless the size of an organization. In some cases, the principles are too demanding or ambiguous. In other cases, principles cannot be operationalized due to different cultural or religious interpretations. "These problems are not insurmountable, but in the imperfect world of commerce, requires that our expectations of corporate responsibilities be satisficing rather than absolutist" (Werhane, 2010, p. 695).

Employee Engagement (EE) Defined

The definition for employee engagement is debatable among scholars. Similar to corporate social responsibility, experts in the field of psychology and human resources are not able to agree on a single definition for employee engagement. For example, engagement is defined as being fully involved, enthusiastic, and passionate about your job to a point where your values are aligned with the organization's values (Vaijayanthi,

Shreenivasan, & Prabhakaran, 2011). By developing an emotional attachment to their

work, employees will go above and beyond of what is expected of them at their job. As a

result, organizations' interests move forward. The Carnegie School of Business extends

the definition by adding the need of having a sense of pride in working for a given

organization (Dale Carnegie Training, 2013).

Employee engagement is not synonymous with employee satisfaction at work

(Abraham, 2012). However, employee satisfaction can lead to employee engagement.

Although both concepts can have a positive correlation with productivity, employee

retention, customer satisfaction, and employee safety (Harter, Schmidt, & Hayes, 2002),

they are not the same. Employee satisfaction can be experienced in an environment of

sustained trust, cooperation, and creativity enhanced by management, which serves as an

antecedent to employee engagement (Abraham, 2012). Neither is employee engagement

the same as workaholism. "Workaholics are obsessed with their work; they are

compulsive workers" (Schaufeli, Taris, & Bakker as quoted in Bakker et al., 2008, p.

190). Engagement at work is not based on a compulsive behavior but rather on

satisfaction.

For the purpose of this research, employee engagement will be defined as a

positive, fulfilling, affective motivational state of work-related well-being characterized

by vigor, dedication, and absorption (Bakker et al., 2008). Therefore, the three employee

engagement elements that will be measured by the survey tool include: vigor, dedication,

and absorption.

Vigor is physical energy, mental acuity, and cognitive liveliness that can

overcome burnout, restore metabolic balance, and reclaim natural energy (Talbott as cited

39

in Bigelow, 2012.) According to Sonnentag and Niessen (2008), vigor is important for work-related behavior. Vigor can enhance job performance (Carmeli, Ben-Hador, Waldman, & Rupp, 2009). In summary, "Vigour is. . . the willingness to invest effort in one's work and persistence even in the face of difficulties" (Bakker et al., 2008, p. 188).

Dedication is the second component of employee engagement at work. "Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge" (Bakker et al., 2008, p. 188). Managers can sustain their employees' dedication to working by providing rewards (monetary and non-monetary) as well as stability of employment (Hulkko-Nyman, Sarti, Hakonen, & Sweins, 2012).

Absorption is being fully concentrated and happily engrossed in one's work. "It is when time passes quickly and one has difficulties with detaching oneself from work," (Bakker et al., 2008, p. 188). Being absorbed in work is demonstrated by a sense of deep involvement and total concentration (Moneta & Csikszentmihalyi as cited by Rodriguez-Sanchez, Schaufeli, Salanova, Cifre, & Sonnenschein, 2011).

History of Employee Engagement

According to Shuck and Wollard (2010), authors of *Employee Engagement and HRD: A Seminal Review of the Foundations,* the employee engagement term appeared for the first time in academic literature in 1990. This is also when Kahn's early theoretical framework for personal engagement and disengagement was published. Kahn's work is then followed by the conceptual work of Maslach, Schaufeli, and Leither in 2001. These

40

three scholars performed the first major field work on employee engagement (Maslach et al., 2001).

Maslach et al. (2001) pioneered reaching across academic boundaries for definitions of employee engagement. These scholars conceptualized the concept of employee engagement as the positive antithesis of burnout (Maslach et al., 2001). Other works that followed include the first published study looking at business profit and employee engagement by Harter et al., 2002. Their publication linked the concepts of profit and employee engagement for the first time in history (Harter et al., 2002).

In 2004, Kahn published the first empirical research testing conceptualizing employee engagement and implying people's psychological conditions play a role in their performance (May, Gilson, & Harter, 2004). In 2006, Saks published the first explicit research testing antecedents and consequences to employee engagement in the academic literature (Saks, 2006). In the same year, Vance related employee engagement and commitment in the literature (Vance, 2006). Continuing with this trend, in 2008, Macey and Schneider first conceptualized trait, state, and behavioral engagement as separate but related constructs. Through their work, they presented concepts relating the development of employee engagement within organizations (Macey & Schneider, 2008).

Current employee engagement surveys support minimal amount of employees being totally engaged at work. "A 2007 Towers Perrin Survey of 90,000 employees in 18 countries found that only 21% reported being fully engaged on the job, the rest were simply enrolled (41%), disenchanted (30%), or disconnected (8%)" (Mirvis, 2012, p. 95). Other data also seems to support these findings. According to Gallup Employee Engagement Index in 2010, only 33% of the employees were engaged at work, 49% were

41

disengaged, and 18% were actively disengaged (Gallup Entertainment Index, 2010).

Finally, Mirvis (2012) also provides more detail on how findings from employee

engagement surveys support a minimal amount of employees being totally engaged at

work.

Table 2 provides a summary of chronological events reflecting the evolution of

employee engagement in U.S. beginning in the 1990's to current times.

Table 2. *Evolution of Employee Engagement Through the Years*

Time Period	Major Event
1990	Kahn published early theoretical framework for personal engagement and disengagement.
2001	Maslach, Schaufeli, and Leither performed the first significant work on EE. Maslach pioneered reaching across academic boundaries for definitions of EE, conceptualizing the concept as the positive antithesis of burnout.
2002	Harter, Schmidt, and Hayes published study looking at business profit and employee engagement.
2004	First empirical research testing Kahn's conceptualization of EE implying people's physical, cognition, and emotions playing a role in their performance.
2008	Macey and Schneider are the first to have conceptualized trait, state, and behavioral engagement as separate but related constructs and presented concepts relating the development of EE within organizations.
2010	Mirvis, among other authors, identified lack of EE at work from the results of polls' findings.

Corporate Social Responsibility (CSR) and Employee Engagement (EE) at Work

The relationship between corporate social responsibility and employee

engagement needs to be further investigated (Mirvis, 2012). Current studies mainly focus

on using corporate social responsibility practices as a tool to increase profitability (Campbell, 2007, Goering, 2010; Hull & Rothenberg, 2008; Nguyen, 2011) and improve corporate image through marketing (Hsu, 2012; Lai et al., 2010; Lii, & Lee, 2012; Nan & Heo, 2007; Stanaland et al., 2011; Yu, 2012). Limited research has been undertaken on the impact of corporate social responsibility practices on stakeholders (e.g., employees). Furthermore, no known research exists relating ISO 26000 corporate social responsibility dimensions to employee engagement.

Recent findings identify corporate social responsibility as a means to enhance corporate image and maximize profits. There is a well-supported positive relationship between corporate social responsibility and profits (Campbell, 2007), and many are the benefits that corporate social responsibility can bring to an organization (Foote et al., 2010). As a result of these findings, many organizations trying to enhance their reputation, improve brand image (Hsu, 2012; Lii, & Lee, 2012; Nan & Heo, 2007; Stanaland et al., 2011; Yu, 2012) and increase profitability (Goering, 2010; Hull & Rothenberg, 2008; Nguyen, 2011), and are implementing corporate social responsibility practices at their work place.

However, less has been published on CSR dimensions and stakeholders' interaction including employees' engagement (Tamm et al., 2010). Learning more about this area could assist organizations interested in increasing their employee engagement through CSR practices. The lack of scholarly work on how CSR can increase employee engagement has created a gap in the body of knowledge. This justifies the need for studies that can identify how the CSR dimensions and employee engagement relate to each other (Mirvis, 2012). Regardless of which definition is used for CSR, clarification is

43

needed for this construct when understanding how CSR relates to employee engagement within an organization is needed (Quiroz-Onate & Aitken, 2007).

In the absence of research findings explaining the relationship between corporate social responsibility dimensions and how they relate to employee engagement, this research can be very useful. The main contribution of this research is in addressing an existing gap of knowledge in the field of corporate social responsibility. In this way, this research will be uniquely contributing to the body of knowledge. This research also complements the findings of previous studies identified by Grayson (2011), Director of the Doughty Center for Corporate Responsibility at Cranfield School of Management and Visiting Senior Fellow at the CSR Initiative of the Kennedy School of Government, Harvard University. Identified studies include:

- The findings of a 2007 Institute of Chartered Accountants in England and Wales' study by senior executives in the UK explaining that employees expect their organizations to adopt a like-minded approach to environment, community welfare, sustainability, diversity and quality of life.

- The 2009 Harvard Business Review noted stating that 3/4 of the workforce in the U.S. regards social responsibility and environmental commitment as important criteria in selecting employers.

- Two-thirds of the 2009 poll responses received by the Boston College Center for Corporate Citizenship and Reputation Institute stated that employees preferred to work for a company that is known for practicing social responsibility. Respondents to this poll included participants from 25 countries.

- The online Monster Worldwide jobs site reported that 80% of the users were interested in a job that has a positive impact on the environment and eight out of ten would prefer to work for *environmentally ethical* organizations.

By identifying relationships between corporate social responsibility and employee engagement, the research can assist managers in increasing employee engagement through corporate social responsibility practices at their work place (Tamm et al., 2010). Furthermore, this research enhances the applicability and practicality of workplace employee engagement through a quantitative approach that can identify which dimensions of corporate social responsibility need the most attention within a given organization (ASQ, 2011). Lastly, this research can prompt further investigation into the impact and interaction effects on performance outcomes at work and provides a validated measuring tool to be used in future studies.

Scholarly literature supporting the use of multiple regression analysis (MRA) to compare and study aspects of corporate social responsibility include "Factors Influencing Levels of Corporate Social Responsibility Disclosure by Libyan Firms: A Mixed Study" by Bayoud, Kavanah, and Slaughter published in 2012; "How Does Doing Good Matter? Effects of Corporate Citizenship on Employees" by Glavas and Piderit published in 2009; and "Corporate Social Responsibility and Employee Engagement in Jordan" by Albdour and Altarawneh published in 2012.

According to Bayoud et al. (2012), company age, company type, and company size are factors that affect the practices of corporate social responsibility in Libyan firms. Their study was based on quantitative and qualitative data collected between 2007 and 2009 from 40 different firms in Libya. This was an explicative study done with Libya

firms because according to the authors, there are no studies addressing corporate social responsibility practices for third world countries. Their findings supported a positive relation between company age and type of company and corporate social responsibility practices. According to the results obtained, company size does not seem to have any effect on Libyan firms practicing corporate social responsibility.

Glavas and Piderit's (2009) study focused on the effects that corporate social responsibility practices may have in individual employees within organizations. Their study was based on a literature review and interviews that created a model to relate corporate social responsibility to employee engagement, high-quality connections, and creative involvement. The model was tested on a sample of 347 employees in North America. According to their findings, there is indeed a relationship between employees that perceive a higher level of corporate social responsibility reporting higher levels of engagement as well as high-quality connections and creative involvement. According to Glavas and Piderit, the study's main contribution was creating a platform for further studies in the area of corporate social responsibility practices and their influence on employee engagement. Further studies in this area are currently nonexistent but badly needed.

