



# **Master's Thesis**

Submitted to:

**Reykjavik University**

**School of Business**

**Human Resources Management and Organisational Psychology**

## **PERCEIVED CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEE COMMITMENT**

What are the impacts of CSR politics on employees' commitment within  
French companies?

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January 5<sup>th</sup> 2015

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Dambach – La- Ville (France), 15/12/2015

## **Declaration of Research Work Integrity**

This work has not previously been accepted in substance for any degree and is not concurrently submitted in candidature of any degree. This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged with explicit references. A bibliography is appended.

By signing the present document I confirm and agree that I have read RU's ethics code of conduct and fully understand the consequences of violating these rules in connection with my thesis.

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## **Abstract**

On December 12<sup>th</sup> 2015 a historical agreement was signed at the end of the COP21 conference hold in Paris. 195 countries agreed to limit the global warming below 2°C. To achieve this common goal, companies will have to put effort into resources management and change their way of doing business. New regulations, new expectations from customers, change of way of consumption will surely put pressure on companies to develop corporate social responsibilities (hereafter CSR) policies within the next years. Companies are composed of many stakeholders that has different roles and importance in the core activity. The purpose of this study is to understand the link between perceived corporate social responsibilities (hereafter PCSR) and employee organisational commitment (hereafter EOC). It is interesting to focus on the relationship between employees and companies, as researches on that relationship is rather scarce. According to previous researches, organisational commitment leads to greater performance among employees and lower stress (Kirkman & Shapiro, 2001) it might be a good idea to invest in CSR to increase profit. Many conclusions were drawn after having conducted an online survey among French employees. First, the link between PCSR and EOC appeared to be positively correlated. This link is highly influenced by the importance given to CSR by employees. It means that the more employees feel that CSR is something that companies should implement, the more they will positively value implemented CSR politics in their companies. The results showed also that there is a slight difference between men and women about the importance given to CSR. Women tend indeed to be more concerned by CSR than men. Furthermore, CSR politics towards employees have more influence on organisational commitment than politics towards environment or towards society.

Key words: CSR, PCSR, EOC, French companies

## **Acknowledgment**

The author would like to thank the following:

Pröstur Olaf Sigurjónsson for having supervising and giving valuable feedbacks during the writing of this master thesis. All the teachers of the Human Resources Management & Organisational Psychology program at Reykjavik University for the necessary theoretical background. My fellow students for having integrated me during the year in Iceland. My colleagues for having interesting debates about this topic during working days. My family and friends for their supports during the writing. Nicolas and Céline for their proofreading.

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## 1. Introduction

*“Creating a strong business and building a better world are not conflicting goals – they are both essential ingredients for long-term success”* – William Clay Ford Jr. Executive Chairman, Ford Motor Company.

Enron, Nike’s working child, Findus’s horse meat, Volkswagen’s emissions scandal, BP’s oil spill, crash of the Rana Plaza factory in Bangladesh, suicides at France Telecom are all examples of scandals about what we call a mismanagement of corporate social responsibility (hereafter CSR). The awareness about fair and ethical business management has been rising for the last two decades. The “Millennial Generation” that was born between 1978 and 1998 aims indeed to work for a company that “cares about how it impacts and contributes to society” (Mirvis, 2012). There has been a growing number of rankings about “the best company to work for” such as Fortune, Greatplacestowork.com, Glassdoors.com, Forbes that are examples of influencing rankings. The ranking are done with a survey given to employees and where question are asked to them about “overall job satisfaction, employers’ credibility, and camaraderie” (Fortune, 2015). Google, The Boston Consulting Group, and Acuity are the three “best companies to work for” according to the Fortune ranking 2015.

To counter the deviant behaviours and promote a better way of doing business, the European Commission created a CSR award (European Union). This award recompenses the best CSR politics within companies and the focus is emphasis on the association between the company and non-profit organisations (European Union). This competition is opened to both small and medium enterprises, and large companies but as they have not the same financial and human capabilities, they are not judged together and each category has its own awards. In France as well there have been more and more awards concerning CSR initiatives. This infatuation shows that the global society is expecting more CSR policies within companies. On the 23<sup>rd</sup> November 2015, a CSR Night was organised in Paris. More than 1 000 professionals presented their CSR projects which were split into four categories: CSR innovation, CSR services innovation, best CSR project conducted by a company and best global CSR management of a large company (Nuit de la RSE, s.d.). It has no doubt that CSR will become one of the major issues for companies during the next following years.

Furthermore, from 30<sup>th</sup> November to 10<sup>th</sup> December 2015, France were hold the 21<sup>st</sup> Conference of the Parties to the United Nations Framework Convention on Climate Change



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(COP21/CMP11) (United nations conference on climate change, s.d.). This conference is highly important for the future of our planet and a new international agreement on climate change was signed by all the states members. This new agreement aim to reduce the overall warming below 2°C. Hosting this conference, France will be under the spotlight for two weeks. However, the country has no worry to show concerning its gas emission management because it has been a good student concerning the energy management. Thanks to the nuclear energy and hydraulic facilities France is one of the “lowest greenhouse gas emitters among industrialized nations” (United nations conference on climate change, s.d.) producing only 1.2% of the global emissions whereas its GDP worth 4.2% in the global GDP.

The question that arises is how this shift of doing business would change the relationship between the different stakeholders of companies. Do these politics have any impacts on the relationship with suppliers? Do customers become more loyal to the company? Do banks lend more easily money to companies with a stronger CSR engagement? Are employees more committed to companies that implemented more CSR politics?

Keeping the last question in mind, Betty Bender once said that “when people go to work, they shouldn’t have to leave their hearts at home”. She highlighted the sensible issue of employee’s commitment. According to the business dictionary (2015) organisational commitment is defined as “strength of the feeling of responsibility that an employee has towards the mission of the organization”. Organisational commitment is indeed a current human resources management issue for companies and academics all around the world and in Europe (Brown, McHardy, McNabb, & Taylor, 2011). With the liberalisation of the economy, the Schengen Area in Europe, the hyper globalisation of the world and the internationalisation of careers, it has become difficult for companies to keep their most valuable employees. The Bureau of Labour Statistics US Department of Labour released in 2014 a report about the employee tenure in 2014. The report showed that the median employee tenure was almost 5 years where a third of the workers were in the same company for more than 10 years. However, the researchers didn’t find any significant differences between men and women concerning the mean job tenure. This example shows us that employees no longer want to stay all lifelong in a same company and tend to change easily of companies. Furthermore it might even not be possible, in this fast changing world, to stay in the same company, even if they would want to.

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Now that people are free to move and that quitting a job is quite easy, companies aim to make them as committed as possible when they are at work (Brown, McHardy, McNabb, & Taylor, 2011). Employees are at work on average 40 hours a week, five days a week. They are more often at work than with their family at home. In order to keep the moral high, it seems important to make them committed. Furthermore, with the growing number of burnout cases at workplaces (Eychenne, 2015), it is the company responsibility to make them feel well at the workplace.

Also, it is well known on the one hand that a committed employee is more efficient and that, on the other hand, it is important for companies to stay efficient and to try to follow the newest trending on the market. So again, keeping employees committed to the company is a current and ongoing challenge that companies often face. Because of the relationship between EOC and overall improvement of the employees' performance it would be interesting on studying how human resources practices can influence EOC (Brown, McHardy, McNabb, & Taylor, 2011). It seems however surprising that, given the fact that EOC is influencing the corporate behaviour of employees in the company, EOC has only showed "limited attention in the economics literature" (Brown, McHardy, McNabb, & Taylor, 2011)

Knowing that both corporate and social responsibility, and organisational commitment are important to companies why not to understand the link between those two themes in order to have a better use of them? It would enable management to fully understand the issues and adapt them at best in their own companies.

This master thesis will focus on this link and will answer the following question:

**What are the impact of CSR politics on employees' commitment within French companies?**

## **1.1. Structure of the thesis**

This master thesis is divided into five chapters including this introduction. The following and second chapter will give an overview of the theories concerning the two themes of this thesis: corporate and social responsibility and organisational commitment. The third chapter will explain how the study was conducted while the fourth chapter briefly presents the results that came out from the study. In the last chapter results will be discussed. After this, limitations about this study will be exposed and what could be the next researches. As a conclusion, several managerial implications about the studied concept will be suggested.

## 2. Literature review

Before going deeper into the study, it is wise to set a panorama of what was already discussed and found about the topics that will be studied later on. The objective here is to present the studies and theories that concern CSR and employee commitment. First CSR will be deeply defined then employee commitment will be presented. Then articles about the link employee commitment and CSR were gathered and exposed. Last, a brief presentation of the economic and cultural situation of French working environment will be done.

### 2.1. CSR

*“In the next decade, the most successful companies will be those that integrate sustainability into their core businesses”* – Jim Owens, former CEO of Caterpillar

#### 2.1.1. Definition

More than just a management fashion, CSR is nowadays seen as a “necessity” for organisations to “define their roles in society and adhere to social, ethical, legal, and responsible standards (Lindgreen & Swaen, 2004; Luo & Bhattacharya, 2006). Maon, Lindgreen, & Swaen (2009) went into the same direction when they wrote that CSR “has moved from ideology to reality and represents an important dimension of contemporary business practices”.

Since the years 1950's more and more researches have been done on CSR. The publication of Bowen (1953) entitled *Social Responsibilities of the Businessman* is considered to be the “first definitive book on the subject” claiming that, as corporates became more global, they would need to properly manage their natural resources (Blindheim and Langhelle, 2010; Carroll, 1999). However, CSR is not an easy concept to be defined. CSR was indeed first seen as “uncoordinated and voluntary practices” to appear nowadays as “more explicit commitments in response to stakeholder pressures and, recently, ongoing future commitments” (Maon, Lindgreen, & Swaen, 2009). As it concerns actions done on the company name, the question of who must launch ideas and who is responsible for the actions emerged. Davis (1960) was the first academic who started the debate about whether CSR within companies should still come from a “single businessman”.

CSR is a complex notion and it is yet difficult to set a unique and universal definition. CSR is indeed often defined with “hesitant and vague statements” (Dahlsrud, 2008), For instance,

Peloza (2009), in his literature review, gathered not less than 36 unique conceptualizations and metrics of CSR, especially, the term “social” was confronted with several debates. The latter has indeed always been “vague” and “lacking specific direction” towards whom the company is “responsible” (Carroll, 1991). Also, as CSR is highly influenced by societal norms, as the latter are “constantly changing”, it would make sense to conclude that “the definition of CSR will also constantly be changing” (Glavas & Kelley, 2014). All these aspects make difficult to set an universal definition. This makes harder a “theoretical development” and “measurements” of CSR effectiveness within companies and academics since every company can adapt their own definition of the concept (McWilliams, Siegel, & Wright, 2006).

However, a definition will be set by gathering several point of views of academics. There are two school of academics: the one that wants to enumerate all components that defined CSR and the other one that aims to simplify the definition.

Carroll (1979) set a multidimensionality CSR definition in which CSR was composed by four components. According to his definition, CSR was composed of economic, legal, ethical, and discretionary or philanthropic elements. Later, Carroll (1991; 1999) updated these four components to a four-stages pyramid that are, bottom-up ranked, be profitable, obey the law, be ethical, and be a good corporate citizen (See figure 1).



Figure 1. Carroll CSR pyramid

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This pyramid starts with economic responsibilities. According to Carroll (1999) the first step to become a better corporate citizen is to make profit. It is legitimate to ask how a company can pay salary without making profit. However, at this stage, obey the law is not something that has to be done. The legal responsibilities come at the second stage. After being profitable, a CSR oriented company must obey the law, for instance: respecting the human rights, producing legally approved products, and making no tax evasions. Only after that companies should consider being ethical, which means having practices that have no physical or mental harms. After having climbed the last three steps, the company can be involved in what Carroll (1999) named philanthropic responsibilities. This means doing actions beyond the classical responsibilities of a company: giving money to charity or even sponsoring a local sport club. At this time, environmental issues were yet not clearly included in the definition. Thus, Enderle (2004) set a new frame with three “responsibilities to society” for companies. According to him, the three responsibilities were the following “economic, social, and environmental”.

Dahlsrud (2008) tried to set a more global definition. To do so, he gathered and analysed CSR definitions published between 1980 and 2003. After having done that, he identified five popular CSR dimensions that often came when academics wrote about this concept. These are the following “environmental, social, economic, stakeholder, and the voluntariness”. Dahlsrud (2008) didn’t construct the model with a pyramid as he stated that “all dimensions are essential for the understanding of CSR”. There is no level perspective here but rather a flat model. Yang, Caran, & Wong (2013) add another component as they took into account the financial performance. They defined CSR as “the commitment by organizations to balance financial performance with contributions to the quality of life of their employees, the local community and society at large”. However, when adding more and more components to the definition, it might make it a bit too complicated to really be universal and understandable by all employees.

Lantos (2001) chose to not add components but rather to simplify the definition by only dissociating ethical and altruistic CSR. According to him, there were either the “mandatory (ethical)” or the voluntary (social)” CSR politics. Bhattacharya, C., Korschun, D., & Sen, S. (2009) set a more global definition by summarizing CSR initiatives as “discrete undertaking, intended to improve societal welfare and being supported by corporate resources (e.g. money, labour)”. To keep the same idea of CSR all during the study, we decided to stick to

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the definition set by Waddock (2004) who defined CSR as “caring for the well-being of others and the environment without keeping aside the creation of value for the company”.

Since CSR is a complex concept with many different components, companies may implement several policies and choose to focus more on certain types of policies than others (see Figure 2) (Enderle, 2004). Here after is an example of three firms which chose to be CSR oriented but chose three different ways of handling CSR.

