



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**CORPORATE SOCIAL RESPONSIBILITY AND
EMPLOYEE ENGAGEMENT:
IDENTIFYING THE LINK IN INTERNATIONAL COMMUNITY
SCHOOL OF ADDIS ABABA**

BY

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ST. MARY’S UNIVERSITY SCHOOL OF GRADUATE STUDIES
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DECLARATION

I the undersigned, hereby declare that this research work entitled; “Corporate Social Responsibility and Employee Engagement. The Case of International Community School of Addis Ababa” submitted by me for the award of the degree of Master of Art in Business Administration, is my original work and that all sources of materials used for the study have been duly acknowledged. I have carried out independently with the advice and comments of my advisor of the research, Dr. Elias Nour.

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Date : _____

ENDORSEMENT

This thesis, titled, “Corporate Social Responsibility and Employee Engagement: Identifying the Link in International Community School of Addis Ababa” has been submitted to St. Mary’s University, School of Graduate Studies for examination with my approval as a university advisor.

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Signature & Date

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List of Abbreviations/Acronyms

CSR	Corporate Social Responsibility
EE	Employee Engagement
ICS	International Community School of Addis Ababa
ACS	American Community School
IB	International Baccalaureate
MSA	Middle States Association of Colleges and Schools
AIS	Association of International Schools in Africa
PTC	Principals' Training Center
NACAC	National Association for College Admission Counseling
NGO	Non-Governmental Organization
MNC	Multi National Company
SIT	Social Identity Theory
WBCSD	World Business Council for Sustainable Development
ISO	International Organization for Standardization
SA	Social Accountability
OHSAS	Occupational Health and Safety
WCED	Western Cape Education Department
OECD	Commission of the European Communities

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Abstract

This study is conducted to find out the link between corporate social responsibility and employee engagement in the International Community School of Addis Ababa, based on the social identity theory. Corporate social responsibility was divided into internal and external for this research. CSR initiatives that are directed towards the employees were categorized under internal CSR, while those directed towards the wide external stakeholders were categorized under external CSR. The research made use of both qualitative and quantitative research approaches. Data was collected regarding the two variables using questionnaire and interview survey methods. Simple random sampling technique was used to select respondents from among employees of ICS, for the questionnaires and two management personnel were interviewed. A correlation analysis was conducted using SPSS, to find out the magnitude and direction of the relationship between the two variables and a high positive correlation was obtained. CSR directed towards employees (internal CSR) produced the highest positive correlation with employee engagement, in comparison to the other indicators of CSR. CSR geared towards the community scored the second highest correlation with employee engagement, while low/weak correlations were observed between CSR towards the environment and CSR towards customers and employee engagement. Given these results it is recommended that the organization increases its investment on corporate social responsibility initiatives as a proportional increment in employee engagement is expected.

Key words: Corporate Social Responsibility, Employee Engagement

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

Corporate social responsibility (CSR) has become one of the most important things to consider in running a business in today's highly competitive world. The customary way of running organizations by solely seeking to maximize profit is problematic. Businesses are expected to consider their impact on the environment as well as other social stakeholders while pursuing their objectives. According to (Keinert, 2008) Corporate Social Responsibility has turned out to be one of the most persistent management concerns and business key words. CSR is considered by corporation's worldwide as an increasingly necessary practice, following huge corporate (ethical) scandals and company breakdowns that have surfaced among once highly reputable firms. "Reputation, brand image, ethical consideration, economic considerations, increased shareholder value, improved relationship with suppliers and government, and risk management are amongst many reasons for companies actively integrating CSR with their business plan" (KPMG, 2011). Many researchers have focused their attentions towards the effects of CSR on various aspects of organizations such as corporate reputation and brand equity (Hsu, 2012) relationship with internal and external stakeholders (Snider, Hill, & Martin, 2003) and financial performance (Kamatra & Kartikaningdyah, 2015) as a result of the popularity it gained in the business world.

The concept of employee engagement (EE) has been an area of interest amongst scholars for many years. Various definitions of the concept have been raised by the scholars. (Macey, Karen M., & Young, 2009) defined employee engagement as:

"...an individual's sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed toward organizational goals." (p.7).