Albdour and Altarawneh (2012) studied the impact of internal corporate social responsibility practices on employee engagement. However, only five corporate social responsibility practices were studied. These corporate social responsibility practices included (a) training and education, (b) human rights, (c) health and safety, (d) work life balance, and (e) workplace diversity. Engagement was studied as two separate constructs or dependent variables: job engagement (JE) and organizational engagement (OE).

Albdour and Altarawneh (2012) chose a non-probability sampling method in the forms of quota and convenience sampling. The data was obtained from 336 employees in the banking sector in Jordan. According to their findings, there was a statistically significant relationship among corporate social responsibility practices and employee engagement at work. The main contribution of this research to the body of knowledge at academic and practical levels was "extending knowledge regarding the impact of corporate social responsibility particularly internal corporate social responsibility on employee attitude and behavior" (Albdour & Altarawneh, 2012, p. 89). These authors also emphasized the need for further studies in the area of corporate social responsibility practices and their impact on employees.

This research will leverage the findings of these three current studies. The research also addresses the authors' request for further studies needed in the area of corporate social responsibility and employee engagement. By doing so, one main contribution will be quantitatively demonstrating the statistically significance between corporate social responsibility practices and employee engagement through similar methodology but with a different population-- adults between the ages of 18-65 working in the U.S. for nongovernmental organizations.

Other scholars addressing some of the dimensions covered by ISO 26000 as they relate to employee engagement and explaining the need for more research in this area include Sujansky (2007), who reassured that a good way to keep employees engaged is by giving them opportunities to grow and develop through meaningful and challenging assignments. The costs associated with losing good employees and hiring new ones is far more expensive than keeping them. Kelleher (2011) emphasized the need of management

to communicate with employees in order to keep them engaged at work. According to

Kelleher, the essential necessities of alignment and engagement for employees are needed

to keep employees informed on where the organization is heading, how the organization

is performing, and where they fit in. Cengia (2012) also explained how communication is

key to keep employees engaged. Organizational governance should make a regular habit

of informing employees about organizational changes. Doing so will not only have

employees' buy-in and increase their trust in management, but also help employees feel

that they are valued, respected, and have ownership thus resulting in more engagement.

Dent and Holton (2009) as well as Marcum (2000) agreed that learning and involvement

of employees are needed for successful employee engagement. Learning and involvement

are two organizational and human resources practices that can increase productivity and

satisfaction among employees at work. However, all these studies related employees'

engagement to just one of the corporate social responsibility dimensions.

Summary

This literature review provides a brief summary of the history behind the two

constructs being studied in this research. A total of 67 articles, three books, one book

review, one white paper, one conference proceedings, and five references were cited in

this literature review. The multiple definitions available for corporate social

responsibility and employee engagement are the result of the lack of agreement among

scholars when defining these two constructs. They are indeed complex constructs that

due to their nature will continue evolving through time, and as such, new meanings for

corporate social responsibility and employee engagement most likely will be found.

For the purpose of this research, the most current ISO 26000 definition for corporate social responsibility was followed and the employee engagement definition provided by Bakker, Schaufeli, Leiter, and Taris in 2008 was used. Specific definitions for each construct help explain the framework and methodology. Both constructs are ever present; therefore, dedicating time to their study proves valuable for experts in the field of organizational management. The lack of research relating both constructs as identified by multiple scholars justified pursuing this research.

In conclusion, this research aimed to close the existing gap between corporate social responsibility and employee engagement by finding the significance of an existing statistical relationship among both constructs. Findings of this research could help managers interested in implementing corporate social responsibility at work and could also identify practices and areas that may be more meaningful and appropriate. Increasing employee engagement at work should be a goal for sound management. Learning about corporate social responsibility practices can provide ways to increase employee engagement. This research contributes to the field of organizational management by providing a deeper understanding of how employee engagement relates to social responsibility practices.

CHAPTER 3. METHODOLOGY

How can managers engage employees at work? The purpose of this research was to identify a statistically significant relationship between corporate social responsibility and employee engagement. Although this is not a cause and effect research, the existence of a positive relation among these two constructs could lead to future cause and effect research. Further studies supporting the practice of corporate social responsibility within an organization could lead to better engagement of employees at work. Corporate social responsibility practices can then serve as a tool for managers and organizations pursuing engagement of employees.

Research Design

A quantitative, correlational research design was used for this research. Quantitative research design is the best approach for testing a theory and identifying factors that can predict an outcome (Creswell, 2009). According to Trochim (2006), quantitative studies are designed to protect internal validity of the research.

A number of scholarly studies have successfully used the same design (MRA and Spearman's rank correlation analysis) as used in this research to address similar research questions (Albdour & Altarawneh, 2012; Bayoud et al., 2012; Glavas & Piderit, 2009). Therefore, a quantitative design for this research was advisable since this type of design

has been supported by other scholars. This design stands to maximize the validity of the obtained results.

This research explored the possible relationships between corporate social responsibility dimensions (the independent variables) and employee engagement (the dependent variable). SPSS statistical software was used for data analysis. Procedures included descriptive statistics and hypothesis testing.

A validated, robust, and reliable measuring tool (a self-administered survey) with a Likert scale for gathering data was administered by the researcher to participants. The survey includes a customized questionnaire based on corporate social responsibility ISO 26000's definition. Also included was the Utrecht Work Engagement Scale (UWES-9) to assess employee engagement along with demographic and general questions to gather descriptive information from the participants. The survey contains 25 questions covering the seven dimensions of corporate social responsibility: (a) organizational governance, (b) human rights, (c) labor practices, (d) environment, (e) fair operating practices, (f) consumer issues, and (g) community involvement. The tool was designed to measure how these seven corporate social responsibility dimensions relate to employee engagement. Completing the survey took approximately 20 minutes.

The survey was administered online via SurveyMonkey. Consent forms to participants were sent via e-mail and obtained before data collection. Access to the survey was provided to those answering the question whether to participate or not in the research. Responses were returned anonymously through the SurveyMonkey portal and downloaded into SPSS for analysis.

The population for this research is defined as members of the general U.S. working force. Ages of participants were 18 and older. The sample includes participants of different races, cultures, ages, genders, and religions and political affiliations working for different organizations that may be practicing social responsibility at work. Government entities were excluded since these are not part of the ISO 26000's definition of an organization.

Spearman's rank correlation analyses were conducted to measure the statistically significant relationship (if any) between the two constructs in each hypothesis. MRA was also conducted as a predictive model for the relationships among constructs. Measures for reliability and consistency of the findings were analyzed to support the validity and reliability of the results.

The greater the sample size, the more precise the results will be; the smaller the error range, the higher the confidence level (Cooper & Schindler, 2008) and the larger the reliability and validity of the findings. Desired confidence levels of 80% with a confidence interval of +/- 5% were being used as a standard for the research.

The research, although not an experiment, will help explore and describe the variables involved. This research assumes that the world is objective, quantifiable, highly systematic, and well-organized (Crotty, 1998). Therefore, measurable facts were analyzed to test and verify the hypotheses that support or reject the fact that there is a relationship between the variables being tested. This defines a positivist/post-positivist philosophical perspective (Creswell, 2009).

From the perspective of this researcher, ontological assumptions view reality as objective and measurable, epistemological assumptions view knowledge as quantifiable,

methodological assumptions are quantitative, and axiological assumptions view the researcher as unbiased.

These views align well with the research questions, which examine quantifiable measurements and associations between seven independent variables and one dependent variable. Therefore, a quantitative methodology is the most advisable design for addressing the research questions in this research.

A regression analysis for each of the seven dimensions of corporate social responsibility under study was conducted in relation to employee engagement. Regression analysis is a well-known method of analysis used to explain and predict a relationship among variables (Vogt, 2007). "Multiple regression analysis functions to estimate the extent to which the proportion of variance in a specific dependent variable is associated with variation in multiple independent variables" (Bates as cited in Swanson & Holton, 2005, p. 117).

Specifically, this statistical model can compare more than one independent construct--the corporate social responsibility dimensions--to the dependent construct of employee engagement. MRA can also provide a correlation coefficient, r. This factor will reflect the degree of statistical correlation among the variables and the statistical significance of the relation among the constructs.

This model aligns with the research question because the central purpose of the research was to determine the statistical significance among several independent variables and a dependent variable. This methodology was used by Bayoud et al. (2012) in their mixed methodology study identifying factors influencing the levels of corporate social responsibility measured through multivariate regression analysis. Also, MRA was

used by Albdour and Altarawneh's (2012) research on corporate social responsibility and employee engagement in Jordanian firms where the authors quantified different constructs and justified a statistically significant relationship between constructs and employee relationship. This research pursues the same objective. Finally, as Glavas and Piderit (2009) summarized in their research findings on the effects of corporate citizenship on employees using regression analysis, this research would like to emulate their studies by using the same methodology but with a different definition for corporate social responsibility.

All scholastic research previously cited used regression analysis methodology and was supported by other scholastic research. Regression analysis was used to measure, explain, and predict the degree of linkage among the variables (Hair, Black, Babin, & Black as cited in Bayoud et al., 2012). These studies also used regression models with SPSS and coefficient of correlation to determine the statistical significance of the relations among the variables, a representative sample of the population under study, and null/alternate hypotheses. Finally, though a survey instrument was only used for the Albdour and Altarawneh (2012) and Glavas and Piderit (2009) studies, all three studies included reliability measures and factor analyses.

Similar to these three studies, this research used the same measuring techniques and methodologies to identify the statistically significant relationships among variables under study. These included the use of regression analysis, a regression model through SPSS, coefficient of correlation, a representative sample of the population, null and alternative hypotheses, and reliability measures.

In addition, this research included Spearman's rank correlation analysis. This allowed analysis of the data using a non-parametric tool. Spearman's rank correlation analysis is a reliable and viable way used to make inferences and decisions (Murphy, 2009). The decision to use non-parametric approaches should not be overlooked (Buskirk, Willoughby, &Tomazic, 2013).

Two studies that successfully have used Spearman's rank correlation analysis along with MRA to analyze the responses obtained from Likert scales include the studies by Ogwo and Igwe (2012) and Bremmers, Omta, Kemp, and Haverkamp (2007). Ogwo and Igwe used MRA and Spearman's rank correlation analysis to study customer attitude toward a particular market. The Spearman's rank correlation analysis helped assess the relationship among variables while the MRA "has also been done to show how much variability independent variable is caused by the variability in independent variables," (Ogwo & Igwe, 2012, p. 86). Their findings showed that "quality and quantity of brand promotion, image, and reputation can influence consumer patronage," (Ogwo & Igwe, 2012, p. 85) with corporate social responsibility playing a significant role in this.

The second study by Bremmer et al. (2007) used Spearman's rank correlation analysis to check the validity and the internal consistency of the scales. MRA was conducted to analyze in more detail the responses obtained. These additional analyses provided insight into the effects of organizational size and sub-sector. The purpose of Bremmers et al.'s study was to determine the influence stakeholders can have on organizations trying to implement environmental management practices. The results of their study found that the government and clients had more influence on the

implementation of environmental management practices than environmental organizations do.