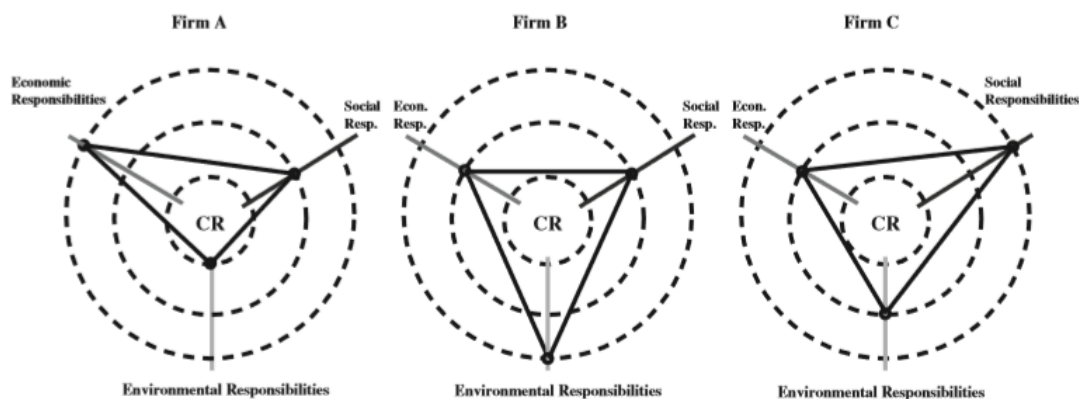


Figure 2. Various possibilities to assume corporate responsibilities

The more it is on the external circle, the more it is important for the company. For example, the firm C will have a great emphasis on social responsibilities such as promoting training and development, implementing flexible working time or sponsoring local sport teams. Firm B develops environmental policies for instance implementing recycling production wastes or encouraging an employee carpooling system.

Defining CSR is not an easy task. It is highly influenced by both the point of view taken by the academics and the nature of the definition that involves evolving norms. Also as it concerns companies, it can be studied on two levels: micro and macro level. The micro level focuses more on which politics management implements whereas macro level has a more global overview. When looking at the macro level, international conventions are studied.

### 2.1.2. Macro level of CSR

Companies may implement CSR politics that concern both internal and external stakeholders. Management can chose to give money to charity or implement politics that will improve the everyday working conditions of employees. This point of view is more transversal. Another point of view that academics chose is more longitudinal. CSR at the workplace can indeed be considered at two levels: at the macro-level or at the micro level.

At the first level, global rules and governance of companies are studied, and at the micro-level a zoom at the firm level will be done. In this paper the focus will be made on the micro level of the firm.

Here is yet a brief summary of the macro level rules that concern CSR. When managing CSR at macro level, companies have to be aware of several conventions. The latter were implemented in order to develop guidelines for companies on how to behave more responsibly. Hereafter are a few example of the most famous conventions:

- *OECD Guidelines for Multinationals*: offer recommendations formulated by the states members of EOCD on what concern CSR management in multinational companies (OECD, 2011).
- *ILO's Declaration of Fundamental Principles and Rights at Work*: encourages member states to “respect and promote principles and rights” in the four following categories recognition of the right to collective bargaining, elimination of forced or compulsory labour, abolition of child labour and elimination of discrimination in respect of employment and occupation (ILO Declaration on Fundamental Principles and Rights at Work, s.d.).
- *UN Global Compact*: has developed ten principles to supports companies “do business responsibly” and takes actions “to advance broader societal goals” (United Nations Global Compact, s.d.).

There are many others that companies can refer at, for instance Environmental Protection Agency (EPA), the Equal Employment Opportunity Commission (EEOC), the Occupational Safety and Health Administration (OSHA), and the Consumer Product Safety Commission (CPSC).

### **2.1.3. CSR theories**

Since the concept of CSR is vague and difficult to define, academics developed several theories in order to try to understand the complexity of it. One of the most used theory is the stakeholder theory which focuses on the “relationships with and responsibilities” towards the stakeholders of the company (Glavas & Kelley, 2014). Coming from this theory, several classifications between the stakeholders were developed. The most common of them is the theory that differentiates primary and secondary stakeholders, and the other theory that differentiates internal and external stakeholders.



In the former classification, stakeholders are distinguished according to their “relative influence on the organisation’s strategy, operations and long term survival” (Freeman 1984; Clarkson 1995; Waddock & Smith 2000). The primary stakeholders group is indeed the one that is “critical to the organization”, whereas the secondary stakeholders group is not “essential for the [organisation’s] survival” but could cause “significant damages (f. i. NGOs, governments) (Clarkson 1995; Waddock and Smith 2000). The secondary classification differentiates internal stakeholders who “benefit financially from their contributions to an organization's success” from external stakeholders that are “affected by the consequences and outcomes of an organization's decisions” (Boundless, 2015). For instance, internal CSR initiatives are focused on employee well-being and training whereas external CSR initiatives are more oriented to social organizations and protection of the environment (De Roeck, Marique, Stinglhamber, & Swaen, 2014). In the first theory, academics put the focus more on the contributions of each stakeholders to the company whereas in the second theory, it is more the beneficiaries of the company’s actions that is emphasized. The first classification might be more complete whereas the second easier to understand and to adapt to companies.

Another classification of CSR emphasizes implemented initiatives themselves. This classification was developed by Turker (2009) in order to differentiate those into four categories: CSR towards social and non-social stakeholders which concerns the natural environment and the society, CSR towards employees, CSR towards customers and finally, CSR towards government which means paying taxes and following the governmental rules. More than being controversial, the three theories are complementary. In the study, the three of them will be used to have a multi focus point of view.

A company is a rich mix of all kind of stakeholders that value CSR in a different way. After having seen the most famous CSR theories, it would be interesting to know how CSR will have an influence on the management.

#### **2.1.4. Managerial implications**

After analysing the global corporate environment, Porter and Kramer (2002) concluded that CSR should be fully integrated into the business strategy to stay competitive. Today, it is true, organisations are expected to be “a satisfier of social needs beyond the delivery of high-quality products or services, or handing over a salary at the end of the month” (Rodrigo & Arenas, 2008), when at the same time management has been under pressure to maximize

short term profits during this economic and financial crisis (Yang, Caran, & Wong, 2013). Also, many critics argue that organizations' core mission has to stay maximizing "financial return to shareholders (Carroll, 1991). Enderle (2004) wrote about the "balanced concept of the firm" which states that the company is not a "merely economic organization operating in the realm of society" anymore, but is evolving nowadays in the "social and environmental realms". Explaining further, he stated that the company should be "a good citizen" because it has a "moral obligation of contributing to the well-being of society" and not because CSR can have an "instrumental value to increase profit". Jamali, Harwood & Wong (2013) also suggested that CSR can be defined as the "social obligation to impact society beyond pure profit maximization". However, according to many academics, CSR can be seen as a "planned process with strategic applications" and that is linked to the "organizational mission and core competences" (Jamali, Harwood, & El Dirani, 2015). Glavas and Godwin (2013) stated that companies should consider implementing CSR policies not as a proper goal but much as an "ongoing journey of improvements". Moreover, CSR can help "secure long term economic performance" because it changes the way of doing business and help avoiding "short term behaviours that are socially detrimental or environmentally wasteful" (Yang, Caran, & Wong, 2013). Kim, Kim & Lee (2013) see CSR as "one of the fundamental public relation strategies" that aims a "mutually beneficial relationship" between both business and society. The same authors suggested that the more a company develops CSR and "influences the society", the more the perception of the company in the eyes of the customers will increase, which could "lead to increase the company's profits".

#### **2.1.5. CSR criticism**

Every concept has its own criticisms and back sides. Here are some of the most seen in the academic literature.

First, companies are created to follow one goal: sell products and / or services in order to make money that will pay suppliers, shareholders, management and employees. When everything goes well, there will be enough money at the end of the process to get some profit to future investments. As Lantos (2001) said, although "noble and virtuous", CSR, especially external CSR, could "conflict" with the core objective of companies and deviates the scope from their core activities (Yang, Caran, & Wong, 2013).

Second, considering the stakeholder theory, it is difficult to satisfy all stakeholders. Since they all have different expectations for the company, it is difficult for the management to get

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everyone satisfied about their actions. Sometimes, a CSR initiative towards a stakeholders group can have a harmful reaction from another stakeholders (Yang, Caran, & Wong, 2013). For instance, giving money to charity when salaries are slightly above the market range could lead to a sarcasm for the employees. Furthermore, organization's money is not the property of the management and it cannot be used as management wants to (Rogers, 2015).

Third, CSR is a complex notion and there is no manual to be followed to become a good CSR oriented company. Because of this, companies tend to create their own definition of CSR to "match their agenda" (Hack, Kenyon, & Wood, 2014). Sometimes companies forget the real aim of being a corporate citizen and, as Zwetsloot (2003) stated, CSR should be seen as "a moral duty rather than a business tactic". On the other hand, CSR efforts can force company to "think in generic ways" instead of thinking about which CSR initiatives could be the most adapted to the company. Because of that, CSR can often be "disconnected from the corporate strategy" and not being adapted to their real business capacities (Yang, Caran, & Wong, 2013).

The last criticism could be the fact that it is not so easy to implement CSR policies into organisations. Thus, even if companies would like to do business more responsibly, they sometimes don't figure out how to do it following their core business orientation (Yang, Caran, & Wong, 2013). According to a study conducted by daf-mag.fr in 2014 the main factors affecting the implementation of CSR policies are, from the most to the less important ranked, the lack of visibility concerning the return of investment (44%), the lack of financial resources (41%), the lack of human resources (37%), the lack of CSR strategic vision (35%), the lack of knowledge concerning external supports (23%), the lack of interest from the employees (20%), the lack of support from the management (20%) and finally the lack of internal expertise (13%). The two main factors are linked to the financial capacities of the company. Of course, the financial aspect of CSR can be an issue, and might be the one that slowed down the generalisation of CSR policies within organisations because of the financial crisis, when budgets were strictly constrained. Strandberg (2009) observed that the current economic situation has "further impelled some to put CSR ideas on the backburner" where at the same time the pressure on companies to "play a role in social issues" has been growing (Yang, Caran, & Wong, 2013). On the other hand, with the crash of the financial world, companies have been tending to change the way of doing business in order to avoid a new crisis. The later side could be an explanation why CSR might be seen as "new ways to innovate" (Autissier, Bensebaa, & Boudier, 2012, p. 395).

CSR is a complete a complex terminology that defines actions that have been undertaken beyond the sole profit making. It can be studied at macro and micro level but in this study the focus will be done on the company's behaviour. Macro level influences the overall behaviour though. Both states members and companies have indeed signed international conventions that have to be followed afterwards. Zooming on the company level, there are many ways to understand CSR dynamics. The most often seen theories are looking at the impacts of CSR on the stakeholders. Also, some authors prefer to look directly at CSR politics. Even if developing CSR oriented actions can be seen as a virtuous way of doing business it might take management away from their core missions of making profit. What's more, implementing CSR politics can be difficult to manage. Also, as companies have to deal with more and more stakeholders it is sometimes difficult to keep them all satisfied when they engaged CSR actions.

## **2.2. Employee organizational commitment**

*"The only way to do great work is to love what you do."* – Steve Jobs, former CEO of Apple

The second key term of this paper that will be developed is employee organizational commitment (hereafter EOC). First the importance of EOC will be presented, then a definition of the concept will be developed and last the dynamics of how to get committed employees will be studied.

### **2.2.1 Importance of EOC**

Before defining more deeply what exactly EOC is, the importance of a well-managed EOC will be emphasized.

It is important for companies to have committed employees because of several reasons. First having committed employees lead to "positive organisational outcomes" (Kirkman & Shapiro, 2001). For example the researches showed that a high EOC among employees will have direct influences on their working behaviour such as lower the absenteeism, lower the turnover, and improve their performance (Kirkman & Shapiro, 2001). The authors also proved that EOC will have an impact on their general behaviour towards the company by improving the overall satisfaction of employees' lives and lowering the stress level. Meyer et al (1993, 2002) suggested explanations to these outcomes. They indeed argued that EOC comes "because employees share values with both the organisation and its member".

As a results of all these outcomes, EOC is a “source of competitive advantage to firms” (Tirelli & Goh, 2015). In order to achieve this high EOC, companies want to “rebuild trusting relationships within the organisation” (Tirelli & Goh, 2015). Since it has become more popular, a new field has even been developed which is called the high performance workplace. It promotes the human management practices that lead to a better performance (Brown, McHardy, McNabb, & Taylor, 2011).

Of course it is important to have committed employees within the company, but how is exactly defined EOC? This is the topic of the next part.

### 2.2.2. EOC definitions

There are several terms defining the same idea of employee organizational commitment: organizational identification, employee affective commitment, perceived organizational support. There are yet some variations regarding their positions. Hereafter are some definitions.

*EOC* is defined as “an affective or emotional attachment to the organizational such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization” (Allen & Meyer, 1990).

*Organizational commitment* is defined as “the relative strength of an individual’s identification with and involvement in a particular organization” (Reichers, 1985). According to the same author, a committed person follows three characteristics: “(a) belief in and acceptance of the organization's goals and values, (b) willingness to exert effort on behalf of the organization, and (c) desire to maintain membership. It is also defined as a “global psychological state that defines the correlation between employees and the organisation” (Landry & Vandenberghe, 2009).

*Organisational identification* is a key terminology which can be defined as the “degree to which a member defines him- or herself by the same attributes that he or she believes define the organization” (Dutton, Dukerich & Harquail, 1994). Hall, D. T, Schneider, B. & Nygren, H. T. (1970) talked about the fact that goals of the company and those of the individual become “integrated and congruent” whereas Patchen (1970) defined it as “shared characteristics, loyalty and solidarity”. Sometimes organisational identification is compared with organisational trust. The latter is defined as “expectations, assumptions, or beliefs about

the likelihood that another's future actions will be beneficial, favourable, or at least not detrimental to one's interest" (Robinson, 1996).

*Affective commitment* is defined as "the employee's emotional attachment to, identification with, and involvement in the organization" (Meyer & Allen, 1991). The employees' affective commitment takes three aspects of the commitment to a company: the "identification with, involvement in, and emotional attachment to the organization" the employee is working for (Allen & Meyer, 1996).