According to (Ashforth & Humphrey, 1995) engagement entails investing the "hands, head and heart" in active, full work performance. The authors associated hands with employees' willingness to actively participate with their bodies and physical energy, head with workers willingness to activate or cognitively develop new thoughts and ideas towards unconsolidated solutions and

courses of action and they associate heart with employees allowing themselves to become emotionally involved, finding meaning and taking pleasure in what they do.

It is to the advantage of organizations to have engaged employees. With the practice of CSR having both an obligatory and discretionary characteristic, it is important to know whether it can influence employee engagement or not, so that organizations can adjust their level of involvement in CSR initiatives.

The importance of both corporate social responsibility and employee engagement being apparent, investigating the link between the two concepts, if any, is a subject worth studying and it is what the study will attempt to do.

1.2. Background of the Study Area

“In April 1964, the Ethiopian Emperor Haile Selassie, by a royal decree, allowed the American Community School (ACS) to be established. The Emperor gave the school a 50-year lease on 15 acres of land in Addis Ababa.” (ACS/ICS Story - ICS Addis Ababa, n.d.). The name of the school was later changed to International Community School of Addis Ababa (ICS) in 1978-79 and it now enrolls nearly 1,000 students from over 65 different countries from early childhood through grade 12.

ICS Addis Ababa has been accredited by the Middle States Association of Colleges and Schools (MSA) since 1992. It is an International Baccalaureate (IB) Diploma school, accredited in the United States and it serves a diverse, multi-cultural student body. It is also a member of U.S. Green Building Council, NACAC, PTC, College Board and Association of International Schools in Africa (AISA).

As stated on the school’s website, ICS has developed a simple guideline called the ICS way, that can help all stakeholders work (and play) together more productively and fairly. The ICS way is based on respect and responsibility and is integrally related to the ICS Learners Profile. The guideline affirms that the ICS community can make a difference by taking care of themselves, taking care of others and taking care of the environment (ACS/ICS Story - ICS Addis Ababa, n.d.).

The School's core values, mission, vision and belief statements as stated on the website are discussed below:

Core Values

The International Community School of Addis Ababa is a premier early childhood through grade 12 school offering a holistic, vigorous and inclusive program. An International Baccalaureate Diploma school, accredited in the United States, ICS serves a diverse, multi-cultural student body on a beautiful, well-equipped campus.

Mission

We nurture the talents, character and intellect of all learners, challenging them to be a positive influence and empowering them to excel in their world.

Vision for Learning

- Engaging learning experiences through inquiry and reflection,
- A broad range of local, global and virtual opportunities,
- Innovative and flexible use of resources

Belief Statement

We believe that...

- Embracing diversity strengthens our community
- All individuals have inherent worth and dignity
- Acting with integrity is vital to building and maintaining trust
- Curiosity and inquiry inspire learning
- Learning empowers people to create a better world
- Collaboration creates opportunities to achieve common goals
- The sustainability of the natural world is our responsibility

Based on the core values and belief statements of the school, one may infer that social responsibility is embedded within the school's identity. The researcher has also observed that ICS is involved in various CSR initiatives. But it is not the number and type of CSR initiatives of the school that really matters if CSR is to contribute to employee engagement. It is what the employees make of it. So, this study will attempt to find out CSR as perceived by ICS's employees and its effect on their engagement to the organization.

1.3. Statement of the Problem

Organizations have various forms and they are established to accomplish various purposes. Some are established to generate profit, some are purely philanthropic (charitable), while others collect service fees merely to cover their operations and are not for profit. But what all of them have in common is that they heavily depend upon their employees to succeed in the accomplishment of their predetermined purposes. And it has been proven that having engaged employees, will further their chance of achieving the purpose they seek to accomplish, since employee engagement according to (Imperatori, 2017) entails passion, commitment, involvement, energy, dedication and pleasantness. Practicing corporate social responsibility, has become a mandatory behavior of contemporary organizations as it holds strategic implications to companies across industries according to (Hsu, 2012). These organizations in turn expect to harvest the fruits of their investments on corporate social responsibility, in the form of attainment of their respective purposes. But it remains to be studied whether their investments on CSR further enhances their chance of success in attaining their purposes, in the form of initiating and increasing employee engagement in the organization under study.