Data for this research was obtained from a newly validated survey. The particular strengths of a survey research design are: (a) the ability to collect a large amount of data for relatively little cost and high flexibility; and (b) the data obtained can be easily managed, analyzed, and generalized to larger populations (Cooper & Schindler, 2008). This type of research provides statistical trends of a population based on the study of a smaller sample. The use of a Likert scale provides the opportunity to gather information needed from written questions allowing effective measurement by the use of:

- different kinds of information gathered by specific questions and general questions;

- responses arranged from a familiar set of choices ranging from *strongly agree*, to *neutral*, to *strongly disagree*;

- familiar and widespread usage in research;

- clear rank order facilitating analysis of the responses; and

- codes and categories of dimensions to facilitate analysis and understanding of findings. (Vogt, 2007, p. 88)

Finally, the turnaround of results, the tallying of results as participants complete the surveys, and the ability to handle several participants at the same time providing for anonymity were significant advantages when using this type of measurement tool (Cooper & Schindler, 2008). Taking all these advantages into consideration, the researcher concludes that the quantitative survey research design was most appropriate for addressing the research questions and hypotheses. These hypotheses seek to measure

and examine statistically significant relationships between the two types of variables.

Answers to the survey questions will help identify whether relationships between the

corporate social responsibility dimensions and employee engagement exist.

A dearth of research has been conducted on corporate social responsibility

dimensions and employee engagement (Tamm et al., 2010). Learning more about

corporate social responsibility dimensions could assist those organizations interested in

increasing their employee engagement through corporate social responsibility practices.

There is a gap in the body of knowledge identifying how the corporate social

responsibility dimensions (as defined by ISO 26000) and employee engagement relate to

each other (Mirvis, 2012). This research aimed to close this gap by identifying whether a

statistically significant relationship exists. Statistics uncover that particular dimensions

were more closely related to employee engagement than others. In conclusion, this design

was suited to address the research question of this research since this researcher uses the

same scientifically validated research methodology previously used by other experienced

scholars to accomplish similar objectives.

Population/Sample

Population

The population for this quantitative, correlational research was defined as U.S.

full-time adult (ages 18-65) employees from a participant panel provided by

SurveyMonkey. Participants were randomly selected by SurveyMonkey until the required

number for the sample was reached. Currently, there is no conclusive list identifying

organizations that practice corporate social responsibility. Therefore, for the purpose of

this research, all sectors of the economic market will be considered with the exception of government entities because these are not identified as organizations under ISO 26000.

Employees within different organizations (with or without a corporate social responsibility mission and vision along with institutionalized corporate social responsibility practices) were the sampling frame for this research. As determined by G*Power 3.0.10 and explained in the next section, the minimum required sample size consisted of 103 U.S. working adults 18 years or older employed in nongovernment organizations. Participants were of different races, cultures, genders, religions, and political affiliations. A panel of qualified individuals was provided by SurveyMonkey. Participants got no other financial incentive than a charitable contribution from SurveyMonkey in exchange for their participation. Their participation was all voluntary.

The survey was self-administered online. All interaction with participants was done by SurveyMonkey via e-mail. The researcher had no access to personal information that could identify the participants. The purpose of the research was explained at the beginning of the survey. A confidentiality statement and qualifications to participate in the research were also included. By answering *yes* or *no* to Question Number 1 in the survey, participants decided if they wanted to proceed in taking the survey.

Sample

G*Power 3.0.10 was used to determine the sample size for this research. The analysis program, G*Power 3.0.10, helped determine the minimal sample size needed to determine if there was a relationship among variables or not. Parameters set before conducting the power analysis ensured a satisfactory sample size. A graphical representation summarizing the obtained calculations is displayed in Figure 2.

58
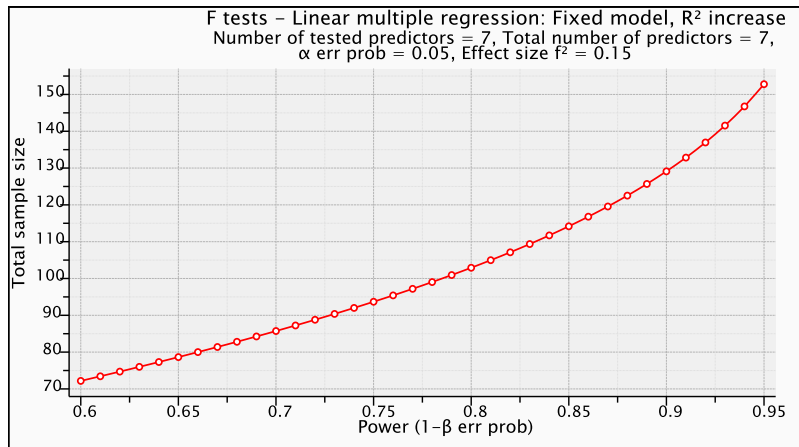
Figure 2. Results determining sample size using G*Power 3.0.10

F tests--Linear multiple regression: Fixed model, R² increase

Analysis: A priori: Compute required sample size

Input: Effect size $f^2 = 0.15$

        α err prob $= 0.05$

        Power (1-β err prob) $= 0.80$

        Number of tested predictors $= 7$

        Total number of predictors $= 7$

Output: Non-centrality parameter $\lambda = 15.4500000$

        Critical F $= 2.1075065$

        Numerator df $= 7$

        Denominator df $= 95$

Total sample size = 103

Actual power = 0.8004218

For this research the following parameters were chosen: (a) Power = .80, (b) Effect size = .15, and (c) alpha = .05. Therefore, 103 participants were needed to produce 80% probability of finding a relationship, if any, existed (Faul, Erdfelder, Lang, & Buchner, 2007).

Setting

No setting was needed for this research since all data was received, collected, and analyzed electronically. Each participant answered the survey from their own unique location. Surveys were not administered to members of any particular organization.

Instrumentation/Measures

The instrument used for this research is divided into five parts:

Part 1

Question Number 1 addressed a mandatory consent form every participant must answer. This question required a yes or no answer before proceeding with the rest of the questions.

Part 2

Five general questions followed the first question of the survey. According to Fowler (1995), a good survey strategy is to have participants *warmed up* by answering general questions first. A one-choice-answer was required for each one of these five general questions in order to proceed to the following parts of the survey. Question 6, a

control question, identified respondents who received other monetary incentives besides their salaries. Some respondents may be engaged at work for other reasons other than the practice of corporate social responsibility by their organization. This fact should be taken into consideration when analyzing the results from the survey.

Part 3

The well-known and widely used Utrecht Work Engagement Scale (UWES-9) (Chaudhary, Rangnekar, & Barua, 2012; Nerstad, Richardsen, & Martinussen, 2010; Schaufeli, Bakker, & Salanova, 2006; Shimazu et al., 2008) used in this survey helped access employee engagement. This version of the UWES-9 tool contains nine questions. Permission for using this instrument is available for those conducting research, not for commercial use. Validation and studies supporting the use of this instrument are described under Validity and Reliability. A 7-point Likert scale ranging from *Never* to *Every day* was used for answering the employee engagement questions.

Part 4

This part of the survey was designed by the researcher with professional assistance. The seven questions addressed each one of the seven ISO 26000 corporate social responsibility dimensions based on ISO constructs' definitions. Answers to this part of the survey was accessed using a 6-point Likert scale ranging from *Strongly Disagree* to *Strongly Agree* for each corporate social responsibility question.

Part 5

The final part of the survey included three demographic questions selected by the

researcher to help in the analysis of the findings. The entire whole survey had a total of

26 questions (25 questions addressing the constructs and one question requesting

participants' consent). The questions were administered and collected via the internet

through SurveyMonkey services. Results were analyzed by the researcher and an

assistant using SPSS.

Data Collection

Data were collected through SurveyMonkey, a web-based service which the

researcher had successfully used for other studies (http://www.surveymonkey.com,

2012). The researcher manually typed in each question and their corresponding Likert

scales to create the survey instrument before administration.

Administration of the survey was done via e-mail invitation sent by

SurveyMonkey to a panel of qualifying participants. Participants had to access the survey

once they agree with the consent form by answering *yes* to Question 1. The consent form

contained the purpose of the research along a confidentiality disclaimer. Those agreeing

to participate completed and submitted their responses anonymously through the

SurveyMonkey portal. Collection of the responses was automatically captured by the

SurveyMonkey software and access to the participant's personal information (e.g.,

personal e-mail address) was limited to SurveyMonkey services only. Answers were

obtained from the survey through SurveyMonkey. These were downloaded into Excel

worksheets to be shared and analyzed by the researcher and an assistant.

After completing the survey, data was securely saved by SurveyMonkey and manually transferred to the researcher's computer for analysis. Data was not identified by the participant's name. The participants' companies were also anonymous. Data will be maintained for seven years and then destroyed per Capella's IRB guidance.

Data Analysis

MRA was conducted to evaluate the effects of more than one independent variable on the dependent variable (Vogt, 2005). Cronbach's alpha analysis, needed to estimate internal consistency reliability (Salkind, 2010), was conducted to establish the validity and reliability of the questions. The research question inquired:

Is there a statistically significant relationship between the seven corporate social responsibility dimensions as described in ISO 26000 and employee engagement at work?

The seven null and alternate hypotheses are:

Hypothesis 1

H_0: There is no statistically significant relationship between organizational governance (Dimension 1) and employee engagement at work.

H_A: There is a statistically significant relationship between organizational governance and employee engagement at work.

Hypothesis 2

H_0: There is no statistically significant relationship between human rights (Dimension 2) and employee engagement at work.

H_A: There is a statistically significant relationship between human rights and

employee engagement at work.

Hypothesis 3

H_0: There is no statistically significant relationship between labor practices

(Dimension 3) and employee engagement at work.

H_A: There is a statistically significant relationship between labor practices and

employee engagement at work.

Hypothesis 4

H_0: There is no statistically significant relationship between environment

(Dimension 4) and employee engagement at work.

H_A: There is a statistically significant relationship between environment and

employee engagement at work.

Hypothesis 5

H_0: There is no statistically significant relationship between fair operating

practices (Dimension 5) and employee engagement at work.

H_A: There is a statistically significant relationship between fair operating practices

and employee engagement at work.

Hypothesis 6

H_0: There is no statistically significant relationship between consumer issues

(Dimension 6) and employee engagement at work.

H_A: There is a statistically significant relationship between consumer issues and

employee engagement at work.

Hypothesis 7

H_0: There is no statistically significant relationship between community

involvement (Dimension 7) and employee engagement at work.

H_A: There is a statistically significant relationship between community

involvement and employee engagement at work.

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Validity and Reliability

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For the employee engagement part of the survey, the Utrecht Work Engagement

Scale (UWES-9), the following validation information was found in the literature. Three

seminal works studied the reliability and validity of the Utrecht Employee Engagement

Survey (Balducci, Fraccaroli, & Schaufeli, 2010; Mills, Culbertson, & Fullagar, 2012;

Seppälä et al., 2009). Reliability coefficients and previous efforts to validate the

instrument were addressed by the authors of these studies. Every study presented a

different perspective in support of the UWES-9 instrument.