Organisational citizenship behaviour is the "willingness to put extra effort into their job without additional rewards or payments". (Boselie, 2014)

Since there are many benefits of a high EOC, companies try to keep it high. EOC leads indeed to less intention to quit, less turnover, more customer-oriented behaviours, heightened performance, and finally improve the performance for both in-role and extra-role (Rhoades & Eisenberger, 2002). Many authors focused on this topic and developed theories about EOC.

Boselie (2002) developed what he called a commitment human resources (HR) system contrasting with the control HR system. In his model, Boselie (2002) suggested several actions to increase employees' commitment. He promoted for example decentralization, general training, social activities, high wages and no direct supervision. Walton (1985) also suggested to change the traditional work system into a high commitment work system. In his researches he found that when management is implemented certain policies employees tend to be more committed. These policies can be for example: broadly defined job, evaluation by peers, team focused organisation.

Allen & Meyer (1990) ranked different types of EOC, from employees with strong affective commitment, those with strong continuance commitment and finally those with strong normative commitment. The employees corresponding to the first type tend to stay because they want to, those from the second type because they need to and the ones from the last type because they feel they should stay.

EOC is when employees value company's actions and they feel emotionally attached to it that lead to greater identification. Getting committed employees lead to a better performance and better working conditions. The next part will present how to get committed employees.

### 2.2.3. How to get committed employees

After describing the many benefits of having committed employees and defining the terms, it is now worth presenting how to get committed employees.

Numerous authors suggested that there was a link between HR practices and affective commitment, but not “in a linear fashion” (Marescaux, De Winne, & Sels, 2013). Cropanzano & Mitchell (2005) suggested that HR practices influence EOC depending on the “resource distributed by an HR practice” have to “influence the type of exchange relationship construed between employees and employer”. The types of HR practices that tend to increase EOC are those based on “socio-emotional resources”. The authors said that these types might have more effect than “economic resources”. Furthermore, this type of practices might increase EOC (Marescaux, De Winne, & Sels, 2013). A way to achieve a culture of commitment could be that “organisations may create more stability in long term planning” (Carmeli & Sheaffer, 2008).

Having a committed culture has many benefits, however, it is not so easy and successful for companies to have committed employees. Mirvis (2012) presented two studies about EOC. Towers Perrin conducted a survey of 90,000 employees across 18 countries in 2007. It was found out that all in all only 21% of the interviewees felt “fully engaged on the job”. The other interviewees felt “simply enrolled” (41%), “disenchanted (30%), or even “disconnected” (8%). The second study was the Gallup Employee Engagement Index 2010 in which 33% of employees saw themselves as “engaged”, 49% as “not engaged” and 18% as “actively disengaged”.

EOC can be defined with many terms due to its complexity regarding the importance of perception from employees. It has been proved that EOC is a source of competitive advantage so companies has been more and more interested in EOC management. But implementing HR practices to increase EOC is not as easy as it seems. One way of increasing EOC is to manage CSR which is why the focus hereafter is made on the impact of CSR on EOC.



## 2.3. Employee commitment and Perceived Corporate Social Responsibilities

### 2.3.1. Employee commitment and CSR

As described above, employee commitment is a sensitive issue for management regarding employees' retention. There are many variables that have an influence on EOC but the focus was decided to be on how the perceived corporate social responsibilities (hereafter PCSR) impacts EOC.

As seen before, CSR doesn't concern only one group of stakeholders. However this study will focus on the employee's behaviour towards CSR politics within the company. Even if employees are often defined as a major stakeholder for organisation, CSR literature shows only little interest to them (Rodrigo & Arenas, 2008; Slack, et al., 2015; Peterson, 2004). As Glavas & Godwin (2013) observed, researches on CSR impacts on stakeholders were mostly focused on the external stakeholders of the company. According to Brammer et al. (2007), the most studied stakeholders are shareholders, investors, consumers, managers, and job candidates. Very often, when the impacts on employees are studied, only the attractiveness of the company for potential employees is concerned and analysed. Rodrigo & Arenas (2008) also explained that more than the small interest, researchers made no difference among employees "presupposing that this group's expectations, views, and attitudes were homogeneous". Studies showed indeed that "employees developed different behaviours, emotions, and cognitions about the new role that the company assumes". Glavas & Kelley (2014) asserted that measures at the micro level can "accurately" better capture the "degree to which CSR is embedded throughout the organisation".

This is why CSR can be seen as a powerful tool to manage employee commitment and the sense of belonging to the same organisation. Rodrigo & Arenas (2008) stated that if "employees feel that the organization is being a good citizen, they feel proud to be a part of it." According to the results of their study, engagement for implemented CSR policies depends not directly on the kind of policies that was developed but rather on the attitudes employees show to the company. Collier & Esteban (2007) highlighted the importance of employees throughout the CSR implementation since it is this group of stakeholders that "carry the main burden of responsibility" for it and "achievement of [the policies] will largely depends on employee willingness to collaborate". To summarize, employees "are not just observers" but have a proactive role in the link EOC - PCSR (Rego, Leal, Cunha, Faria,



### Perceived corporate social responsibility and employee commitment

& Pinho, 2010). De Roeck et al. (2014) suggested a first explanation as they stated that CSR investments address “employees’ functional and psychological needs” and from that, that is a “significant predictor of job satisfaction”. On the other hand, employees sometimes feel that CSR “is not strategic enough” and that is not “sufficiently aligned to business and personal objectives” (Slack, et al., 2015).

Mirvis (2012) set a model about how “companies are taking different approaches to engaging their employees through CSR” (See figure 3). This model emphasises the “psychologic contract” between the firm and its employees. When management chooses to develop a transactional approach, it implements programs to “meet the needs” of its employees. With the relational approach, both employees and management “make a commitment to social responsibility”, and finally with the developmental management takes a leading role towards employees and aims to produce greater value for business and society. It is of course rather rare to have a company with a developmental approach and nowadays the shift has been more done from transactional to relational.

	<b>Engagement Model</b>		
	<b>Transactional</b>	<b>Relational</b>	<b>Developmental</b>
<b>Company Perspective</b>			
Strategic Intent	HR Management	Socially Responsible Culture	Socio-Commercial Innovation
Intended Impact	Improved Recruiting/Retention	+Improved Organizational Identity/Image	+Enhanced Impact on Business & Society
Positioning Participants	Employee Benefit Employee Segments	Joint Obligation All Company	Joint Opportunity Full Corporate Ecosystem
<b>Employee Perspective</b>			
Personal Motivation to Engage	Need—What I want from my job	Identity—Who I am “Whole Person”	Purpose—Who I wish to be
Benefits of Engagement	Self-Satisfaction	+Self-Expression	+Self-Development
Personal Involvement	Individual Service	Collective Service	Service+Learning
<b>Key Considerations</b>			
Downside Risks	“Substitutable”	“Total Community”	“Challenging” Employees
Strategic Space	Modest Market for Virtue; Good Enough Value Proposition	Strong Market for Virtue; Compete via Cohesion and Differentiation	Strong Market for Virtue; Compete with CSR Innovation
Stage of CSR	Engaged	Integrated	Transformative
Serving Society	Reactive	Proactive	Leading
View on People	homo economicus	homo reciprocans	homo communicans

Figure 3. Three models of Employee engagement through CSR

### Perceived corporate social responsibility and employee commitment

Furthermore, Rodrigo & Arenas (2008) developed a model after analysing employees' behaviours towards CSR. The first result that came out was that commitment influenced by CSR does not come from the type of policies itself but rather from the "constant comparison of all the data". According to this study, it seems to be three different types of employee commitment: committed employees, indifferent employees and dissident employees. The committed employees are the employees who accept the new role of the company and behave positively to implementation of CSR policies within the company they are working for. Employees who are entitled "indifferent" are more focused on their own carrier that the social concerns of the company. They understand the new issue about CSR, but they don't take an active part in it thought. Also, they tend to identify themselves more with the "tasks" than the company itself. The last category is represented by the dissident employees. They see their work as a "source of income" and feel concerned by CSR politics only if it concerns them directly with politics directed to employees. To summary, the more the employee is committed to the company, the more s/he will support the CSR policies, whereas the dissident employees will ask themselves why the firm spends the money it could invest on "external tangible assets". The three categories are represented in the figure 4 below.

Type of worker	Acceptance of the new organizational role	Identification with the organization	Sense of importance of work	Sense of social justice
Committed	Accepted	High	High	Highly developed
Indifferent	Acceptance evolving or not accepted	Low or indifferent	High or intermediate	Poorly developed or not developed
Dissident	Not accepted or does not possess a clear concept of it	Nil	Low or nil	Highly developed (feeling he/she is a victim) or moderate

Figure 4. Characteristics of each type of worker based on the categories identified

#### 2.3.2. Perceived Corporate Social Responsibility

The focus was made on PCSR because the objective was to understand the perception that employees get from the intended CSR politics of the company. Perceived external image is defined as the perceptions that "insiders have of what outsiders think of their organization" (Glavas & Godwin, 2013). For instance, it would concern how employees believe customers see their organisation. Perceived organisation image is one of the most common "factors referenced in relationship to organizational identification" (Glavas & Godwin, 2013). It differs from the reputation that focuses more on the perception external people have of the organisation (Fombrun and Shanley 1990).

### Perceived corporate social responsibility and employee commitment

This study will be focused on the link perceived CSR – employee commitment. The perception of good behaviour can indeed have as much effects as the good behaviour itself, and can increase the “probability of engaging in that behaviour oneself” (Glavas & Godwin, 2013). Which is why these authors stated that “employee’s perception of what CSR behaviour their organisations is engaged in” is surely as important to understand as reality. Brammer, et al. (2007) showed in their study that PCSR can “contribute to organizational commitment” and one of the reason of this could be that it “boost[s] employees’ attachment” (Peterson, 2004).

Bramer et al. (2007) studied the relationship between PCSR, affective commitment and job satisfaction. They found that the relationship between PCSR and affective commitment was “not substantially different” that between the job satisfaction and affective commitment. They found that PCSR has a “major impact on job satisfaction”. These researches can lead us to say that CSR policies develop “positive evaluations of the organization” (De Roeck, et al., 2014).

The relationship between employees’ convictions about how a company should socially behave and the effective company way of doing is expected to be “strong” (Peterson, 2004). It goes even further when it was proved that CSR “was a better predictor of affective commitment” (Peterson, 2004; De Roeck et al., 2014) than other variables such as age, firm size and position. This is especially true when it concerns CSR towards employees whereas CSR towards environment “had no relationship with EOC and trust” (Farooq et al., 2004). Rego et al. (2010) gathered several studies and concluded that there is a real positive relationship between employees EOC and PCSR towards employees. More than just higher EOC, CSR leads to lower absenteeism and turnover rates, and increases the productivity (Peterson, 2004; Glavas & Kelley, 2014). Also, the study conducted by Kim et al. (2010) concluded that “CSR-based identification by employees can be a key factor in terms of building an organizational commitment”. Furthermore, we know that a more committed employee is more likely to have a higher job performance (Farooq et al., 2004), so managing CSR is a valuable challenge for companies. So did Slack et al. (2015) with their literature review and concluded that more than increasing productivity, CSR towards employees also increases morale, retention, and attractiveness for future candidates.

However, all these studies showed the direct effect CSR has on EOC but it lacks of explanations of “the process by which this effect occurs” (Farooq *et al.*, 2004). Then, CSR

is not always well seen within companies: when for example, management decides to give money to charity instead of rising the average salaries (Rego et al., 2010). Though, Montgomery and Ramus (2008) cited a survey of MBA graduates in which it was founded that employees are “wiling to sacrifice a significant part of their salaries to work for an organization that ranks high in corporate social responsibility”.

### 2.3.3. PCSR - EOC theories

In order to study the impact of PCSR on the employees, the researches will be based on two theories: the Social Exchange Theory (hereafter SET) and the Social Identity Theory (hereafter SIT). SET will be explained and then SIT will be presented.

#### 2.3.3.1. *Social Exchange Theory*

According to Cropanzano & Mitchell (2005), SET is one of the “most influential conceptual paradigms for understanding workplace behaviour”. SET was first introduced by Homans (1958) in his book entitled *Social Behaviour as Exchange*. He suggested that there are two forms of exchanges within companies which are economic and social. Where economic exchanges are “explicit and contractually based with defined terms and monetarily rewarded”; social exchanges are often seen as “indirect chains of exchange” and concern “the nonmonetary aspects of employment” (Deckop, Cirka, & Andersson, 2003, p. 102). The theory states that if the company and employees develop a mutual and reciprocated favourable relationship, it will lead to “beneficial outcomes for both” (Rhoades & Eisenberger, 2002). Also, it is important to the employees that the favourable job conditions (for instance, high wages, training and development and the fact of taking into account their suggestions) come from the “voluntary actions”, instead of coming because the company has to do so such as new laws or labour union bargaining (Rhoades & Eisenberger, 2002). So CSR can lead to greater dynamics between the organisation and its employees as it encourages company to think about employees not only as a charge but more as a valuable asset.

#### 2.3.3.2. *Social Identity Theory*

The second theory is the social identity theory (SIT) developed first by Tajfel and Turner during the years 1970's and 1980's. This theory suggests that employees will be happier when the company will behave as a good citizen because it will “enhance their self-concept” (Brammer et al., 2007). This identification will result in a “stronger identification with the organization” (Glavas & Godwin, 2013). As a result, the more the company implements

CSR policies, the more it will have a “direct effect on employee’s organizational identification” (Farooq et al., 2014). However, it might not be sufficient to fully capture the influence of CSR on employees.

### *2.3.3.3. Perceived organisational support (POS)*

Finally, the last terminology to be defined is the “perceived organisational support (POS). According to this theory, POS is encouraged by “employees’ tendency to assign the organization humanlike characteristics” (Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D., 1986). This personification leads employees to view their treatments, both favourable and unfavourable, as an “indication that the organization favours or disfavors them” (Rhoades & Eisenberger, 2002). Slack, Corlett, & Morris (2015) suggested that employees often view company as an “institution that shares their own social views” and as a result “identify more strongly with the organisation”.