Corporate social responsibility is a recent phenomenon in Ethiopia. As the practice of CSR is relatively recent, not many researchers have conducted studies on the subject matter. According to (Kassaye, 2016) on his research entitled CSR from Ethiopian Perspective, CSR as an idea is new in Ethiopia and started off as a retort by multinationals and "NGOs to remedy the effects of their extraction activities on the local communities." (Sultan, 2016) studied the impact of CSR on profitability, taking oil MNCs in Ethiopia as a case study. He concluded that he could not find any significant relationship between CSR and profitability in Ethiopia. Other researchers focused their

attentions towards the assessment of CSR in Ethiopia. (Ezana, 2014) in his thesis on the assessment of stakeholders' perception of CSR in Meta Abo Brewery S.C. concluded that stakeholders' awareness of CSR is very low. But there is little evidence to suggest that a research has been conducted on the possible link between CSR and employee engagement in Ethiopian organizations to the researcher's knowledge, although (Ezana, 2014) attempted to assess the awareness level of employees about CSR.

Many have conducted research on the linkage between CSR and employee engagement and related subjects in organizations in other countries including Jordan, (Obeidat, 2016), Bosnia and Herzegovina, (Prutina, 2016), Pakistan, (Yousaf, Ali, Sajjad, & Ilyas, 2016), USA, (Alzahawi, 2016), Estonia, Latvia, and Lithuania, (Tamm, Eamets, & Motsmees, 2010), Sweden, (Hakansson & O'Neil, 2016), Netherlands, (Hulsmann, 2015), New Zealand, (Weerasundara, 2015) and etc. However, existing literature provides little evidence of study on the link between CSR and employees' engagement in any Ethiopian organization. This may perhaps be linked to the relative immaturity of CSR in Ethiopia as compared to other countries.

Organizations adjust their level of investment on CSR initiatives, mostly based on the strategic worth of the ventures. Given the fact that there is lack of research on the link between perceived CSR and employee engagement, the outcome of the study may prove to be important in helping shape management decision, while deciding on how much they should devote to CSR initiatives.

Scholars have attempted to define the concept of CSR through development of different models and frameworks such as the Social Responsibility Categories of (Carroll A. , 1979) and the stakeholders theory of (Freeman, 1984) and others, while according to (Brammer et al., 2007) various components and practices that make up CSR has been aligned with the specific stakeholders and can be classified as either internal or external on the basis of which parties it seeks to satisfy. Internal CSR has been defined as CSR that is directed towards employees' physical and psychological well-being, while external CSR initiatives are employed by organizations towards satisfying its wide reaching external stakeholders. This study will attempt to find out the correlation between perceived internal and external CSR and employee engagement in the International Community School of Addis Ababa (ICS). It will find out if the internal and external

CSR initiatives of ICS has correlation with engagement levels of its employees based on the social identity theory (SIT).

1.4. Research Questions

The major research questions this study is going to address are:

- a) What is relation between ICS's CSR and the engagement levels of its employees?
- b) What is the relation between ICS's internal CSR and the engagement level of its employees?
- c) What is the relation between ICS's external CSR and the engagement level of its employees?

1.5. Objectives of the Study

1.5.1. General Objective

The General objective of the study is to identify the relation between corporate social responsibility and the engagement levels of the International Community School of Addis Ababa's employees.

1.5.2. Specific Objectives

The following are the specific objectives of the research:

- a) To identify the relation between CSR initiatives of ICS and the engagement levels of its employees
- b) To find out the relation between internal CSR initiatives of ICS and the engagement levels of its employees
- c) To find out the relation between external CSR initiatives of ICS and the engagement levels of its employees

1.6. Definition of Key Terms

The important terms that are going to be used throughout the study are defined below, to avoid difficulty in understanding them

Corporate Social Responsibility (CSR): there is not a single definition for the concept of CSR as it has evolved and has been evolving over the past decades. According to one of the most prominent scholars on CSR, (Carroll A. , 1979):

"The Social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has on organizations at a given point in time." (p.500)

Internal CSR: Internal CSR was defined by (Kim, Lee, Lee, & Kim, 2010) as Corporate social responsibility initiative that is directed towards employees' welfare and business ethics. According to (Skudiene & Auruskeviciene, 2012), most internal CSR practices are on health and safety, training, work-life balance and well-being of staff. In addition, an organization's respect and understanding for basic human rights, including and not limited to, diversity and equal opportunities fit the description and can be classified as internal initiatives.