Mills et al. (2012) analyzed the instrument at different levels. One study used

exploratory and confirmatory factor analyses. A second study explored the instrument

with 17 and nine items providing reliability scores for both versions of the instrument.

Other constructs were used to establish correlations of the three constructs in the

instrument: vigor, dedication, and absorption. According to Mills et al., the 9-item

UWES-9 version of the instrument (the one used in this research) seemed to be better

than the 17-item version.

Balducci et al. (2010), authors of the UWES-9, defined engagement as a

"positive, fulfilling, work-related psychological state characterized by the dimensions of

<div align="center">

65

</div>

vigor, dedication, and absorption (p. 143). Psychometric properties of the instrument

were investigated by using two samples of Italian ($n = 668$) and Dutch

 ($n = 2213$) white-collar employees. Reliability analyses were conducted through a series

of multiple-group confirmatory factor analyses. The validity of the UWES-9 instrument

was supported by studying the instrument's correlations with the Job-Related Affective

Well-Being Scale (JAWS) and a measure of work performance. Results showed that

internal consistencies of the vigor, dedication, and absorption scales were good for the 9-

item instrument. This reflected statistically significant correlations. According to

Balducci et al., the Italian version showed consistency with the original Dutch version

and as such, should be used for future studies on work engagement.

Seppälä et al. (2009) investigated the factor structure, the factorial group, and the

time invariance of the 17-item and 9-item versions of the UWES. Their study explored

the rank-order stability of work engagement. The data were drawn from five different

studies ($N = 9,404$), including a three-year longitudinal study ($n = 2,555$).

> Confirmatory factor analysis supported the hypothesized correlated three-factor
>
> structure—vigor, dedication, absorption… the UWES-9 remained relatively
>
> unchanged. Modeling showed high rank-order stabilities for the work engagement
>
> factors (between 0.82 and 0.86). Accordingly, work engagement seemed to be a
>
> highly stable indicator of occupational well-being. (Seppälä et al., 2009, p. 459).

Cronbach's alpha analysis was conducted to measure the validity and reliability of

the survey's corporate social responsibility questions and responses in this research. Dr.

James Baxter and Dr. Dyoni Cole assisted the researcher with the development and

validation of the CSR questions. A content validity study was conducted on the questions

to validate this part of the survey. This helps measure the degree to which items in the

survey represented the corporate social responsibility construct (Cronbach & Meehl,

1955).

Five subject matter experts (SMEs) rated each question on a scale from low-to-

high to determine whether each item appropriately measured the latent corporate social

responsibility construct. A Likert-type scale format was used where *1 = Strongly*

Disagree, 2 = Disagree, 3 = Slightly Disagree, 4 = Slightly Agree, 5 = Strongly Agree,

and 6 = Strongly Agree. Content validity estimates were obtained in two ways: through

expert judge agreement using a table of specifications and by calculating Lawshe's

content validity ratio. The latter is a formula to quantify consensus among experts

regarding the content of an instrument (Guion, 1977; Lawshe, 1975). For this research the

acceptable estimate with expert judges' agreement is .8, or 80%.There were two

professors and three psychometric methodologists serving as experts in the study. Having

consensus of at least four SMEs yielded 80% agreement. For the Lawshe's content

validity ratio, when all experts say the description is appropriate, the computed CVR is 1,

which indicates total agreement. With five experts, a Lawshe's CVR of .99 is considered

to be an acceptable standard. The formula is as follows:

$$CVR = \frac{n_e - N/2}{N/2}$$

n_e = the number of experts who agreed on the relevance of the item, practice, or

question

N = total members of the panel of expert judges

SME responses were recorded and coded into the table of specification. Averages were calculated by row and by column. Average scores greater than or equal to 4.00 (*Somewhat Agree*) represented the agreement threshold, meaning that if a column score averaged greater than or equal to 4.00, SMEs felt the item was somewhat relevant to the latent construct. Based on the feedback from the SMEs, two questions were removed due to duplicate meaning. Once these two items were removed, the Lawshe's content validity ratio test was performed. Results from the analysis indicated that the 36-item survey was valid with a ratio of 1 where: $CVR = (5 - (5/2)) / 5/2$. Results for the questions' validation arranged by corporate social responsibility dimension are summarized on Table 3.

Table 3. *Validation of Original Instrument CSR Questions*

Construct		SME 1	SME 2	SME 3	SME 4	SME 5	Average
Governance	Q 1a	5.00	6.00	6.00	6.00	6.00	5.80
	Q 1b	5.00	6.00	6.00	6.00	6.00	5.80
Human Rights	Q 2b	4.00	6.00	6.00	6.00	6.00	5.60
	Q 2c	5.00	6.00	6.00	6.00	6.00	5.60
Labor Practices	Q 3a	6.00	6.00	6.00	6.00	6.00	5.80
	Q 3b	6.00	6.00	6.00	6.00	6.00	6.00
	Q 3c	5.00	6.00	6.00	6.00	6.00	5.80
Environment	Q 4a	6.00	6.00	6.00	6.00	6.00	6.00
	Q 4b	6.00	6.00	6.00	6.00	6.00	6.00
	Q 4c	6.00	6.00	6.00	6.00	6.00	6.00
Fair Operating Practices	Q 5a	6.00	6.00	6.00	6.00	6.00	6.00
	Q 5b	6.00	6.00	6.00	6.00	6.00	6.00
	Q 5c	6.00	6.00	6.00	6.00	6.00	6.00
Customer Issues	Q 6a	6.00	6.00	6.00	6.00	6.00	6.00
	Q 6b	6.00	6.00	6.00	6.00	6.00	6.00
	Q 6c	6.00	3.00	6.00	6.00	6.00	5.40
Community Involvement	Q 7a	5.00	6.00	6.00	6.00	6.00	5.80
	Q7b	5.00	6.00	6.00	4.00	6.00	5.40
	Q 7c	4.00	6.00	6.00	4.00	6.00	5.20

To field test the instrument, three corporate social responsibility experts (not affiliated with Capella University) field tested the original survey and commented on their experiences using the original instrument. Modifications done to the survey based on their input included:

1. Substituting the originally acquired questions from the National Business Research Institution (NBRI) with the UWES-9 tool. This is an already validated instrument widely known, recognized, and used for measurement of employee engagement (Schaufeli et al., 2006).

2. Reducing the number of questions from 51 to 26.

3. Simplifying of the language used in the questions.

4. Redesigning of corporate social responsibility questions based on ISO 26000 constructs' definitions and issues.

5. Conducting content and face validation for all the questions.

6. Reorganizing of the order of questions to follow an hourglass format (from easy to most difficult to easy again; Fowler, 1995).

7. Adding one control question, Question 6, to identify participants who received any other type of monetary incentive, besides their salary. These participants may be engaged for reasons other than corporate social responsibility practices at their work.

Per Capella University's request, a pilot testing was also conducted. This provided the mechanism for obtaining expert feedback and review before conducting the full-blown research. Pilot studies can help save time, money, and clarify the instructions to investigators conducting a large study. The pilot testing for the measuring tool took

69

place before final administration of the survey. A minimum of 50 participants from SurveyMonkey services were invited to participate in the pilot so that their responses could be analyzed for further modification of the tool, if needed. From the 50 participants invited, only 37 responses were received. Their answers helped validate the survey, which needed no further revisions.

According to responses received through the pilot, the following changes were made to the instrument in an attempt to elicit more responses:

1. The seven corporate social responsibility questions on part 4 of the survey were simplified leaving only two to three items defining each independent variable versus the four to seven items originally intended.

2. The consent form was originally on two pages and was shortened to one page. Only the purpose and the confidentiality claim were included on this page.

3. The requirement to answer a question before proceeding to the next one was included in the survey in order to obtain valid completed answers.

After the modifications were made to the survey, the validity and reliability of the questions remained the same. No further modifications were needed before conducting the main research. For the research, 203 people were invited. The number of respondents was 155 exceeding the sample size of 103 participants needed to make the analysis meaningful.

Ethical Considerations

A researcher has the primary responsibilities of explaining the benefits of a study, safeguarding the participants, and obtaining informed consent. The three fundamental

principles of respect (privacy), beneficence (risk and benefit analysis), and justice (equity) guide this process (Cooper & Schindler, 2008). Sampling is most directly related to the principle of justice/equity, and according to the Belmont Report, the selection of research participants must be fair (U.S. Department of Health and Human Services, 2011).

For this research, the researcher kept participants' privacy in several ways. First, participants' names were not part of the information collected; each participant was anonymous. Secondly, data was made available only to the researcher and an assistant. Lastly, data will be securely kept on the researcher's computer for seven years before being destroyed.

Although the data collected for this research was not considered sensitive, the Belmont principle of beneficence and justice should be of primary concern. For this research, the overall risk to potential participants was considered minimal. The probability of harm was no greater than that encountered in daily life or that encountered when taking routine exams.

Sampling is most directly related to the principle of justice/equity. According to the Belmont report, there are fair procedures for the selection of research participants. With this research's voluntary participation, the principles of justice and equity were addressed, not only from the standpoint of equal selection, but once enrolled, participants share equally in any burdens or risks (U.S. Department of Health and Human Services, 2011). Taking respect (privacy), beneficence (risk and benefit analysis), and justice (equity) procedures into consideration the researcher concluded that there are no significant ethical concerns associated with this research.

CHAPTER 4. RESULTS

Introduction

The purpose of this chapter is to present the data results for the research. Results

analyzed came from the survey responses received from SurveyMonkey. The results

addressed the research question, "Is there a statistically significant relationship between

the seven corporate social responsibility dimensions as described in ISO 26000 and

employee engagement at work?" The results presented address each one of the seven

hypotheses in this research. Results are limited to an objective scientific and analytical

presentation. Interpretation of the data results are presented in Chapter 5. Information

about the research design and methodological assumptions was presented in Chapters 3.

Description of the Population and Sample

A detailed description of the sample used in this research was included in Chapter

3, Methodology, to calculate the sample size and the rationale behind can be found in

Chapter 3 as well. Chapter 4 complements previous chapters by presenting, in detail, the

procedures and results from the sample.

The population and sample were already described in Chapter 3. All genders,

races, ages, religious affiliations, and professional background were considered. From the

responses to the demographic questions of the survey, the following findings were

identified: (a) 155 responses received but only113 were appropriate for analysis, (b) from

the 113 complete responses, one was omitted due to unreliable responses, (c) the total

number of responses analyzed was112 and exceeded the required sample size of 103

participants, (d) while participants of all ages responded to the survey, the majority of

respondents were between the ages of 45and 55 years old, (e) only two participants were

identified between the ages 18 and 24 years old, (f) 17 employees were older than 55

years of age, (g) the majority of respondents were females, and (h) the number of male

respondents were less but very close to the percentage of women participating in the

survey. More details on the age and gender of the participants are summarized by

percentage and frequency in Table 4.