Due to the importance of the long term relationship and turn over issues within companies, POS has been studied a lot (Kim, Lee, Lee, & Kim, 2010). This theory has been used in academics in order to explore “the relationships between company CSR activity and employee commitment” (Brammer, Millington, & Rayton, 2007; Peterson, 2004). POS is linked to affective commitment by “fulfilling socioemotional needs such as affiliation and emotional”. The more it is fulfilled, the higher is the sense of belonging to the organisation (Rhoades & Eisenberger, 2002). Shore & Tetrick (1991) suggested that POS reduces the turnover as it also reduces “feelings of entrapment” which means that employees stay within the company because the cost of leaving is higher than staying. Answering the following question: “what factors impact an employee’s organizational identification?” could help companies to improve “organisational citizenship behaviours, job satisfaction, job involvement and turnover intention” (Glavas & Godwin, 2013).

There is a positive link between CSR and EOC but we would like to understand how the perception of CSR politics play a role in EOC. Also the study will be based on three well known theories that aim to explain the dynamics between the company and employees and how it affects EOC.

## 2.4. French economic and social environment

### 2.4.1. French economic and social environment

Before presenting how CSR is included to the French economic world a panorama of the general French economic and social environment will be set.

Like many countries, France was hit by the economic and financial crisis in 2007. The French GDP however sank in 2009 with a decrease of 2.9% compared to 2008 (See figure 5). After having dramatically sunk, GDP rose and showed a positive growth since then. However it is not as high as in the last couple of years. After World War II, France benefited of what we called the Trente Glorieuses. During this period, the GDP was up to 5.5% (Les trente Glorieuses).

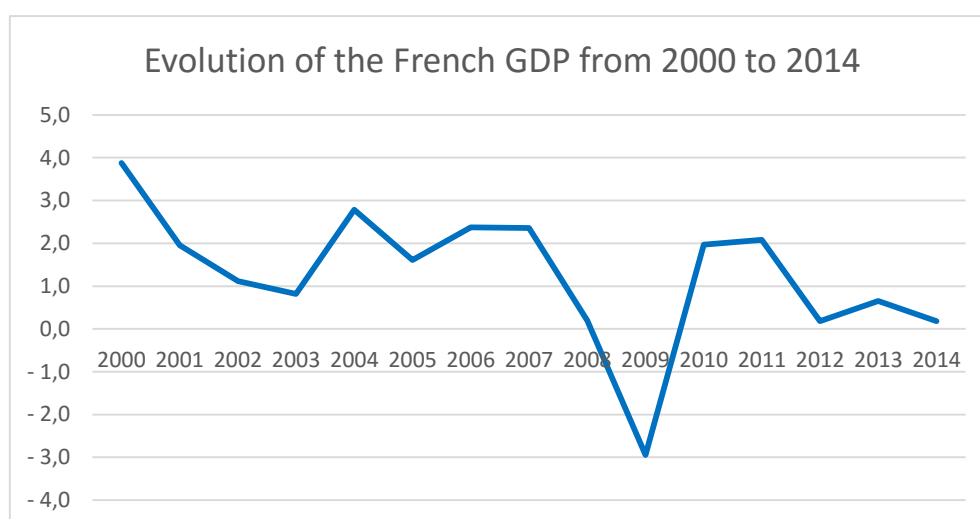


Figure 5. Evolution of the French GDP from 2000 to 2014

The unemployment rate followed the GDP curve. In the third quarter of 2015, the unemployment rate lied at 10.2% whereas in the first quarter of 1975 lied at 2.9% (Gay, 2015). Women tend to be more unemployed than men (Gay, 2015). The labour force in 2010 was 70.5% with a slight difference between men (68.1%) and women (58.7%) (Insee, 2012).

### 2.4.2. CSR in France

French big companies choose to invest in CSR: more than 60% of the biggest French companies have already a performant, even exemplary, system of CSR management (David, 2015). Also, the French government wants to go further into this topic with a new law that will be implemented in 2016: French companies with more than 500 employees will have to

have a written certified by a third party reporting concerning their CSR activities (Ministère français de l'Ecologie, Développement Durable, Transports & Logement, 2010).

Since the Johannesburg conference in 2002 the French government has been developing a CSR administrative corpus (Mauléon & Silva, 2009). CSR and more generally sustainable development has shown “a growth towards un growing number of stakeholders from the economic, social and political world”. (Igalens, Joras and Mancy, 2002). The first created committed was created in 2002 and was called State Ministry, Ministry of Economy of Sustainable Development (Mauléon & Silva, 2009). Five years later the government created a delegation for sustainable development of the Ministry of the Economy and Sustainable Development. This delegation is in second place in the protocol just after the prime minister to implement a sustainable development politic in France (Mauléon & Silva, 2009).

The State of Responsible Competitiveness 2007 is an index that aims to assess the “responsible business practices” in more than 100 countries and compares the social conditions and the public policies that “encourage responsible competitiveness” (The State of Responsible Competitiveness, 2007). According to this index, France was ranked 17<sup>th</sup> out of 108 countries where the countries on the top of the ranking were the Scandinavian countries (The State of Responsible Competitiveness, 2007).

In France, according to the study conducted by Top Employers in February 2014, French companies are characterised by a “strong implication from the employees for CSR actions: training, volunteerism, sponsoring, funding ...” (Petiteaux, 2014).

France has been developing CSR politics with national decrees but it has been part of international decree as well (Mauléon & Silva, 2009). Here are a few examples of treaties that concern directly CSR. The UN Global compact ten principles signed in 2005, the International Chamber of Commerce Business Charter for Sustainable Development 16 principles signed in 1991 (Mauléon & Silva, 2009).

France was hit by the financial crisis in 2009 and that might have accelerated CSR development within companies. The country has indeed been developing a strong CSR oriented economy being part of international convention and implementing laws that promote CSR politics within companies.



### 3. Research statement

After having gathered the theoretical data about both CSR, PCSR and EOC, it is now possible to formulate the hypothesis that will be analysed hereafter.

After having analysed the theoretical part many questions raised. Not all the questions could be answered within the context of this study. The most interesting one for the study were chosen and from them four hypotheses were set. Here are the questions that emerged from the theoretical background:

- In general, does CSR seem important to employees?
- Is the PCSR rated relatively high among employees?
- Do French companies put enough effort into CSR policies?
- What is the relationship between job position, PCSR and EOC?
- Does the job position mandate the relation between EOC and PCSR?
- Which type of CSR policies influences the most EOC?
- Are bigger companies more likely to implement CSR policies?
- Does the gender mandate the link between EOC and PCSR?

#### *Hypothesis 1: PCSR is positively related to EOC*

This link is the first thing that will be proved in this study. It was assumed from the start, according to the theoretical study done earlier, that there is the positive link between PCSR and OEC within companies. The objective is to confront former studies to the studied population that might not have the same characteristics. This first hypothesis is the base of all other hypotheses. The three following hypothesis will indeed be based on the link PCSR – EOC.

#### *Hypothesis 2: CSR policies towards employees are positively linked to organisational commitment*

After proving that there is a positive link between PCSR and EOC, we would like to go further into the analysis and try to see if there are some differences between the three types of politics, which are the following: towards customers, towards employees, and towards the environment. As CSR policies towards employees concern directly employees, it was assumed that CSR policies towards employees lead to a higher EOC.



Hereafter is the model of the two first hypotheses:

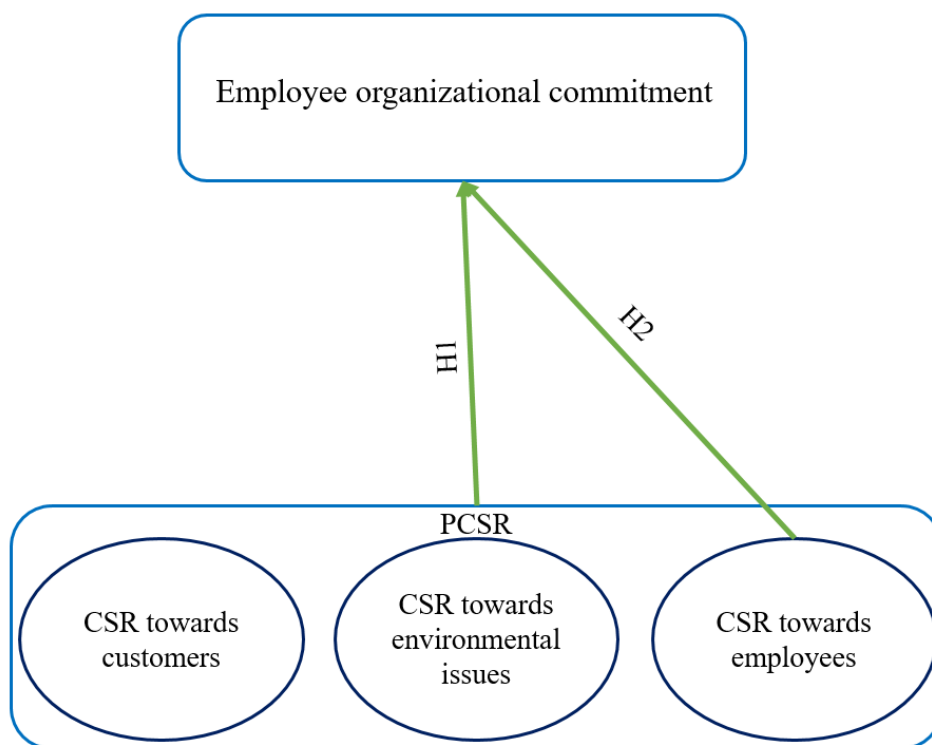


Figure 6. Hypothesized research model 1/2

**Hypothesis 3:** *The relationship between PCSR and employee commitment is more positively linked for management than non-management people*

Targeting the widest point of view of this relationship PCSR – OEC, the following independent variables were included gender, age, job position and study level. The objective was to know whether these variables have an impact on the link PCSR – EOC and whether one of these variables has a greater impact. There will be a focus on the job position. In the questionnaire respondents could choose between three simplistic categories that were given: employees, technicians, managers and others. The objective was to see here if job position has an impact on the relationship PCSR – EOC. If it is positively linked it will lead to a better targeting from the manager to the CSR communication and the policies themselves in order to have the most favourable reaction to them.

**Hypothesis 4:** *The strengths of the relationship between PCSR and EOC will increase as the employee beliefs supporting the importance of CSR increase.*

To deliver a complete analysis about how PCSR impacts EOC, a last variable was added into consideration: the personal belief of employees about CSR. The objective was to know whether employees feel that CSR is important and should be fully included into the corporate strategy. According to this hypothesis, when an employee is convinced that CSR should be fully integrated into the overall company management, the more he or she approves the implemented CSR politics, the more he or she will be committed to the company. If this relationship is not proved it would result that it is only the policies themselves that impact the perception of the employees.

To summarize the four hypotheses, below is the illustrated model on the link between each hypothesis.

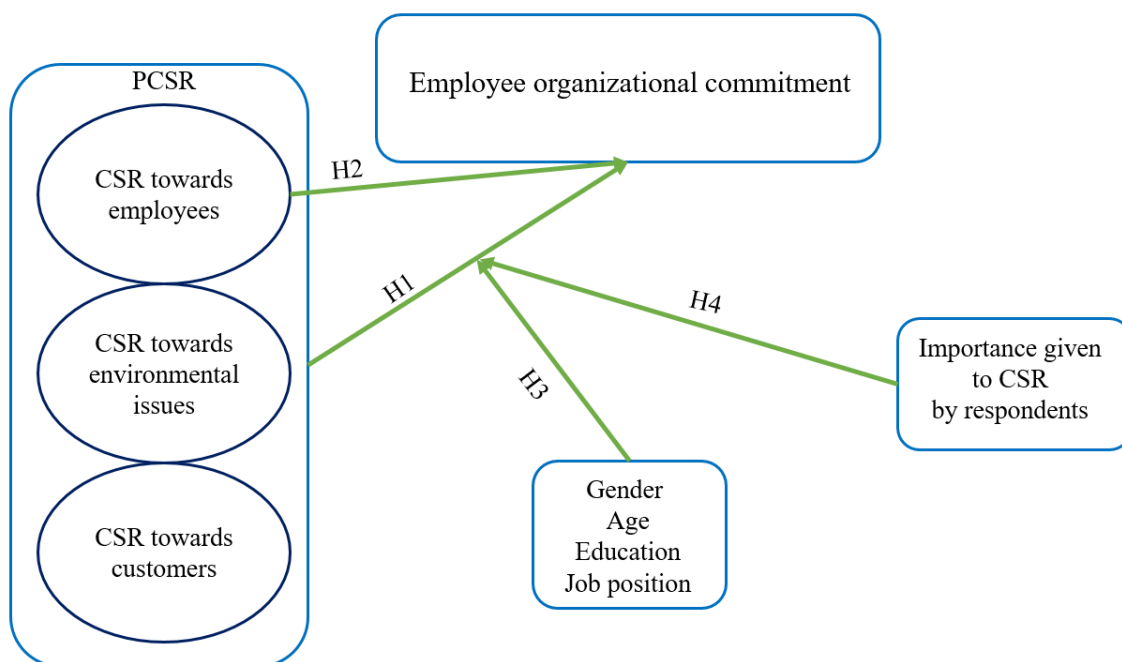


Figure 7. Hypothesized research model 2/2

The four main components of the study are EOC, PCSR, importance of CSR for the interviewee and the independent variables. It was supposed that the three latter have an impact of the EOC. First the link between general PCSR and OEC will be analysed and then go deeper through the different politics that were chosen to be focused on: CSR towards employees, CSR towards environmental issues, and CSR towards customers. The objective

### **Perceived corporate social responsibility and employee commitment**

here is to see whether there are some differences between the types of politics. It was decided to broaden the analysis by adding two more components into it: the importance of CSR for the interviewee and the independent variable such as age, education or job position and see if these latter have any influence on the link PCSR – EOC. Understanding the link is valuable to human resources managers or even general managers when they aim to implement a new politics. It will help them know how to present the different politics and on which components emphasis in order to be successful.