Table 4. *Frequency and Percentage of Participants by Age Group and Gender*

Demographic	N	Percentage
Age Group		
18-24	2	1.8
25-34	26	23.0
35-44	29	25.7
45-55	39	34.5
>55	17	15.0
Gender		
Female	66	58.4
Male	47	41.6
Totals	113	100

According to responses received, 46% of the participants described themselves as non-managers. Also, 52% of the employees responded that they had less than one year working with corporate social responsibility functions at work. More details on the participants' job positions and time working with corporate social responsibility functions are summarized by percentage and frequency in Table 5.

Table 5. *Frequency and Percentage of Participants' Job Position and Time Working With CSR Functions*

Demographic	*N*	%
Job Position		
Senior Leader	8	7.1
Director or Manager	8	7.1
Manager of Employees	27	23.9
Non-Manager	52	46.0
Other	18	15.9
Time Working with CSR Functions		
< 1 year	59	52.2
1 - 3 years	15	13.3
4 - 6 years	13	11.5
> 6 years	25	22.1
Total	112	99.1
Missing	1	9
Total	113	100.0

Two other interesting findings included participation of employees in corporate

social responsibility activities and the influence practicing corporate social responsibility

within organizations had on the decisions of employees to join their organizations.

Results are summarized in Table 6 and analysis appears in Chapter 5.

Table 6. *Frequency and Percent Statistics for Participation in CSR Activities and the*
Impact of CSR on Employee's Decision to Join the Organization

Demographic	*n*	%
Participate in CSR Activities		
Yes	37	32.7
No	30	26.5
Do not know about CSR practices?	46	40.7
Impact of CSR		
Yes, main reason	12	10.6
Somewhat, but not the main reason	25	22.1
Not at all	76	67.3
Total	113	100

Results obtained for type of organization for which employees currently work identified

manufacturing, educational services, health care, and social assistance as the major types

of organizations where participants work (see Table 7).

Table 7. *Frequency and Percent Statistics for Type of Organization for Which Participants Work*

Organization Type	*n*	Percentage
Agriculture, Forestry, Fishing and Hunting	1	0.9
Mining, Quarrying, and Oil and Gas Extraction	1	0.9
Utilities	4	3.5
Construction	5	4.4
Manufacturing	12	10.6
Wholesale Trade	1	0.9
Retail Trade	5	4.4
Transportation and Warehousing	1	0.9
Information	5	4.4
Finance and Insurance	7	6.2
Real Estate and Rental and Leasing	1	0.9
Professional, Scientific, and Technical Services	8	7.1
Educational Services	23	20.4
Health Care and Social Assistance	27	23.9
Arts, Entertainment, and Recreation	4	3.5
Accommodation and Food Service	1	0.9
Other Services	5	4.4
Public Administration	2	1.8
Total	113	100.0

Data Results

Inferential statistics were used to draw conclusions from the sample tested. SPSS 21.0 was used to code and tabulate scores collected from the survey and provide summarized values where applicable including the mean and standard deviation. Demographic statistics were provided including count and percent statistics. Reliability analyses were conducted on the dependent and independent variables. MRA and Spearman's rank correlation analysis were used to test the seven hypotheses.

76

Prior to analyzing the research question, data hygiene and data screening were undertaken to ensure the variables of interest met appropriate statistical assumptions. Thus, the following analyses followed a similar analytic strategy due to the variables were first evaluated for univariate and multivariate outliers, normality, linearity, homoscedasticity of variance, and multicollinearity.

In addition, reliability analyses of survey constructs were conducted to determine the scales' internal consistencies. Subsequently, MRA and Spearman's rank correlation analysis were used to determine if any statistically significant relationships existed between the variables.

Reliability Analysis

Reliability analysis allows one to study the properties of measurement scales and the items that compose the scales (Tabachnick & Fidell, 2007). Reliability analyses were run to determine if the dependent variable (EE) and independent variables (a) organizational governance, (b) human rights, (c) labor practices, (d) the environment, (e) fair operating practices, (f) consumer issues, and (g) community involvement were sufficiently reliable. Cronbach's alpha reliability analysis procedure calculates a reliability coefficient that ranges between 0 and 1. The reliability coefficient is based on the average inter-item correlation. Scale reliability is assumed if the coefficient is ≥ .70. Results from the test found that all the variables were sufficiently reliable. Cronbach's alpha for the dependent and independent variables are displayed in Table 8.

Table 8. *Summary of Reliability Analysis for Variables*

Organizational Practices	*N* of Items	Cronbach's Alpha
Employee engagement	9	0.942
Organizational governance	2	0.963
Human rights	3	0.862
Labor practices	3	0.877
Environment	3	0.956
Fair operating practices	3	0.935
Consumer issues	3	0.931
Community involvement	3	0.897

Note. N = 113

Hypotheses 1 through 7 were tested using the MRA and Spearman's rank correlation analysis to test whether or not a significant relationship existed between employee engagement and the seven corporate social responsibility dimensions: (a) organizational governance, (b) human rights, (c) labor practices, (d) environment, (e) fair operating practices, (f) consumer issues, and (g) community involvement.

The construct being measured for Hypotheses 1 through 7 was employee engagement, and this construct was measured via the 9 items on the Utrecht Work Engagement Scale. Response parameters were measured on a 7-point Likert-type scale ranging from *Never* to *Every day*. The predictor variables for Hypotheses 1 were seven variables associated with corporate social responsibility practices. Response parameters for the scale were measured on a 6-point Likert-type scale ranging from *Strongly Disagree* to *Strongly Agree*. High scores on the scale indicated a higher level of corporate social responsibility practice while low scores indicated lower levels of corporate social responsibility practice.

Data Screening

Cases with missing values were not found within the data set. Thus, for Hypotheses 1 through 7, 113 responses from participants were received and 113 were subsequently screened for outliers and parametric assumptions.

Before the hypotheses were tested, data were screened for missing data, univariate outliers, and multivariate outliers. Univariate outliers were detected by transforming raw scores to z-scores and comparing z-scores to a critical value of +/- 3.29, $p < .001$ (Tabachnick & Fidell, 2007). Z-scores that exceeded this critical value are more than three standard deviations away from the mean and thus may represent outliers. After transformation, z-distributions were evaluated for each variable and one case was discovered with a z-coefficient of > -3.31 in the employee engagement distribution.

Based on this z-coefficient, this participant's responses (or case) were removed since it appeared that the participant simply selected the lowest value possible (1) across all variables. This is usually an indication that the participant was simply trying to complete the survey as quickly as possible.

The rest of the analysis was then conducted using 112 participants' responses ($N = 112$). This number still is still above the sample size of 103 participants, so eliminating participant number 113 had no major impact on the analysis of the data.

Multivariate outliers were evaluated using Mahalanobis distance. Mahalanobis distances were computed for each variable, and these scores were compared to a critical value from the chi square distribution table. Mahalanobis distance for three predictor variables indicated a critical value of 24.32. No cases within the distributions were found to exceed this value.

Tests of Normality

Before Hypothesis 1 was analyzed, basic parametric assumptions were assessed. That is, for the dependent variable (employee engagement) and independent variables (a) organizational governance, (b) human rights, (c) labor practices, (d) environment, (e) fair operating practices, (f) consumer issues, and (g) community involvement, assumptions of normality, linearity, homoscedasticity of variance, and multicollinearity were evaluated. Linearity and homoscedasticity were assessed using Scatterplots, and all the variables met the assumption of normality.

To test if the distributions were significantly skewed, skew coefficients were divided by the skew standard error (0.227) resulting in a z-skew coefficient for all variables. This technique was recommended by Tabachnick and Fidell (2007). Specifically, z-skew coefficients exceeding the critical value of ± 3.29 ($p < .001$) may indicate non-normality. Thus, based on the evaluation of the z-skew coefficients, six variables exceeded the critical value of +/- 3.29. This meant that employee engagement, human rights, labor practices, fair operating practices, consumer issues, and community involvement were slightly negatively skewed.

Kurtosis was also evaluated using the same method, and no variables were found to be significantly kurtotic. Although six variables were found to be slightly negatively skewed, Tabachnick and Fidell (2012) stated that regression tests are robust to these types of violations when sample sizes are greater than 100. Table 9 presents descriptive statistics for each one of the variables including the calculated z-skew and z-kurtosis coefficients.

Table 9. *Skewness and Kurtosis Statistics for the Criterion and Predictor Variables*

Variable	Min	Max	Mean	Std. Dev.	Skew	Z-Skew	Kurtosis	Z-Kursosis
Employee Engagement	1	7	5.225	1.273	-0.901	-3.969	0.479	1.062
Organizational Governance	1	6	3.827	1.528	-.0419	-1.846	-0.871	-1.931
Human Rights	1	6	4.578	1.214	-0.985	-4.339	0.645	1.430
Labor Practices	1	6	4.649	1.216	-0.932	-4.106	0.398	0.882
Environment	1	6	4.130	1.385	-0.584	-2.573	-0.356	-0.789
Fair Operating Practices	1	6	4.900	1.314	-1.312	-5.780	1.147	2.543
Consumer Issues	1	6	4.882	1.176	-1.461	-6.436	2.055	4.557
Community Involvement	1	6	4.640	1.289	-0.935	-4.119	0.304	0.674

Note. N (Valid *N*) = 112, Std. Error Skew = .227, Std. Error Kurtosis = .451

Multicollinearity

The assumption of multicollinearity was tested by calculating correlations between variables and collinearity statistics (tolerance and variance inflation factor). Correlations between dependent and independent variables were not too low and correlations between independent variables did not exceed .90. Tolerance was calculated using the formula $T = 1 – R^2$ and variance inflation factor (VIF) is the inverse of Tolerance (1 divided by T). Commonly used cut-off points for determining the presence of multicollinearity are $T < .10$ and $VIF > 10$. No correlational results violated this assumption; therefore, the presence of multicollinearity was not assumed. Table 10 displays Pearson's correlation coefficients for each pair of variables.

Table 10. *Pearson's r Coefficients for Each Possible Pair of Variables*

Variable	1	2	3	4	5	6	7	8
Employee Engagement	1	.472	.474	.514	.355	.437	.425	.494
Organizational Governance		1	.724	.745	.716	.729	.634	.454
Human Rights			1	.834	.598	.802	.697	.494
Labor Practices				1	.685	.829	.717	.502
Environment					1	.717	.599	.493
Fair Operating Practices						1	.811	.514
Consumer Issues							1	.501
Community Involvement								1

Results for Hypotheses 1 Through 7

This part of the data analysis addresses the research question: Is there a statistically significant relationship between employee engagement and corporate social responsibility's dimensions (organizational governance, human rights, labor practices, environment, fair operating practices, consumer issues, and community involvement)? SPSS 21.0 was used to test the seven hypotheses. MRA was used to test if a statistically significant relationship existed between employee engagement and the combined seven corporate social responsibility dimensions. In addition, as part of the MRA, individual *t*-tests were run to determine if there was a unique shared variance between each individual corporate social responsibility dimension and employee engagement.

Results from the MRA indicated that a statistically significant relationship existed between employee engagement and the seven corporate social responsibility dimensions (organizational governance, human rights, labor practices, environment, fair operating

82

practices, consumer issues, and community involvement), $R = .603$, $R^2 = .363$, F (7, 104)

= 8.495, $p < .001$ (two-tailed). The contribution of each predictor variable when the

others were controlled for was also evaluated using standardized Beta and t-test statistics.

Results indicated that when all other predictors (dimensions) were controlled, only

community involvement was significantly related to employee engagement ($p = .001$).

Therefore, it can be assumed that other predictor variables relate to employee

engagement (when these are not controlled) as a result of other factors also influencing

these variables. Table 11 depicts the model summary of the MRA. The omnibus model in

the top row shows the multiple correlation coefficient (R), R-square, standard error, F

statistic, and confidence level (p).

Table 11. *Model Summary Generated from Multiple Regression Analysis for Hypotheses 1 Through 7*

Model	R	R Square	Std. Error	F	Sig. (p)
Omnibus	0.603	0.364	0.999	8.497	<.001

Variables	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig. (p)
(Constant)	2.214	0.488		4.538	
Organizational Governance	0.179	0.109	0.222	1.644	0.103
Human Rights	0.033	0.164	0.032	0.200	0.842
Labor Practices	0.337	0.176	0.325	1.918	0.058
Environment	-0.134	0.113	-0.15	-1.179	0.241
Fair Operating Practices	-0.123	0.177	-0.129	-0.697	0.487
Consumer Issues	0.065	0.148	0.06	0.441	0.660
Community Involvement.	0.315	0.093	0.324	3.394	0.001

Note. Dependent Variable: Employee Engagement, $N = 112$

The scatter plot graph (Figure 3) depicts the relationship between employee engagement and the seven combined corporate social responsibility dimensions. As indicated, a strong association existed where $y = 1.15 + .078*x$, meaning that employee engagement can be predicted by adding the constant (1.15) to the product of .078 and some value of the combined predictor variables (x).

Scatterplot

Dependent Variable: Employee Engagement
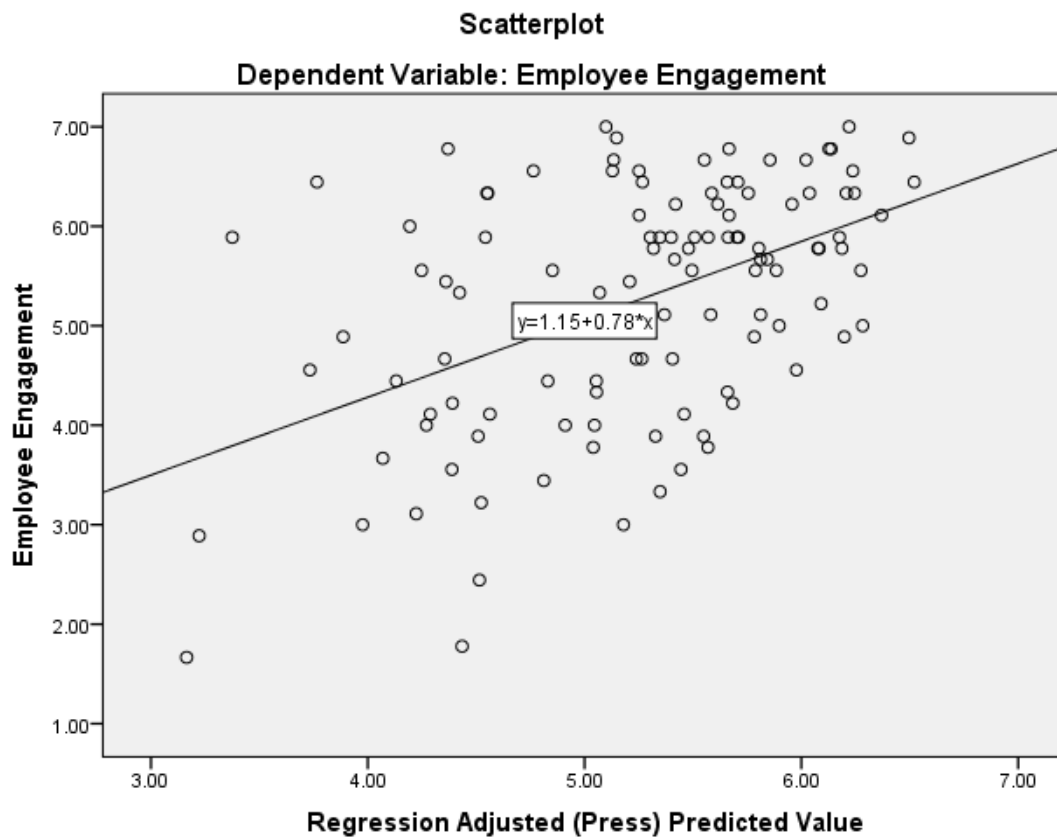
Figure 3. Scatter-dot plot displaying the relationship between employee engagement and the seven CSR dimensions.

Table 12 displays the Spearman's rank correlation analysis between employee engagement and each of the seven corporate social responsibility dimensions. As indicated, all correlations were positive and significant where $p < .001$. In addition, the graph shows the inter-relationship between the seven independent variables. Further discussion on these results are in Chapter 5.

Table 12. *Zero-Order Correlation Table of Employee Engagement and Seven Variables Using Spearman's Rank Correlation Analysis*

Variable	1	2	3	4	5	6	7	8
Employee Engagement	1	.456	.444	.465	.340	.422	.401	.462
Organizational Governance		1	.699	.707	.725	.724	.631	.461
Human Rights			1	.854	.563	.797	.640	.466
Labor Practices				1	.624	.789	.646	.458
Environment					1	.629	.562	.489
Fair Operating Practices						1	.767	.452
Consumer Issues							1	.472
Community Involvement								1

CHAPTER 5. DISCUSSION, IMPLICATIONS, RECOMMENDATIONS

Introduction

This research investigated the possible existence of statistically significant relationships among corporate social responsibility's seven dimensions and employee engagement. As such, the purpose of this chapter is to present the results, conclusions, and recommendations that address the main research question for this research: Is there a statistically significant relationship between the seven corporate social responsibility dimensions as described in ISO 26000 and employee engagement at work?

The main objective of this chapter is to assess whether the inquiry that precipitated the research has been addressed. The researcher's interpretation of results and recommendations for future study will properly address this objective. The researcher also suggests design and methodological improvements that could complement, leverage, or expand the findings of this research.

A quantitative, correlational research methodology was selected for this research as the most appropriate methodology to address the research question based on current scholastic literature. Several studies were cited from the current literature using MRA and Spearman's rank correlation analyses to find similar relations among similar variables. The successful methodologies of these studies support the selection of both methodologies for this research. MRA, a parametric analysis, treats the results obtained from the Likert scale instrument as interval data. The Spearman's rank correlation

analysis treats the results from the Likert scale instrument as ordinal data. Due to the researcher's own curiosity, this research included results for both statistical analyses. The measuring of Likert scale data as interval data versus ordinal data has been a controversial issue among academic scholars for some time. By using MRA and Spearman's rank correlation analysis the researcher validated the results even further.

There is also controversy among researchers on how to define corporate social responsibility. For the purpose of this research, the ISO 26000 definition was used and its seven dimensions were the independent variables under study. This research is the first known quantitative study in the corporate social responsibility book of knowledge studying ISO 26000 and its relationship to employee engagement.

The sections included in this chapter are the introduction, summary of the results, discussion of the results, and implications of the results. These sections are followed by limitations inherent to the research and future recommendations by the researcher. This chapter ends with a conclusion to the whole research.

Summary of Results

In the Chapter 4 it was found that all seven corporate social responsibility dimensions have a statistically significant relationship with employee engagement. These findings help close an existing gap in the current corporate social responsibility field. The results help management identify new tools for increasing their employees' engagement through corporate social responsibility practices and inspire future research by scholars in academia. This is the major contribution of this research to the corporate social responsibility body of knowledge.

New findings published while this dissertation was being completed do show an interest in identifying the relationship corporate social responsibility practices may have with stakeholders. The literature also supports the current limitation on research studying corporate social responsibility's effects on employees. Furthermore, the few studies conducted between corporate social responsibility and employee engagement may have shown a positive relation among constructs, but none of these studies has compared all the corporate social responsibility dimensions given by ISO 26000 as this research has done. This is another major contribution of this research to the corporate social responsibility body of knowledge.

A third contribution to the book of knowledge is the use of a parametric measurement, MRA, and a non-parametric measurement, Spearman's rank correlation analysis, to investigate and analyze the data. The fact that both measurements came to the same result adds to the validity of the findings.

All null hypotheses were rejected. Indeed, the MRA and Spearman's rank correlational analyses provide evidence for statistical significant relationships among all seven corporate social responsibility dimensions and employee engagement. What this could mean for practitioners and academic scholars will be also explained in the next section.

Hypothesis 1

The null Hypothesis 1, there is no relationship between organizational governance and employee engagement at work, was rejected in favor of the alternative $r_{spr} = .456$, $p < .001$.

Hypothesis 2

For Hypothesis 2, the null hypothesis, there is no relationship between human rights practices and employee engagement at work, was rejected in favor of the alternative r_{spr} = .444, p < .001.

Hypothesis 3

For Hypothesis 3, the null hypothesis, there is no relationship between labor practices and employee engagement at work, was rejected in favor of the alternative r_{spr} = .465, p < .001.

Hypothesis 4

For Hypothesis 4, the null hypothesis, there is no relationship between environment and employee engagement at work, was rejected in favor of the alternative r_{spr} = .340, p < .001.

Hypothesis 5

For Hypothesis 5, the null hypothesis, there is no relationship between fair operating practices and employee engagement at work, was rejected in favor of the alternative r_{spr} = .422, p < .001.

Hypothesis 6

For Hypothesis 6, the null hypothesis, there is no relationship between consumer issues dimension and employee engagement at work, was rejected in favor of the alternative r_{spr} = .401, p < .001.

Hypothesis 7

For Hypothesis 7, the null hypothesis, there is no relationship between community involvement dimension and employee engagement at work, was rejected in favor of the alternative $r_{spr} = .462, p < .001$.

The results obtained from the MRA are very similar from the Spearman's rank correlation analysis. They both showed statistically significant relationships among both constructs. The main difference on the results of these two statistical measurements was that through MRA researchers can measure each corporate social responsibility dimension's relationship to employee engagement independently, controlling the remainder of the other corporate social responsibility dimensions. Through the use of Spearman's rank correlation analysis, as a non-parametric measure, researchers are not capable of controlling the variables while measuring the relationships among them.

Discussion of the Results

To test the research's hypotheses and answer the research question, MRA and Spearman's rank correlation analyses were conducted. The MRA, a parametric analysis, determined that there was a statistically significant relationship between the seven corporate social responsibility dimensions and employee engagement. The Spearman's rank correlation analysis also showed similar results. Therefore, the research's alternate hypotheses cannot be rejected, but all the null hypotheses were rejected. The research question is now answered affirmatively. There is a statistically significant relation between corporate social responsibility dimensions and employee engagement.