## 4. Methodology

In this section, the methodology of the study will be presented in order to allow further development of the results using the same methodology. The section is organised as followed: the sample and procedure will be exposed, then how me measured it will be explained. The variables will be presented as well as the research design. The analysis of the data will be presented. Last, the descriptive statistics will be exposed.

### 4.1. Sample and procedure

The data used in the following study was collected from an online survey made with Google Forms. Before answering the questions, on the first page, the research project and the aim of the study were explained to participants of the survey (See Appendix A). As it was chosen to focus on employees working in French companies, the survey was delivered in French. The choice of focusing on French companies was made because CSR has been developed the last couple of years there, not being generalized thought. The idea was to present a research project to managers that help them understand the importance and the mechanics of the link CSR – EOC in order to raise awareness about the importance of CSR.

The survey was sent in October 2015 to approximatively 200 employees from several randomly chosen French companies by e-mail. The company size ranges from 10 employees to more than 500 employees. To participate in the study the eligible participants had to fulfil both criteria: they had to understand French and to work at least part time for a French company. Answering the questionnaire was done with a voluntary basis, no compensation was offered. Before being sent to the sample, the questionnaire was send to 10 persons in order to pre-test it. Several sentences were changed after that. It has permitted to know the average time taken to respond to all 37 questions and it was found out that it took approximatively 5-10 minutes to answer all questions.

Concerning the companies that were concerned in the survey, the name of the company was not asked. However the size and the economic sector of the company were asked. It exists three types which are the following: primary, secondary and tertiary. Primary represents the “industries engaged in production or extraction of natural resources such as crops, oil, and ores”, secondary sector represents the companies that transform raw material and finally, the tertiary sector is defined as the services to customers (Business Dictionary, s.d.). Size and

industry sector were asked in order to know if they would have some impacts on the relationship between PCSR and EOC.

Employees that works in French companies were asked to answer a questionnaire about CSR, the questionnaire will be further presented.

## **4.2. Measurement**

The questionnaire was designed to accurately measure and understand the impact of the perceived corporate social responsibility on employee organizational commitment. It was divided into four parts which were the following:

- (a) the relationship the employee has with his/her company he/she works for,
- (b) PCSR,
- (c) the importance given to CSR by the employee
- (d) basic information about the respondent and the company.

The part that concerns the relationship between employee and company was put at the first place as it is the first questions that respondents will answer at. They concern something that it is easy to answer and that respondent are aware of. In the second part, PCSR was introduced with concrete examples so that when respondents come to the third part concerning CSR, they are aware of what can be done in companies. Also, the scope of CSR was narrowed to make the comprehension and the study easier and more adaptable for further researches. In the last part, basic information about respondents and companies were asked such as age, study level, job tenure, and size of the company.

It was important to have the proper wording in order that each respondent would understand the right meaning, especially because CSR terminology is not so common in France. To check the understanding of the questionnaire, it was pretested on 10 people to see if they understand properly the meaning of both the questions and the answers. The questionnaire was inspired by three well-known questionnaires that were the 15-item Organizational Commitment Questionnaire (hereafter OCQ) (Steers, Porter, & Mowday, 1982), the scale developed by Turker (2006) to measure CSR and the scale of the Perceived Role of Ethics and Social Responsibility (PRESOR). Etheredge (1999) created a subscale from the latter and only took some of the most accurate items. These three questionnaires have been widely used to researches about both PCSR and organizational commitment. Because of the time laps of the study it was decided to take ideas and questions directly from these three frames.

However, as the context is not exactly the same, questions were adapted to fully respond to the prospected population.

The questionnaire consisted of 37 questions which were mostly Likert scales based. The scales had five items from “I strongly agree” to “I strongly disagree”. The middle item was either “I don’t know” or “neither agree or disagree” depending on the question. The meaning of this item was indicated for each question. The choice of using Likert scales is justified by the easiness of both understanding and coding to analyse. It is also well known that people tend to not choose the two extreme answers. However, in the study 33% of the responses were either 1 or 5, which means that respondents felt comfortable to choose extreme options.

### **4.3. Variables used in the analysis**

The variables used in this study come entirely from the results of the survey conducted among French employees. In this part the variables used in the analysis will be introduced by first presenting the dependent variables and then the independent variables.

#### **4.3.1. Dependent variables**

One of the study objective was to test if PCSR has one or many effect(s) on the organisational employee commitment. Here the dependent variables are represented with the three categories of the questionnaire, which are: organizational commitment, perceived corporate responsibilities, and the importance of the CSR for the employees.

The focus was first done on the relationship that the respondent has with the company. Eight questions were asked about topics such as the willingness to put more effort than expected, the proudness when talking about it, or the similarities between their values and the company’s. It was important for us to know on which level respondents feel committed to the company. The objective was to compare these results with the results of the other parts of the questionnaire. The part about the perceived corporate responsibilities of the company was divided into three different categories: politics towards environment, politics towards employees, and politics towards customers. Each categories had three questions that concern the topic. It was decided to do so in order to try to understand if there was a difference between the directions of politics and, if yes, which has the most impact on the organizational commitment. The third part put an emphasis on how the respondents feel concerned with CSR in general and how it would be implemented into companies. Those 24 questions aim to help us fully understand the dynamics between EOC and PCSR.

#### 4.3.2. . Independent variables

The independent variables of the study concerned both variables about the respondents and the company they work for. The objective was to know the profile of the respondents and see whether there would be a correlation on the link EOC – PCSR. Another hypothesis was that the company profile might influence the latter link which is why size and economic sector were asked.

#### 4.4. Research design and data analysis

Several statistical methodologies were used to analyse the most accurately possible the collected data.

To answer the hypothesis 1, Chi square will be used. It enables us to know “whether two categorical variables are related” (Pallant, 2007). To do so, we need two categorical variables with two or more categories. In this case we want to know whether the relationship with the company is influenced by PCSR. Here the two categorical data are both the Likert scales about (a) the relationship between employees and their companies and (b) PCSR. In a first step the general PCSR will be compared with the relationship employee-company. Then each types of PCSR (here environmental, internal, and external) will be compared with the relationship employee-company.

After this analysis, the link organizational commitment and PCSR towards employees will be deeper analysed. In the questionnaire, eight questions concern the organizational commitment and four questions concern PCSR towards employees. Again, a chi square analysis was used to present proper results.

To answer the hypothesis 3, the results from the first hypothesis were taken and compared with the results of the parts “*importance of CSR for you*” from the questionnaire. Here a T-Test analysis was done to see if there is a “statistically significant difference in the mean score for the two groups” (Pallant, 2007).

Finally, the last hypothesis aims to prove that there is a relationship between the job position and the relationship between (a) company and employees and (b) PCSR. To do so, an ANOVA was chosen because it “tells you whether there are significant differences in the mean scores on the dependent variables across three groups” (Pallant, 2007). In this case the dependent variable are the results of the link relationship with the company / PCSR and the independent variables are the job position of the respondents.

## 4.5. Descriptive statistics

### 4.5.1. Respondents

The sample was composed of 128 people aged from 20 to 66. The panel is almost equally composed of women and men with 69 women (55%) and 57 men (45%). The age repartition is as following 35.7% of them are between 20 and 34 years old, 33.3% between 35 and 45 years old, and 31% between 46 and 66 years old. The mean age lies at 39 years old and the standard deviation at 11,801.

The level of education ranges from “*less than A level*” to “*more than master degree*”. The level that was the most represented was the “*master degree*” level with 35 people (27.6%), the second one is between A level and bachelor degree with 29 people (23%). The less represented level was “*more than the master degree*” with only 5 people (4%) and less than A level with 10 persons (8%).

It was asked in the questionnaire to answer the questions taking in mind the current job position and the current company. The choice was made because CSR is a notion that varies and evolves a lot so to be the most accurate possible the newest variables have to be collected. Saying so, 26 respondents (20.6%) were working for that company for less than one year, 27 respondents (21.4%) between one and five years, 21 respondents (16.7%) between five and ten years and 52 respondents (41.3%) more than ten years.

Since one of the hypothesis emphasis the relationship between the job position and the strength of the commitment linked to the PCSR, it was important for the data analysis that this variable was collected. The choice was made to only separate into three categories: (a) technicians which takes in factory workers, engineers and other workers who have technician job position, (b) employees who work in an office and (c) managers. Because of the essence of their job, these three categories might have different point of view of the company goals and CSR actions. In this sample, 19 respondents (15%) have a position as technician, 61 respondents (48%) as employee and 46 respondents (36%) as manager.



#### 4.5.2. Companies

The companies' characteristics are also important to answer the hypotheses. The objective was to know if the size or the sector in which the company evolves have an impact on the relationship between PCSR and employee commitment.

Concerning the size of the company for which respondents work, a majority (62%) work in a company with more than 500 employees. 48, of them work in a company that employs less than 500 people, the repartition is the following 5.6% between 251 and 500 employees, 2.4% between 151 and 250, 7.9% between 51 and 150 and finally 22.2% in a company with less than 50 people.

The secondary economic sector are overrepresented in the sample with 59.5% of the questionnaires, then the service sector with 36.5% and finally 4% are companies from the primary sector.

The percentages about the size and the industry sector is influenced by the distribution of the questionnaire in a company called *Schmidt* where the access to respondents was allowed. It is a French company that produces and sells custom-made kitchen bathroom and closet furniture.

Table 1 presents the descriptive statistics for the variables used in this study.

Table 1

Demographic characteristics		Percentage
Gender	Women	54,8%
	Men	45,2%
Age	20-34	35,7%
	35-45	33,3%
	46-66	31,0%
Study	less than A Level	7,9%
	A Level	16,7%
	Less than bachelor	23,0%
	Bachelor	15,1%
	Less than Master	5,6%
	Master	27,8%
	More than Master	4,0%
Job tenure	0-1 year	20,6%
	1 to 5 years	21,4%
	5 to 10 years	16,7%
	More than 10 years	41,3%
Job position	Technician	14,2%
	Employee	48,4%
	Management	36,5%

## 5. Results

The following part will present the results of the already presented questionnaire.

### 5.1. Correlation EOC / PCSR

As stated earlier in this, it was aimed to know if there was any relationship between the CSR that people perceived within the company and the commitment that they show to it. Understanding this link will help management or any employees caring the CSR politics know about the implications on EOC.

The relationship between PCSR and EOC was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the two variables (see Figure 8),  $r=0.71$ ,  $n=126$ ,  $p < 0.0005$  with high level of PCSR associated with high levels of EOC. The coefficient of determination here is  $0.71^2 = 0.5041$  (See table 2) which means that 50.41% of the variance can be explained by the mean score of PCSR.

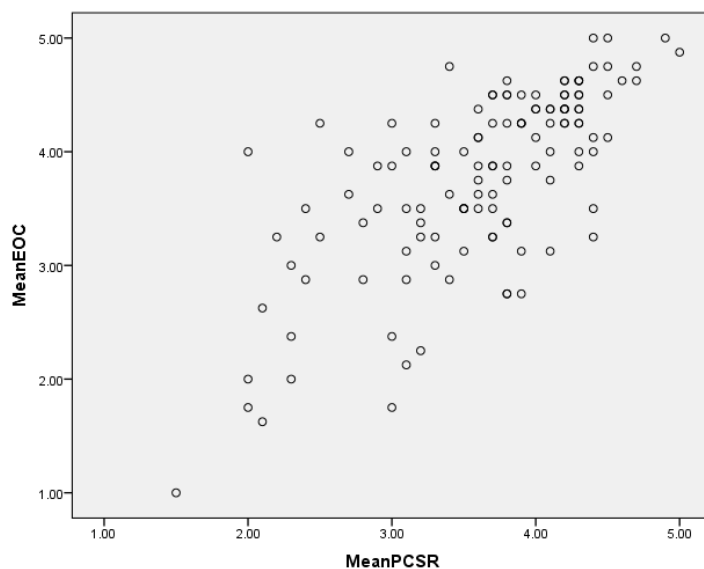


Figure 8. Scatterplot Correlation Mean EOC / Mean PCSR

Table 2.

Correlations EOC - PCSR			
		Mean EOC	Mean PCSR
Mean EOC	Pearson Correlation	1	.710**
	Sig. (2-tailed)		.000
	N	126	126
Mean PCSR	Pearson Correlation	.710**	1
	Sig. (2-tailed)	.000	
	N	126	126

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

## 5.2. Multiple regression Mean EOC / Politics towards environment, employees and society

It was showed that PCSR and EOC were positively linked, the objective now is to go deeper and see whether there were some differences between the different types of CSR politics. Do politics directed to employees have more effects on EOC than those directed to environmental issues? In order to answer that question, the relationship between EOC and the different types of CSR politics was investigated using a multi regression analysis. In the questionnaire, three different types of politics were developed: towards environment, towards employees and towards the society and for each several questions were asked so the mean of the questions concerned by the politics was taken.

Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. First a Pearson product-moment correlation coefficient was calculated.

There was a large positive correlation between PCSR towards society and EOC with  $r = 0.544$ ,  $p < 0.005$  (See table 3). Between PCSR towards environment and EOC there was a medium positive correlation with  $r = 0.463$ ,  $p < 0.005$ . Also, there was a strong positive correlation between PCSR towards employees and EOC with  $r = 0.666$ ,  $p < 0.005$ .

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Table 3.

Multiple regression EOC / Politics towards environment, employees and society					
		EOC	PCSR towards society	PCSR towards environment	PCSR towards employees
Pearson	EOC	1.000	.544	.463	.666
Correlation	PCSR towards society	.544	1.000	.522	.494
	PCSR towards environment	.463	.522	1.000	.395
	PCSR towards employees	.666	.494	.395	1.000
Sig. (1-tailed)	EOC	.	.000	.000	.000
	PCSR towards society	.000	.	.000	.000
	PCSR towards environment t	.000	.000	.	.000
	PCSR towards employees s	.000	.000	.000	.
N	EOC	126	126	126	126
	PCSR towards society	126	126	126	126
	PCSR towards environment	126	126	126	126
	PCSR towards employees	126	126	126	126

The model summary “tells you how much of the variance in the dependent variable [here, EOC] is explained by the model” (Pallant, 2007) (See table 4). Here the  $R^2 = 0.521$  which means that the developed model explains 52.1% of the variance in EOC.

Table 4.

Model Summary <sup>b</sup> of the multiple regression				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 <sup>a</sup>	.521	.509	.55538

a. Predictors: (Constant), Mean PCSR employees, Mean PCSR environment, Mean PCSR society

b. Dependent Variable: Mean EOC

The next step is to know which variable has the most impact on the model. These results aim to answer the first hypothesis. To do so, let's have a look on the B value.

Table 5.

		Coefficients <sup>a</sup> of the model			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.999	.295		3.384
	PCSR towards society	.243	.088	.219	2.769
	PCSR towards environment	.129	.063	.153	2.044
	PCSR towards employees	.408	.060	.497	6.777

a. Dependent Variable: Mean EOC

Here the highest B value is  $B = 0.497$  for the PCSR towards employees (See table 5) which means that it makes the strongest unique contribution to the model. The lowest B value is  $B = 0.153$  and represents the unique contribution from PCSR towards environment. Another figure is the significance (Sig.) to see “whether this variable is making a statistically significant unique contribution to the equation” (Pallant, 2007). Here the three values  $p < 0.05$ ,  $p_{\text{society}} = 0.07$ ,  $p_{\text{environnement}} = 0.043$ ,  $p_{\text{employees}} < 0.005$  so they are making the three of them a statistically significant contribution to the equation.

### 5.3. Correlation PCSR towards employees / EOC

The relationship between the different examples of CSR politics towards employees and EOC was investigated using the Pearson correlation. Preliminary analyses were performed to ensure that there were no violation of the assumptions of normality, linearity and homoscedasticity.

In the table 6 we can see a large positive correlation for possibility of competence development and EOC with  $r = 0.572$ ,  $p > 0.005$ . The coefficient of determination  $0.572^2 = 32.72\%$  shared variance. Possibility of competence development helps to explain nearly 32.72% of respondent EOC scores.

There was a strong positive correlation for “needs and desires taken into account” and EOC with  $r = 0.628$ ,  $p < 0.005$ . The coefficient of determination was  $0.628^2 = .3943$  which means that the needs and desires of employees taken into account helps to explain nearly 39.44% of respondent EOC scores.

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There was a medium positive correlation for flexibility politics and EOC with  $r = 0.476$ ,  $p < .005$ . The coefficient of determination was  $0.476^2 = 0.2265$  shared variance. The implementation of flexibility politics helps to explain nearly 22.66% of respondent EOC scores.

There was a large positive correlation for fair decisions and EOC with  $r = 0.589$ ,  $p < 0.005$ . The coefficient of determination  $0.589^2 = 0.3469$  shared variance. Fair decisions concerning employees help to explain nearly 34.69% of respondent EOC scores.

Table 6.

Correlations PCSR towards employees and EOC		
		EOC
Possibility of competence development	Pearson Correlation	.572**
	Sig. (2-tailed)	.000
	N	126
Needs and Desires taken into account	Pearson Correlation	.628**
	Sig. (2-tailed)	.000
	N	126
Flexibility politics	Pearson Correlation	.476**
	Sig. (2-tailed)	.000
	N	126
Fair decisions	Pearson Correlation	.589**
	Sig. (2-tailed)	.000
	N	126

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

#### 5.4. Multiple regression PCSR – OEC / Age, Gender, Education and Job position

The objective was to know whether there was a predestination of some people to have feel a stronger link PCSR-EOC from either their natural variables or from the type of company they work for. To understand this link a multiple regression was done that compare the link PCSR-EOC to the independent variables that were asked in the questionnaire. The focus was made on the age, gender, education level and the job position of the respondents. After having drawn a model that would explain the relationship, the suggested model only explained 0.8% of the variance in the link PCSR – EOC (See table 7).

Table 7.

<b>Model Summary<sup>b</sup> of the multiple regression</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.200 <sup>a</sup>	.040	.008	.69632

a. Predictors: (Constant), Quel est votre niveau d'études? , Quel est votre sexe?, Agecat, Quel type de poste occupez-vous?

b. Dependent Variable: Mean PCSR-EOC

The Beta value enables us to know which “variable makes the strongest unique contribution to explaining the dependent variable” (Pallant, 2007). In this case, according to the table 8, education makes the strongest unique contribution with  $B = -0.201$ . However, each  $p$  is greater than 0.05 which means that none of the variable is making “a significant unique contribution to the prediction of the dependent variable” (Pallant, 2007).

Table 8.

<b>Coefficients<sup>a</sup> of the multiple regression</b>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	3.853	.320		.000
	Age	-.011	.077	-.013	.889
	Job position	.093	.094	.091	.324
	Gender	-.025	.126	-.018	.841
	Study level	-.079	.036	-.201	.031

a. Dependent Variable: Mean PCSR / EOC

### 5.5. Multiple regression PCSR EOC / Age, job position, importance given to CSR

According to the literature review, it seems that the most influencing factors are the importance given to CSR by the respondents. It was decided to compare the age, job position and the importance given to CSR in order to know which of the three elements makes the strongest implication to the model. After calculations, the strongest variable is the importance given to CSR by the respondents, with  $B = 0.335$  (See table 9). Looking at the

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column marked Sig. in the table 9 only the variable of the importance given to CSR by the respondents is less than 0.05 which means that this variable “is making a significant unique contribution to the equation” (Pallant, 2007). Here the age category and the job position don’t make any significant unique contribution to the equation with  $p_{\text{age}} = 0.639$  and  $p_{\text{jobposition}} = 0.480$ .

It can be calculated how much of the total variance “is uniquely explained by a variable” and “how much R square would drop if it wasn’t included in the model” (Pallant, 2007). Here, the importance given to CSR explained 10% of the model.

Table 9.

Multiple regression PCSR EOC / Age, gender, job position <sup>a</sup>					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	2.136	.454		4.704
	Age	-.035	.074	-.041	-.471
	Job position	.062	.087	.061	.709
	Importance given to CSR	.398	.102	.335	3.881

a. Dependent Variable: Mean PCSR-EOC

### 5.6. T Test Mean PCSR – EOC / CSR Importance / Gender

As seen when gathering the literature on EOC-PCSR topic it seemed that women tend to be more sensitive to PCSR. It was important to know whether it is also true in the sample, which is why an independent-samples t-test was conducted to compare the link PCSR – EOC, the importance given to the CSR by the respondents and the gender conditions (See table 10 & 11). Regarding the results, there was no significant difference in the scores of PCSR-OEC for women ( $M=3.70$ ,  $SD=0.69$ ) and men ( $M=3.67$ ,  $SD=0.71$ ) conditions,  $t(124) = 0.197$ ,  $p = 0.845$ . Neither was a significant difference in the score of importance given to CSR for women ( $M=3.75$ ,  $SD=0.59$ ) and men ( $M=3.75$ ,  $SD=3.72$ ) conditions,  $t(124) = 0.302$ ,  $p = 0.763$ . These results suggest that gender does not have an effect on either the link PCSR – OEC and importance given to CSR in the sample.



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Table 10.

<b>Group Statistics</b>					
	Quel est votre sexe?	N	Mean	Std. Deviation	Std. Error Mean
PCSR-EOC	Women	69	3.7004	.69495	.08366
	Male	57	3.6757	.71019	.09407
Importance CSR	Women	69	3.7491	.58926	.07094
	Male	57	3.7172	.59190	.07840

Table 11.

<b>Independent Samples Test</b>										
		Levene's Test for Equality of Variances				t-test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
PCSR - EOC	Equal variances assumed	.025	.875	.197	124	.845	.02469	.12563	-.22396	.27334
	Equal variances not assumed			.196	118.547	.845	.02469	.12589	-.22459	.27397
Importance given to CSR	Equal variances assumed	.011	.917	.302	124	.763	.03194	.10568	-.17724	.24112
	Equal variances not assumed			.302	119.351	.763	.03194	.10573	-.17741	.24129

### 5.7. One way Anova –OEC - PCSR / Job position

A one-way between subjects ANOVA was conducted to compare the effect of the job position on EOC and PCSR. The objective was to know whether the job position of employees has an influence on the link EOC – PCSR.

Table 12

Test of Homogeneity of Variances				
PCSR - EOC				
Levene Statistic	df1	df2	Sig.	
.571	2	123	.567	

The significance value (Sig) for Leven's test is greater than 0.05,  $p = .567$ , so the assumption of homogeneity of variance was not violated (See table 13).

Table 13

ANOVA PCSR - EOC					
PCSR - EOC					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.611	2	.306	.621	.539
Within Groups	60.494	123	.492		
Total	61.105	125			

Table 14

#### Multiple Comparisons

Dependent Variable: PCSR - EOC

Tukey HSD

(I) Job position	(J) Job position?	Mean Difference		Sig.	95% Confidence Interval	
		(I-J)	Std. Error		Lower Bound	Upper Bound
Technician	Employee	-.20445	.18425	.510	-.6416	.2327
	Management	-.14218	.19125	.738	-.5959	.3116
Employee	Technician	.20445	.18425	.510	-.2327	.6416
	Management	.06227	.13695	.892	-.2626	.3872
Management	Technician	.14218	.19125	.738	-.3116	.5959
	Employee	-.06227	.13695	.892	-.3872	.2626

$$\begin{aligned}\text{Eta squared} &= \frac{\text{Sum of squares between groups}}{\text{total sum of squares}} \\ &= \frac{0.611}{61.105} = 0.01.\end{aligned}$$

Cohen classifies 0.01 as a “small effect” (Pallant, 2007).

A one-way between-groups analysis of variance was conducted to explore the impact of the job position on the link PCSR – EOC (See table 12 & 13 & 14). Respondents were divided into three groups according to their job position (Group 1: Technicians; Group 2: Employees; Group 3: Management). There was not a statistically significant difference at the  $p < 0.05$  level in the link PCSR – EOC for the three job position groups:  $F(2, 123) = 0.621$ ,  $p = 0.539$ . These results suggest that the job position don't have any impact on the link PCSR – EOC.

### 5.8. ONE WAY ANOVA – OEC - PCSR / Age

Age might have an influence on the link EOC – PCSR which is why a one way Anova was conducted that compared the link EOC – PCSR to the age of the respondents.

The significance value (Sig) for Levene's test is greater than 0.05,  $p = 0.058$ , so the assumption of homogeneity of variance was not violated (See table 15). In the table 16, the Sig. value is greater than 0.05,  $p = 0.065$ , so there is no significant difference among the mean scores on the dependent variable for the three groups

Table 2.

Test of Homogeneity of Variances			
PCSR - EOC			
Levene Statistic	df1	df2	Sig.
2.907	2	123	.058

Table 3.

ANOVA					
PCSR - EOC					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.654	2	1.327	2.793	.065
Within Groups	58.451	123	.475		
Total	61.105	125			

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A one-way between-groups analysis of variance was conducted to explore the impact of the job position on the link PCSR – EOC. Respondents were divided into three groups according to their job position (Group 1: Technicians; Group 2: Employees; Group 3: Management). There was not a statistically significant difference at the  $p < 0.05$  level in the link PCSR – EOC for the three job position groups:  $F(2,123) = 0.621, p = 0.539$  (See table 17).

Table 4.

#### Multiple Comparisons PCSR – EOC / Age

Dependent Variable: PCSR - EOC

Tukey HSD

(I) Age	(J) Age	Mean		Sig.	95% Confidence Interval	
		Difference (I-J)	Std. Error		Lower Bound	Upper Bound
20 - 34	35 - 45	-.29920	.14790	.111	-.6501	.0517
	46 - 66	.01787	.15081	.992	-.3399	.3757
35 - 45	20 - 34	.29920	.14790	.111	-.0517	.6501
	46 - 66	.31707	.15330	.101	-.0466	.6808
46 - 66	20 - 34	-.01787	.15081	.992	-.3757	.3399
	35 - 45	-.31707	.15330	.101	-.6808	.0466

$$\begin{aligned}
 \text{Eta squared} &= \frac{\text{Sum of squares between groups}}{\text{total sum of squares}} \\
 &= \frac{0.065}{61.105} = 0.001.
 \end{aligned}$$

## 6. Discussion

In this part the results presented in the previous part will be discussed. First the relationship between employees and CSR will be discussed, then the link between EOC and PCSR will be analysed. The link between EOC – CSR towards employees will be further discussed to see whether the results brought us some more answers. Furthermore the results from the answers concerning both the influence of the independent variables such as gender or job position, and the importance given to CSR by employees will be interpreted.

### 6.1. Employees and CSR

In order to understand the link that employees have with CSR, it was decided to compare the two following questions (a) I would like my company to put more efforts into CSR policies and (b) I would like to have more power on this topic. The objective here was to understand (a) their feeling about CSR and (b) whether they would like to be more proactive about CSR or not. According to the results of the questionnaire, 72.5% of the respondents answered “agree” or “strongly agree” when asking if they personally would be willing to put more efforts into CSR. These results show us that CSR is something that has become important to people. With the rising influence of the social network people can more easily see what is happening in the world. They are indeed aware of the possibilities for them to participate in the creation of a better world. Taking the example of the Paris attacks in November 2015. All the world was feeling concerned and showed sympathy to French people by posting drawings on the web or by lighting candles. If they can do such actions as an individuals they might certainly think that gathering people from a same company to implement new politics would be even more powerful.