The fact that statistical significance has been demonstrated among corporate social responsibility dimensions as defined in ISO 26000 and employee engagement has meaningful implications to practitioners and academic researchers. Also, this research, like any other, has its limitations, which the researcher believes could impact the validity of the results. Limitations of the research are mainly inherent to the responses received from the participants.
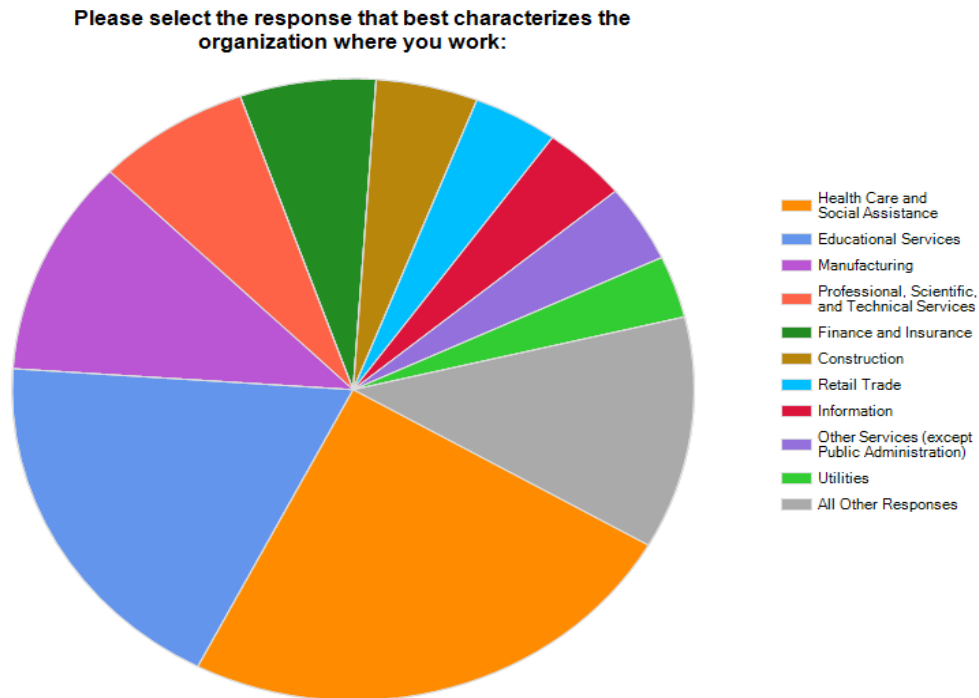
Demographic responses received for the general questions of the survey reflected participation between the ages of 18 and 65 with participants between the ages of 45 through 55 years being the largest group of respondents (35.0%). The majority of the respondents were female (58.1%), the majority of respondents consider their jobs non-managerial (46.2%), have a household income between $50,000 and $99,000 and have a bachelor's degree.

According to the responses received to the general questions and the sample results, on average, there are as many people who participate in corporate social responsibility practices as people who do not. However, the largest majority of the responses received (67.5%) stated that they do not know about the corporate social responsibility concept. Apparently, there were participants already involved with social responsibility activities without knowing about the corporate social responsibility concept.

The majority of employees working at an organization that practices corporate social responsibility responded that they have one year or less participating in these practices (55.3%). However, because the question did not provided the option for answering never *worked with CSR practices the*, researcher cannot tell if those

responding *one year or less* included those that have never worked with corporate social responsibility but needed to select an answer in order to continue answering the survey. This is a limitation in the design of the survey.

The rest of the general questions answered by the participants stated that corporate social responsibility had no bearings whatsoever on them joining their current organizations (67.2%). Question 6 in the survey was a control question trying to identify other monetary incentives that could influence participant's engagement at work. Only one third of the respondents received other monetary incentives besides their salary at work (33.6%). Therefore, this research cannot claim that all employee engagement is due to practicing corporate social responsibility at work since there may be other factors influencing employee engagement. Finally, the majority of participants responded that they worked for manufacturing (10.6%), health care (23.9%), or educational organizations (20.4%; see Figure 4). Obtaining the higher amount of responses within these three categories is a limitation for this research. It cannot be assumed then that responses are adequately representing all organizations within U.S. labor force.

Please select the response that best characterizes the organization where you work:

Legend:
- Health Care and Social Assistance
- Educational Services
- Manufacturing
- Professional, Scientific, and Technical Services
- Finance and Insurance
- Construction
- Retail Trade
- Information
- Other Services (except Public Administration)
- Utilities
- All Other Responses

Figure 4. Participants' type of organization

Corporate social responsibility dimension responses showed that within organizational governance, management is consistent (39.4%), and policies are cohesive (40.2%). Effectiveness of processes seem to receive a split opinion among participants with half agreeing that processes are effective and the other half disagreeing.

For human rights, the majority of participants agreed that their organizations actively reduce discrimination (60.0%), and employee issues are addressed in a timely manner (50.9%). Participants also seemed to agree that they are treated fairly at their organizations (57.1%) but that wages are not distributed equally (41.7%), and social dialogue is not encouraged among employees (50.0%). Conservation of energy seems to be what all organizations practice the most when it comes to the environment (46.2%).

A majority of the participants answered that their organizations avoid bribes (72.0%) and practice ethical behavior (65.3%). When it comes to attending to consumer

issues, it seems that most organizations spent resources attending to consumer complaints (70.3%). Finally, participant responses regarding community involvement reflected that the most time was spent on community activities (69.5%), community education (54.2%), and community health (57.6%). However, readers should keep in mind that the majority of participants worked for health and education organizations.

Based on the responses received for the 9-UWES part of the survey, the researcher concluded that participants taking the survey are fairly engaged at work as the responses received reflected people being invigorated at work at least several times a month (65.1%), enthusiastic very often (54.5%), proud of their jobs (71.0%), and immersed on what they do (56.9%). It is worth noting that these results are very atypical in comparison to the results from polls previously discussed in the literature in Chapter 2.

Implications of the Study Results

Many questions remain to be explored. What are the practical and theoretical implications and meanings of these findings? What are the implications for managers and scholars? What assumptions can the reader deduct from the results discussed so far?

The findings of this research have practical and theoretical implications for managers and scholars in the field of corporate social responsibility. For managers interested on engaging their employees at work, the use of corporate social responsibility practices may be a way to secure their goal. Scholars wondering about corporate social responsibility practices and their relation to employee engagement or claiming that more research between corporate social responsibility and employee engagement is needed,

would benefit from the results of this research. The results imply that corporate social responsibility practices can indeed support employee engagement at work.

Good organizational management helps employees engage more at work by caring for employees' needs and concerns (Dale Carnegie Training, 2012). Establishing human rights practices can help increase employee engagement as well (Glavas and Piderit, 2009). Also, labor practices (Albdour & Altarawneh, 2012; Dent & Holton, 2009); caring for the environment (Grayson, 2011); fair operating practices, such as providing good training to employees (McClean & Collins, 2011); and caring for consumer issues and the community (Veleva et al., 2012) are also factors that influence employee engagement at work.

Although this was not a cause and effect research where the existence of one variable could be attributed to the existence of another variable, the fact that all corporate social responsibility dimensions have a statistically significant relationship to employee engagement implies that both constructs can successfully coexist in the same environment, the workplace. Also, the findings support that the corporate social responsibility practices do not seem to impede employees being engaged at work.

Finally for practitioners and according to the MRA results, when measuring statistical significance for each corporate social responsibility dimension independently while controlling for the others, only community involvement (Dimension 7) had significant results. This is important to note because many employers may assume that having their employees spend time helping others and caring for the community is a waste of time when according to the results, this is just the opposite. Employees involved

with community service and development feel more committed and engaged at work (Veleva et al., 2012).

Having identified a statistically significant relationship among both constructs demonstrates that the existing gap in the corporate social responsibility body of knowledge is closing. Scholars may want to consider conducting qualitative or mixed methodology studies to support and expand on these findings. Future research may then lead to identifying not only how corporate social responsibility practices can enhance employee engagement but also if there is a cause and effect relationship among the constructs. Replicating this research using a larger and more diverse sample could lead to corroboration of the findings and also could identify new applications for corporate social responsibility dimensions.

A possible explanation for the statistically significant relationship between corporate social responsibility dimensions and employee engagement could be that doing good to others is the right thing to do (Gan, 2006; Juholin, 2004; NASB, 2012). Organizations doing good will benefit from their own good deeds. Another possible explanation is that corporate social responsibility practices are similar to how people like to be treated at work (e.g., fairly, respected, etc.) doing to others as you would have done unto yourself (NASB, 2012).

Finally, an interesting finding of this research is how MRA results were very similar to the Spearman's rank correlation analysis results. The results of a Likert scale can be successfully measured with parametric as well as non-parametric measuring tools. The findings of this research were validated by obtaining similar results using MRA and

Spearman's rank correlation analysis. This can be interpreted as both statistical tools being applicable to the analysis of Likert scales results.

Limitations

Just as in any other study, this research has its limitations. Details of the limitations were previously mentioned in Chapter 1. Additional limitations identified while conducting the research include:

- This quantitative research can only show a statistical relationship among variables (employee engagement and corporate social responsibility dimensions). Further research is needed to study any cause and effect among variables, if any, and qualitative analysis (e.g., interviews and focus groups among corporate social responsibility experts) could help deepen understanding of findings.

- This research used a random sampling procedure and survey research design including the reliability of self-reported data and response-based errors, which occur when a participant fails to give a complete or correct answer (Polit & Beck, 2004). An example of this was Participant 113 of this research's sample.

- Limitations associated with the Likert scale as a tool for measuring ordinal data including a) frame of reference--how questions were interpreted, b) within the subject comparisons: answers were based on past experiences, and c) time frame (Ogden & Lo, 2012).

- The size of the population limited the research to fully represent worldwide organizations practicing corporate social responsibility. Wider use of the

measuring tool (survey) can bring further understanding of the relationship among the variables. Assuming that the sample used for this research, though statistically valid, represent the entire U.S. population or even other countries' populations, would be erroneous. A larger sample would have been needed to conduct exploratory factor analysis.

- Limitations associated with the use of web-based data collection include a) authenticating consent, b) guaranteeing privacy, and c) the confidentiality of respondents' information (Frankel & Siang, 1999). An example of this was the elimination of several questions from the original corporate social responsibility part of the survey to accommodate SurveyMonkey services' request before continuing administration of the survey.

- Human error collecting and analyzing the data should also be considered. Researchers are human, and humans have biases. Although not intentional, interpretation of the results could have been confounded by the researcher's expectations, professional background, and passion for this subject.

- The research was limited to full-time employees. The researcher questions if administering the same survey to part-time employees, senior employees, volunteers, or baby boomers employees would have rendered different results.

- Due to the ISO 26000 definition for an organization, government employees were not part of the sample for this research. A research including this sector of the economy would probably render different results, skewing the data as many government employees consider themselves public servant enjoying serving society and addressing consumer needs as part of their jobs.

- Design flaws may include the use of a panel to recruit participants for this research. Although convenient to the researcher, participants from on-line survey services are not exempt from validity issues including validity of responses from unknown participants.

- Addressing the design issues previously discussed could significantly enhance the quality of the results obtained.

- Results also demonstrated that responses may not adequately represent all U.S. labor forces as the majority of respondents worked for education or healthcare/social assistance organizations.

- Acknowledgement by one third of the respondents as having other monetary incentives besides their salary may have some impact on the statistically significant relationship obtained between both constructs under study.

- Finally, the research could have better external validity if the entire population was sampled (Vogt, 2007). Due to time and resources constraints that was not possible or realistic.

Recommendations for Further Research or Intervention

The findings of this research have added to the corporate social responsibility body of knowledge and help to close the existing gap in current corporate social responsibility and employee engagement literature. Nevertheless, various recommendations for further research should be considered. For example, replication of this research or future research could extend the findings identified. How each dimension affects or impacts other dimensions should be studied. How does one dimension impact

the effects other dimensions may have on employee engagement? Or do dimensions limit each other's effects on employee engagement? Addressing these questions could be valuable to the corporate social responsibility body of knowledge.

Secondly, conducting more research on the relationship between corporate social responsibility dimensions and employee engagement could corroborate this research's statistical findings. Identification of compounding effects was not addressed in this research. Understanding how a statistically significant relation translates to cause and effect could be very illuminating, too. Studying the role and effects of the principles behind each dimension could also further guide implementation of corporate social responsibility practices within organizations. Comparing dimensions to each other and how they interact together in the workplace should be studied in the U.S. and in other countries interested in prioritizing implementation of one dimension over another.

Other interesting topics not yet explored and that could be considered for future studies include (a) other impacts corporate social responsibility dimensions could have on stakeholders, (b) how practices associated to the corporate social responsibility dimensions can be implemented at work, (c) if measured independently, how each corporate social responsibility dimension compares to this research's results, (d) what corporate social responsibility dimension could be most appropriate for a specific setting at work, and (e) how the results obtained compare with the same research conducted in other countries. This is not an exhaustive list.

Third, conducting qualitative studies to explore and support the findings of this research could also add understanding to the findings. Through interviews or focus groups, participants may feel more at ease to share personal experiences that could

100

broaden the understanding of how in particular corporate social responsibility practices and which ones more than others can best inspire engagement at work. This may shed greater understanding and knowledge.

In addition, it would be interesting to replicate this research in other settings or countries. One way to do this would be to include government employees and take their responses under consideration. Administering the instrument used in this research to employees of different positions within an organization (e.g., executives versus non-managerial staff) may also render different findings and results. Moreover, future research could not only help design models of the effects of each dimension on employee engagement but also guide the way to go about implementing corporate social responsibility practices among organizations interested in benefiting from employee engagement.

A final recommendation would be to use the information from this research to pursue the creation of a measuring tool that could access corporate social responsibility dimensions as described by ISO 26000. A mixed methodology study would be ideal to accomplish this. There are no mixed methodology studies comparing both constructs, corporate social responsibility and employee engagement, to the researcher's knowledge. A mixed methodology, exploratory research study could render more detailed results.

As corporate social responsibility and employee engagement constructs keep expanding and evolving and as scholars do not seem close to finding agreement among themselves regarding definitions for either construct, there will be room for learning and teaching others about corporate social responsibility and employee engagement. By doing so, scholars can make significant contributions that may help close the existing gap in the

101

body of knowledge for others to follow. Synthesizing distinct lines of thinking as this research intended to do could be a very satisfying scientific achievement for any researcher.

Conclusion

This research addressed the question, "Is there any statistically significant relationship among the seven ISO 20006 corporate social responsibility dimensions and employee engagement?" As the results showed, there is indeed a statistically significant positive relationship between organizational governance (the first corporate social responsibility dimension) and employee engagement. There are also positive statistically significant relationships among the other six corporate social responsibility dimensions (human rights, labor practices, environment, fair operating practices, consumer issues, and community involvement) and employee engagement, the dependent variable for this research.

A detailed introduction to this research was covered in Chapter 1. What the researcher intended to do and find, how the research was conducted, and the benefits rendered to the corporate social responsibility body of knowledge can be found in this chapter. Chapter 1 set the framework for the rest of the research.

Definitions and history for both ever controversial constructs, corporate social responsibility, and employee engagement were detailed in Chapter 2. The researcher enjoyed investigating how both constructs originated, grew, and developed through the years. For that reason, the literature review included the history for both constructs. Chapter 2 provided a scholastic background for this research.

The methodology for the research was described in Chapter 3 and results were presented in Chapter 4. The researcher included a parametric measurement, MRA, and a non-parametric measurement, Spearman's rank correlation analysis, to ease the concern of those scholars debating how Likert scale results should be measured. Are the results interval data or ordinal data? As the results demonstrated, both statistical measurements are reliable. Both provided the same result: there is a statistically significant relation between corporate social responsibility and employee engagement. Chapters 3 and 4 are the core of this research. Both chapters provide the answer to the research question and the objective evidence to address the hypotheses.

The last chapter of this research, Chapter 5, presented an interpretation of results, recommendations, and limitations. None of these explanations are exhaustive as these controversial and evolving constructs can be analyzed and debated from multiple perspectives. Nevertheless, the researcher offers viable suggestions and ideas for future research that may help grow corporate social responsibility and employee engagement bodies of knowledge.

As a business/technology researcher conducting her first research, the author has learned many lessons. The most impacting of all has been experiencing that things are not usually what they seem. A researcher can spend considerable time planning all the details of a research project just to find at last minute that things do not work as expected. Being flexible, open minded, and creative can make a big difference when designing a research study. Gaining knowledge on how to conduct this research has changed how the researcher sees the world forever.

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APPENDIX. CSR AND EMPLOYEE ENGAGEMENT SURVEY

1. Do you agree to the consent information listed on this forma and wish to participate in this study?
   Yes
   No

2. Do you participate in corporate social responsibility (CSR) activities at work?
   Yes
   No
   Do you know about CSR practices?

3. How long have you been working with social responsibility functions?
   For less than 1 year
   Between 1 and 3 years
   Between 4 and 6 years
   More than 6 years

4. Did you join the organization because it was practicing social responsibility?
   Yes, that was the main reason I joined.
   Somewhat, but the main reason for me to join the organization.
   Not at all, practicing social responsibility had no influence on my joining the organization

5. Please select the response that best characterizes the organization where you work:
   Agriculture, Forestry, Fishing, and Hunting
   Mining, Quarry, and Oil and Gas Extraction
   Utilities
   Construction
   Manufacturing
   Wholesale Trade
   Retail Trade
   Transportation and Warehousing
   Information
   Finance and Insurance
   Real Estate and Rental and Leasing
   Professional, Scientific, and Technical Services
   Management of Companies and Enterprises
   Administrative and Support and Waste Management and Remediation Services
   Educational Services

Health Care and Social Assistance
Arts, Entertainment and Recreation
Accommodation and Food Services
Other Services (except Public Administration)
Public Administration
Other (Specify)

6. In addition to tour salary, do you receive any incentive compensation (e.g. monetary bonuses)?
        Yes
        No

7. At my work, I'm bursting with energy.
        Never
        Almost Never
        Rarely (A few times a year or less)
        Sometimes (Once a month or less)
        Often (A few times a month)
        Very Often (A few times a week)
        Always (Every day)

8. At my job, I feel strongly and vigorous.
        Never
        Almost Never
        Rarely (A few times a year or less)
        Sometimes (Once a month or less)
        Often (A few times a month)
        Very Often (A few times a week)
        Always (Every day)

9. When I get up in the morning, I feel like going to work.
        Never
        Almost Never
        Rarely (A few times a year or less)
        Sometimes (Once a month or less)
        Often (A few times a month)
        Very Often (A few times a week)
        Always (Every day)

10. I am enthusiastic about my job
      Never
      Almost Never
      Rarely (A few times a year or less)
      Sometimes (Once a month or less)
      Often (A few times a month)
      Very Often (A few times a week)
      Always (Every day)

11. I am proud of the work that I do.
      Never
      Almost Never
      Rarely (A few times a year or less)
      Sometimes (Once a month or less)
      Often (A few times a month)
      Very Often (A few times a week)
      Always (Every day)

12. My job inspires me.
      Never
      Almost Never
      Rarely (A few times a year or less)
      Sometimes (Once a month or less)
      Often (A few times a month)
      Very Often (A few times a week)
      Always (Every day)

13. I am immersed in my work.
      Never
      Almost Never
      Rarely (A few times a year or less)
      Sometimes (Once a month or less)
      Often (A few times a month)
      Very Often (A few times a week)
      Always (Every day)

14. I get carried away when I am working.

    Never

    Almost Never

    Rarely (A few times a year or less)

    Sometimes (Once a month or less)

    Often (A few times a month)

    Very Often (A few times a week)

    Always (Every day)

15. I feel happy when I am working intensely.

    Never

    Almost Never

    Rarely (A few times a year or less)

    Sometimes (Once a month or less)

    Often (A few times a month)

    Very Often (A few times a week)

    Always (Every day)

16. My company engages in the following governance practices

    (a) Consistent management

        Strongly disagree

        Disagree

        Disagree more than agree

        Agree more than disagree

        Agree

        Strongly agree

    (b) Cohesive policies

        Strongly disagree

        Disagree

        Disagree more than agree

        Agree more than disagree

        Agree

        Strongly agree

17. My company engages in the following human rights practices:

    (a) Actively reduces discrimination issues

        Strongly disagree

        Disagree

        Disagree more than agree

Agree more than disagree
Agree
Strongly agree

(b) Employee issues are addressed in a timely manner
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree

(c) Demonstrates respect for religious/cultural beliefs
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree

18. My company engages in the following labor practices.
(a) Fair treatment of employees
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree

(b) Promotes equal opportunity
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree

(c) Maintains safety practices at work
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree

19. My company engages in the following environmental practices.
    (a) Actively conserving energy
        Strongly disagree
        Disagree
        Disagree more than agree
        Agree more than disagree
        Agree
        Strongly agree
    (b) Actively reducing pollution
        Strongly disagree
        Disagree
        Disagree more than agree
        Agree more than disagree
        Agree
        Strongly agree
    (c) Protects the environment
        Strongly disagree
        Disagree
        Disagree more than agree
        Agree more than disagree
        Agree
        Strongly agree

20. My company engages in the following fair operating practices:
    (a) Avoids bribes, conflict of interests, obstructions of justice & fraud
        Strongly disagree
        Disagree
        Disagree more than agree
        Agree more than disagree
        Agree
        Strongly agree
    (b) Practices ethical behavior
        Strongly disagree
        Disagree
        Disagree more than agree
        Agree more than disagree
        Agree
        Strongly agree

(c) Respect for property (physical and intellectual)
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree

21. My company engages in the following consumer issue practices:
   (a) Consumer complaint/dispute resolution
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree
   (b) Protecting consumers' health and safety (includes products' quality).
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree
   (c) Consumer data protection and privacy.
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree

22. My organization is involved in the community.
   (a) Community activities
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree

Strongly agree

(b) Invests in community education program.
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree

(c) Concern for community health issues.
Strongly disagree
Disagree
Disagree more than agree
Agree more than disagree
Agree
Strongly agree

23. What best describes your position at your organization?
Senior leader
Director of managers
Manager of employees
Non-manager
Other

24. What is your age group>
Less than 18 years
18-24
25-34
35-44
45-55
Over 56

25. What is your gender?
Female
Male