What was interesting was to compare this feeling of doing well with a real motivation to make better working conditions, or living conditions for other. Half (50%) of the respondents chose the answers “agree” or “strongly agree” to the question (b). People want to participate at work and benefit from the company’s resources to improve their work conditions and life conditions of others. A study conducted by France Bénévolat in 2013 showed the same tendency as there was a growth of 14% of the number of volunteers from 2010 to 2014. According to the same survey, it is what we call the direct volunteering that showed the highest growth from 2010 to 2014 (+ 31%). The direct volunteering is the time given to people directly to the family or

acquaintances and is not formal (France Bénévolat). One of the possible explanation of this evolution of behaviour is that the global economic and financial crisis that hit most of the countries made people think differently. Shared cars, electronics repairs, services exchanges in the neighbourhood are examples of the new way of consuming that emerges from the crisis.

However, the second half of answers are not respondents that don't want to have more power. 35.4% of the respondents indeed answered that they didn't know whether they would like to be more implicated or not. That showed us that the topic is still not generalised within companies. It might repel people to be more implicated in something that can be seen as vague and not directly linked to the core competencies of the company. They might not appreciate and / or understand that the management uses the money that could be invested in a wage rise or more tangible asset in a way that they might not totally approve. These results are almost similar to the results of the study conducted by Viavoice in April 2015. The latter gathered more than a thousand respondents in French companies with > 250 employees (Fournier, 2015). The results of this study showed that 78% of the employees consider that CSR is important for companies. However in this study 85% of the respondents would like to have more power about CSR in their companies (Fournier, 2015). Here employees showed a greater motivation to be implicated than the sample. One of the reasons that could explain this difference of behaviour could be that the sample was only composed of people working in companies with more than 250 employees. In the study, one third of the respondents that were working in companies with less than 250 employees. Also the repartition of the economic sector in which the companies were in, was not presented. The three economic sectors could be better represented. A last suggestion that could have impact the difference the sample didn't have a perfect geographical repartition of the respondents and the slight cultural difference could have an impact on the response and the willingness of action about CSR.

However, even if management and employees show interest for implementing CSR politics it is not so easy to implement them into organisations. According to a study conducted by daf-mag.fr in 2014 the main factors affecting the implementation of CSR policies are (from the most important to the less important) the lack of visibility concerning the return of investment (44%), lack of financial resources (41%), lack of human resources (37%), lack of CSR strategic vision (35%), lack of knowledge concerning external supports (23%), lack of interest from the employees (20%), lack of support from the management (20%) and finally lack of internal expertise (13%). On the one hand, the financial aspect of CSR can still be an issue, and might

be the one that slowed down the generalisation of CSR policies within organisations because of the financial crisis, when the budget was strictly constrained. On the other hand, the financial world was abolished and companies wanted to change the way of doing business in order to avoid a new crisis, which is why CSR might be seen as “new ways to innovate” (Autissier, Bensebaa, & Boudier, 2012, p. 395). It is the choice that big companies in France made: more than 60% of the biggest French companies have already a performant, even exemplary, system of CSR management. (David, 2015). Also, the French government wants to generalize CSR initiatives with a new law that will be implemented in 2016. French companies with more than 500 employees will indeed have to write a reporting concerning CSR certified by a third party (Ministère français de l'écologie, développement durable, transports & logement, 2010). This reporting might make companies realize that there is something to be developed on this issue. It might also create new position to people that would have to handle CSR policies within companies.

Employees consider CSR as an important element in the company management. However, as it is something new and still vague for them so they don't know how to be proactive to develop such politics. The French government put pressure on companies in order to higher the general awareness of running companies in a sociably responsible way. Now that the general relation that employees have with CSR was presented the possible link between the perceived CSR and the commitment that employees show to the company will be discussed.

## **6.2. Link EOC – PCSR**

Now that the employees' behaviour towards CSR was studied, the focus will be on the link between EOC and PCSR. What came from the analysis of the data was that the correlation between these two variables was strong and positive. From these results it can be implied that when employees have a good opinion of the already implemented CSR politics, they show a higher commitment to the company they work for. It goes into the same direction as Peterson (2004) when they said that PCSR can lead a higher EOC.

After analysing the general relationship between PCSR and EOC the objective was to know whether there were some differences between the politics towards environment, employees or society. To do so, a multi regression analysis was conducted. The first result that came from this analysis was that the lowest correlation was between PCSR towards environment and EOC of the respondents. In the second place the correlation between PCSR towards society and EOC

and last, the highest correlation lies between PCSR towards employees and EOC. Also, PCSR towards employees is making the strongest unique contribution to the model, which means that these type of politics have the strongest impact on EOC.

These results are not a complete surprise, when we look at the result of the following question that were asked in the questionnaire: *for which politics in priority would you like that the company put an emphasis on?* Respondents had the choice between four different types of politics, such as: environment, employees, customers and society. In the studied sample, 52% of the respondents answered “*employees*” whereas only 13% chose the politics towards the customers (See figure 9).

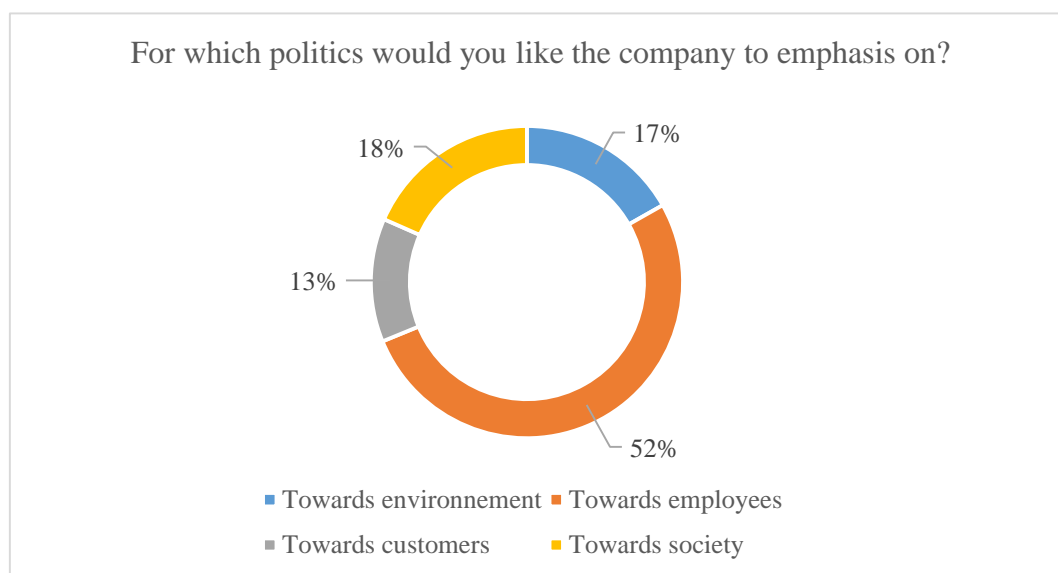


Figure 9. “Answers repartition for the question “For which politics you would like the company to emphasis on?”

The three other politics have almost the same portion of attention with 13% for customers, 17% for the environment and 18% for the society. Such a difference with the raking of the politics towards employees was not expected. With all the communication about global warming and a good natural resources management that has been developed during the last past years, it could have been expected a higher interest in environment or society. Moreover with the economic crisis that happened the last past years, a higher interest in the humanitarian organisation was expected. Since the purchasing power has decreased giving to charity via the company could have been a good alternative to direct donative. They might only chose themselves whether they want to be invested in an organisation and if so, in which organisation they want to be invest. It might also be that employees want to emphasize the border between private and



working life. As this border has been more and more blurred, it might seem important for them to keep some sides to the private life.

### **6.3. Link PCSR towards employees – EOC**

One of the hypothesis of these researches was that CSR politics directed to employees had more effects on the commitment than the other types of CSR politics. The first analysis of the study proved that employees want companies to focus more on them than on environment or society. However, the aim was to know CSR politics towards employees had any impacts on their commitment to the company. It can already be assumed, after reading the published studies, that CSR politics towards employees have an impact on the commitment. To prove that it was also true in the sample, the correlation of the five questions that concerned directly the CSR politics directed to employees was analysed. It came out that the statement that showed the highest correlation was “the management of our company is primarily concerned with employees’ needs and wants” whereas the answers to the statement “the company implements flexible policies to provide a good work and life balance for its employees” only had a medium correlation with the EOC of the respondents. Here after is the analysis of each question from the questionnaire handed to the respondents.

#### **6.3.1. The company implements flexible policies to provide a good work and life balance for its employees**

The question that had the lowest correlation with EOC was the implementation of flexible policies to provide a good work and life balance. Since the border between the private and the working life has been more and more blurred, it could seem important for employees to get more flexibility at work. Example of flexible policies that could be implemented in the company would be the following: possibilities of working at home, flexible working time, and self-management team.

After analysis the results of the respondents, it was not expected that flexibility at work only had a medium correlation with EOC. One explanation could be the work life balance is already high in France. French employees have indeed a legal working time of 35 hours a week (Service-Public.fr, 2015) and get five weeks of holidays each year (Service-Public.fr, 2014). According to a study conducted by Renou (2011) that compared the number of holidays and public holidays between European countries France is ranked in the fifth position in Europe with a total of 36 days of holidays from which 25 days of holidays and 11 days of public

holidays. The European countries that have the most holidays are Austria and Malta with 38 days of holidays where the European countries with the least holidays are the Nederland with 28 days of holidays (Renou, 2011).

However, even if this question has the lowest correlation, it is still medium high correlated with EOC. It means that it is important to employees that the company offers policies to facilitate flexibility at work such as working at home, flexible working time, and on-site nursery. Noe (2010) conducted a study and found that in companies that are the most flexible, 66% of employees “report high rates of job engagement and commitment” and 72% “plan to stay with their employer”.

### **6.3.2. The company policies encourage employees to develop their skills and careers**

Managing employees' career is “important from both the employees' and employers' perspective” (Noe, 2010). It is indeed very important for companies to emphasize the skills development among employees. According to a model created by Furnham (2006) the behaviour at work is influenced by five interdependent elements: ability, motivation, demographic factors, personality traits and intelligence. This author stated that if employees develop their abilities, it will lead to a greater motivation which itself will lead to a better behaviour at work. This link was observed in our researches as well, with the strong correlation between the development of skills and careers and EOC.

There was a strong correlation between the development of skills and careers and EOC of respondents which means that employees are demanding more focus on training and development. One of the reason is that “the performance of exciting and challenging work” are one of the most “important factors” regarding employees' commitment” (Noe, 2010). Noe (2010) observed that when there is a “lack of career management” frustration can result from it because employees can feel “not being valued in the company”. It is not only important from employees' perspective but also from employers' perspective because this mismanagement can lead to a “lower employee commitment and an inappropriate use of money allocated for training and development programs” (Noe, 2010).

In his book entitled *Employee Training & Development*, Noe (2010) gathered several researches suggesting that employees should be encouraged to develop their skills and balance work/non-work activities in order to “maximize employees' motivation and commitment to company

goals”. In France, employers have many obligations concerning the training and development of their employees such as training financing, inciting employees to adapt to their job, training plan submitted to the employee representative (Service-Public.fr, 2015).

### **6.3.3. The managerial decision related with the employees are usually fair**

It was observed in the study that the fairness of the procedure is something important for employees. EOC was indeed strongly linked to with the fairness in the decision making process. These results are similar to previous studies, especially one conducted by Sirota, Muschkind & Meltzer (2008). In their research paper, these authors tried to answer the following question: “What keeps employees motivated and engaged at work?”. The three main components that came out of the study were the need of achievement, the need of equity and the need of camaraderie (Sirota, Mischkind, & Meltzer, 2008).

Moreover, other theories confirmed these results. Adams introduced in 1969 a theory that he called the equity theory. According to the business dictionary, equity theory is when “people derive job satisfaction and motivation by comparing their efforts (inputs) and income (outputs) with those of the other people in the same or other firms”. This theory focus on “the importance people attach to perceptions of fairness in how managers deal with them relative others” (Knights & Willmot, 2012). For example if people think that they are putting more efforts in their work but they are getting less salary or consideration by the management than their colleagues, they are tempted to put less efforts. In the worst case, they could develop a deviant behaviour or even leave the company. It could be detrimental for the working environment but also this employees could have been a valuable asset for the company.

A second theory was developed by Greenberg in 1987. He was interested in the procedural justice and is linked to the equity theory. According to a definition set by Knights & Willmot (2012), the procedural justice is indeed “interested in the effects, either positive or negative, that arise from how fairly and transparently managers implement decisions affecting their staff”. For example, when one is hired with what it sees as a fair selection process it could affect the future performance.

Fairness in the reward allocation system for example can be part of intrinsic rewards and that could lead to increase the job satisfaction which in turn could lead to a higher EOC. Rhoades & Eisenberger (2002) found that fair treatments of the employees have a “strong relationship” with EOC.

#### **6.3.4. The management of our company is primarily concerned with employees' needs and wants**

Since it is known that politics towards employees are the most correlated to EOC, it is not surprising that this question has the strongest correlation with EOC as it concerns them directly. However, it can also be strongly correlated because of the general character of the question. Various ideas and concepts could be concerned by the statement.

We are not talking here about an organisation where management asks employees to do only what they want to but an organisation where management considers employees' needs. It could concern needs of training, needs of organisational change, and needs of working time flexibility. This statement can be linked to the previous presented social exchange theory. This theory claims indeed that employees tend to see the company not as an abstract overall organisation but more as a person. According to SET, people will be more committed if management would show "voluntary" actions that will improve their working conditions (Rhoades & Eisenberger, 2002).

Moreover Rhoades & Eisenberg (2002) said that "caring, approval, and respect connoted by PCSR" will "fulfil socioemotional needs". This in turn will lead employees to "incorporate organisational membership and role status into their social identity." According to the same authors, the company will take over the "social emotional needs" that usually family and friends would bring to them. This shows the importance of the role that has the company nowadays, and the analysis of the results from the questionnaire emphasis this idea. A company is not seen as a simple place to go working but more as a place where employees can develop their competences and create friendly relationships. With the blurring boundaries between working and private life, and the personalisation of the organisation it would appear logical that this statement has the strongest correlation with EOC. Having an organisation that take care about your feeling makes employees feel emotionally more linked to the company.

CSR politics towards employees can be implemented in different ways. In order to be the most efficient possible, it is useful to know which side of CSR politics have to most impact on EOC. To simplify the analysis, the focus was made on only four sides of the politics. Flexibility is not the most expected politics to be implemented but rather focus on the training and development, and the overall needs of employees. Employees want to be listened and that management take measure to improve the working environment. Of course employees also emphasize the fairness

in the decision process. To summarise, employees aim to have a fair and balanced working environment where all voices are listened and where actions are taking fairly.

#### **6.4. Dependents variables impacts on the link EOC – PCSR**

One of the hypotheses that was set at the beginning of the study was that the link EOC - PCSR could be gendered by natural variables such as gender or age, or even by the job position or education of people. To summarize, analysing this hypothesis would lead to say that some people would have a predestination to be more sensible to PCSR that would develop a higher commitment to the company. The results of the conducted study showed several things.

One of the hypotheses was that the job position had an influence on the link between EOC and PCSR. After the analysis of the multiple regressions comparing age, gender, job position and education, and the one way analysis that compared age and job position we can easily say that none of the dependent variables have a direct impact on the link EOC – PCSR. A research done by Taras, Steel, and Kirkman (2011) suggested that “the predictive power of culture is much stronger than that of demographics, including age, work experience, gender, education level or race”. These results confirm what was found in the study, which means that dependent variables don’t have any valuable influence on the link EOC – PCSR.

These results can be lowered as these variables have yet an influence on EOC. After having gathered several studies, Meyer et al. (2002) suggested that many variables have an impact on EOC. These were “age of the respondent, length of employment in the organization (organizational tenure) and the seniority of the respondent”. However, in this study we chose to focus on the influence of PCSR on EOC and not on all factors influencing EOC. It is still interesting to know what kind of other variables can influence EOC though.

Since the dependent variables don’t have any significant influence on the link EOC – PCSR, this link must be influenced by another variable. This is why it was decided to include, instead of the dependent variables, the importance given to CSR by respondents.

### **6.5. Importance given to CSR by employees impacts on the link EOC - PCSR**

After conducting a multiple regression comparing the previous variables and the importance given to CSR by employees it turned out that the latter had the highest impact on the link EOC – PCSR. This means that when someone really cares about CSR, one will be more attentive to CSR politics implemented in the company. So, when implemented CSR politics meet their expectations their commitment to the company is expected to rise as well.

Brammer et al. (2007) brought an explanation for the relationship importance of CSR, high PCSR and high EOC. They observed that individuals and organisational values often merged and that this merger “lies at the heart of enhancing an individual’s self-concept”. Also, Meyer et al (1993, 2002) argued that a high EOC comes from the fact that employees share values with the company. Moreover, since the EOC is highly correlated to “variations in individuals values”, the latter are likely to “play a central role in influencing the nature of CSR-commitment relationships” (Brammer, Millington , & Rayton, 2007)

A T Test was also conducted to see if the gender had any incidence to the importance given to CSR by employees. The results showed that neither men nor women have a predisposition to show a greater interest to this topic. These results came in the exact opposition from the studies presented in the article written by Brammer et al. (2007). In their article they indeed gathered several studies observing that there was a difference between men and women in PCSR. They cited for instance Ibrahim & Angelidis (1994) and Smith et al. (2001) that stated that men are more likely to “place greater emphasis on instrumental or economic concerns” and that women tend to “be concerned with discretionary behaviour within the organisation”. Brammer et al. (2007) cited another source which also observed a difference between men and women in the “relationship between organisational commitment and discretionary measures of corporate social orientation”.

## 7. Conclusion

### 7.1. Limitations of the study

Price & Murnan (2004) stated that it was better for the researcher to report some limitations in the study rather than having the limitations pointed out after publication. If so, it could be detrimental for the paper's validity and reliability. The presented research had several limitations.

The study was primarily limited by its quite small sample size (n=126). The sample size could have been expanded by contacting more companies. More contacts between the researcher and the target sample may have increased participation. Ideally, the number of participant would have been more evenly distributed across the job positions and the company's size. A larger sample with more diversity would have benefited the results.

Even if the concept was clearly defined in the questionnaires it is still a complex and vague concept, which could lead to various interpretations of it by the respondents. This misinterpretation was lowered by testing the questionnaire before launching it. However, as the questionnaire is studying the perceived CSR, it is something personal and the aim was to have the lowest impact on that perception.

### 7.2. Suggestions for future research

Studying these topics brought several new questions that could be developed in further researches:

- Do cultural components have a role to play on the link PCSR – EOC?

We are living today in a multicultural world where people can move to another country rather easily. In companies, it has become a common situation to have several nationalities across and within the departments. People with various cultural backgrounds have to work together and sometimes share common goals. We can expect them to have different methodology to achieve goals. They might also behave differently towards colleagues and the hierarchy. It seems interesting to ask ourselves if the cultural differences have any impact on the link PCSR – EOC. Rego et al. (2010) said that the cultural context can indeed affect the “relationship between PCSR and EOC”, especially the collectivism. The latter refers to “how individuals locate themselves in relation to other people around them” (Rego, Leal, Cunha, Faria, & Pinho, 2010).

They conducted the study in Portugal, and it would be interesting to do a multi-cultural study to compare the results for each country.

- Greenwashing: what happen when employees sees that communication about CSR done by the company is only a lie?

When we talk about CSR it is almost unavoidable not to talk about greenwashing. What is greenwashing? According to the website [greenwashingindex.com](http://greenwashingindex.com) greenwashing is “when a company or organization spends more time and money claiming to be “green” through advertising and marketing than actually implementing business practices that minimize environmental impact”. There are not a lot of researches done on this topic. Also, when academics write studies about greenwashing, they are focusing on the impact that has greenwashing on the customers and not employees. Since PCSR has an impact on EOC, we could easily expect that greenwashing has an impact on EOC. However, it would be interesting on which extend it impacts EOC.

- Does PCSR have a real impact on the employees' performance?

We know that PCSR has a positive impact on EOC but what about any impacts on the productivity? EOC influences performance (Rhoades & Eisenberger, 2002) so we could expect that PCSR in extension would have an impact on performance. However, PCSR stays still an understudied field, especially what concerns PCSR towards employees. So it is difficult to get results from studies about the impact of PCSR on the employees' performance in the company.

### **7.3. Managerial Implications**

Results earlier presented showed that the main variable that influence EOC that come from PCSR is the importance given to CSR by employees. Unlike natural variables such as age and gender or variables related to work, it might be easy to have an influence to change how employees feel about CSR. In order to implement CSR politics in an efficient way, a thoughtful change management process must be followed.

A change management process makes the organisation go from the current state to the expected future state with all employees taking part of the project. First people have to recognize a change so that they will understand the need of change. To do so people in charge of CSR politics implementation should first focus the politics on the one that have the most impact on the



### **Perceived corporate social responsibility and employee commitment**

organisational commitment of employees. As seen earlier that it is the politics concerning employees. The first step of the process is to emphasize the results of some possible benefits for employees. As it will concern them directly, it seems easy to find positive aspects of the possible outcomes of the politics. Offering more training, creating a box of suggestions, giving employees time to volunteer, implementing a tutoring are examples of CSR politics that concern employees. Of course, like every other project, some people won't approve this waste of time and/or money and it is the role of the change agent to be the most persuasive possible about the positive outcomes of developing CSR politics. One way of gathering ideas is to make the suggestions come directly from employees and make them feel the need of change.

Of course, not all CSR policies take the same time and or money to be implemented. For example creating a new organisation chart to promote self-management teams takes more time than sponsoring a local sport team. The thing is, according to the researches, the first example will bring more commitment among employees. Management have to decide to give some short term productivity in order to have a better one afterwards. This moment to be decided is not easy when all employees and management are under pressure of the everyday tasks. Having someone that will dedicate a bit of time each week could be a solution that would enable the company to be aware of the latest trending and to keep a time lot for the management of CSR.

Management can improve its change of success when conducting a change process by attracting convinced and influencing followers. As women tend to be more sensitive to CSR policies than men, it might be wise to target women at the first stage of the process. They will be more likely to promote the changes. Changes that are promoted by employees directly have more chance to be accepted by other than projects that are only promoted top down.

Even if we know that PCSR has an influence on EOC, SMEs and large companies do not have the same issue concerning CSR politics implementation. For instance, it seems difficult for SME's where the director takes in charge many functions such as business development, human resources manager and financial manager that she or will takes the time to fully think about it. On the other hand, large companies have usually somebody that will take care of the human resources management. However, large companies are often split up in different entities and the person in charge of the human resources management can face difficulties to develop CSR politics within the company. For example, she / he might lack of feedback from the "field" or is not sufficiently aware of the CSR issue and the challenge that might bring.

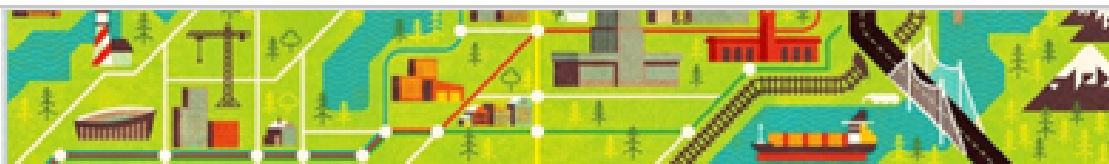
### **Perceived corporate social responsibility and employee commitment**

As the strongest variable is the importance given to CSR by the employees, one advice from this survey could be to manage efficiently the communication between management and employees concerning their feelings. Promoting transversal, bottom-up and top down ideas exchanges could lead to a better understand of the needs but also the aspiration of all employees of the company. Common centres of interest or willingness to handle a certain project can emerge from this open communication.

CSR can help make a more ethical and fair business that improves working conditions of employees, cares about the impact on environment and shifts the main attention from money to humans. Even if companies are sometimes reluctant to invest in such policies, they can easily go ahead because it was proven that there were many benefits from it. One of them is the higher commitment of employees that can lead to a greater performance, especially the policies that are targeted to employees. So investing in employees is the best long term investment that company can make.

## Appendix

### Appendix A. Presentation of the project



## Impact of the Corporate Social Responsibility on your organizational commitment

As a last year master student in Human Resource Management and Organizational Psychology at Reykjavik University, I am asked to write a master thesis on the topic I'm interested in. The master thesis is composed of both theory and case study, in which this questionnaire is integrated. Answers of this latter will be analysed and compared with the theory gathered and studied before.

I chose to focus my study on the impact of corporate social responsibility (hereafter CSR) on employee commitment within companies. Thereby, people working in public organizations or as liberal are not concerned by this questionnaire.

In order to get everyone on the same level here is a glossary of terms used in this questionnaire:

- CSR: all actions implemented by the company beyond its lucrative mission. Actions may concern various aspects such as donation to humanitarian associations, establishment of a waste recovery system of the company or development of the welfare of employees.
- Company: we are talking about in the company in which you are currently working. Student (e), you can consider your last long term experience (6 months +). If you are already retired (e), do some leaps in the past and again become a worker for the last company you worked for.
  - Sector: Primary: agriculture / Secondary: Industrial / Commercial: Service
- The majority of responses are presented with scales of 1 (strongly disagree) to 5 (strongly agree), the "3" is "I do not know".

The estimated time to answer questions is 5 minutes. The answers will remain confidential.

Thank you very much for your support!

Elise

## Appendix B. Questionnaire

### *Organizational commitment*

1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization to be successful  
1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)
2. I really care about the fate of this organization  
1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)
3. I would accept almost any types of job assignment in order to keep working for this organization  
1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)
4. I talk up this organization to my friends as a great organization to work for  
1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)
5. I am proud to tell others that I am part of this organization  
1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)
6. For me this is the best of all possible organization for which to work  
1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)
7. I find that my values and the organization's values are very similar  
1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)
8. This organization really inspires the very best in me in the way of job performance  
1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

**PCSR***Environmental*

9. The company implements special programs to minimize its negative impact on the natural environment

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

10. The company targets a sustainable growth which considers to the future generations

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

11. The company contributes to the campaigns and projects that promote the wellbeing of the society

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

*Internal*

12. The company policies encourage the employees to develop their skills and careers

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

13. The management of our company is primarily concerned with employees' needs and wants

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

14. The company implements flexible policies to provide a good work and life balance for its employees

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

15. The managerial decision related with the employees are usually fair

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

*Consumers*

16. Our company protects consumer rights beyond the legal requirement

### Perceived corporate social responsibility and employee commitment

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

17. Customer's satisfaction is highly important for our company

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

18. Our company provide full and accurate information about its products to its customers

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

### *Importance of CSR for employees*

19. Social responsibility of a firm is essential to its long-term profitability

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

20. The overall effectiveness of a business can be determined to a great extent by the degree to which it is socially responsible

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

21. Business has a social responsibility beyond making profit

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

22. I would like my company to put more efforts into CSR policies

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

23. In which kind of policies: environmental, towards employees, towards consumers or towards external community, other (only *one choice possible*)

24. I would like to have more power on this topic

1 (strongly disagree) – 2 (disagree) – 3 (don't know) – 4 (agree) – 5 (strongly agree)

### *Demographic characteristics of the informants*

25. Are you a male or a female?

Female / Male

**Perceived corporate social responsibility and employee commitment**

26. How old are you?

27. What is your highest level of education?

Less than A Level / A Level / Less than Bachelor / Bachelor / Less than Master / Master  
/ More than Master

28. For how long are you working in this organization?

0-1 an / 1 – 5 ans / 5 – 10 ans / 10 ans +

29. Which kind of job position are you holding?

Technician, Administrative, Manager, Engineer, others

30. Size of the company

[1-50] – [51-150] – [151-250] – [251 – 500] – [500 +]

31. In which sector is your company evolving?

Primary, secondary, tertiary

32. I would be glad to have your feedback on this questionnaire

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