External CSR: External CSR was defined by (Brammer et al., 2007) as the way the organization interacts with its physical environment and ethical stance to its external stakeholders. According to (Skudiene & Auruskeviciene, 2012) at the most level, external CSR is distinguished from internal CSR on the basis that it is focused on the image and reputation of the organization as opposed to its internal dealings and operations. From this we can conclude that external CSR is employed to satisfy wide reaching external stakeholders of organizations.

Employee Engagement: Imperatori(2017) defined employee engagement as the combination of involvement, commitment, passion, enthusiasm, focused effort and energy of employees directed towards the successful achievement of organizational goals. According to (Garber, 2007), engaged employees do extra things, put in extra effort, and become emotionally and intellectually involved in supporting the organization without expectation of additional compensation or even recognition, although they appreciate compensation and recognition when it is given. Engaged employees are

emotionally committed and tied to the organization, its goals and objectives, and its ultimate success. They internalize these goals and objectives of the organization with their own.

Social Identity Theory (SIT): Social identity theory was defined by (Tajfel & Turner, 1985) as: *"...that part of the individuals' self-concept which derives from their knowledge of their membership of social group (or groups) together with the value and emotional significance of that membership."*(p.24)

According to social identity theory, people incline to classify themselves into social groups driven by their desire to establish and support their self-identity and they develop strong bonds in commercial relationships, therefore, they define themselves through membership of social groups such as the organization they work for (Ashforth & Mael, 1989).

1.7. Significance of the Study

The finding of the research will have a paramount importance for the following reasons. As stated in the problem statement, there is little evidence of study on the link between CSR and employee engagement. This research will help fill that gap. In addition, it will hopefully help make recommendations as to how ICS can possibly use CSR to increase the engagement levels of its employees if the result of the research is to be a high positive correlation, as well as being a stepping stone for further researches.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Definitions of CSR

There is no single conclusive definition of CSR, even though in theory and practice there were many detailed discussions regarding it. All theories and practices of CSR leads us to generally define it as making business decision associated with ethical values, compliance with legal requirements, and respect for people, communities and environment. In light of this, there is a tendency for CSR to be seen by consumers as the obligations that businessmen take in the course of running their business, forming policies and making decisions. (Frederick, 1960) defined CSR as *"the social responsibility which molded public opinion in the regard of society's economic and human resources and a tendency to consider the resources for a wider social ends and not merely limited to the interests of private persons and firms."*

(Jones, 1980) defines it as *"the perception that corporations have an obligation to groups in society other than stockholders and beyond that prescribed by law and union contract."* Another definition is from (Kotler & N., 2005), who defined CSR as *"a commitment to improve community well-being through discretionary business practices and contributions of corporate resources"*.

The World Business Council for Sustainable Development (WBCSD, 2002) defined CSR as *"the commitment of the company to contribute to the sustained economic development by working with employees, their families, the local community, and the entire society in order to improve life quality"*. (Commission of European Communities, 2002) defined CSR as *".... a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis."* (Wood, 1991) has defined CSR as *"a business organization's configuration of principles of social responsibility, processes of social responsiveness, and policies, programs, and observable outcomes as they relate to the firm's societal relationship"*.

Adding on to the definition from the social perspectives, (Baker, 2003) maintained that *"CSR concerns the way companies manage their business processes which positively affect society"*

aligned to the business". (Kok, et al., 2001) defines CSR as *"the obligation of the firm to use its resources in ways to benefit society, through committed participation as a member of society, taking into account the society at large, and improving welfare of society at large independently of direct gains of the company"*. Similarly (World Bank, 2002) described CSR as the businesses' obligations to provide renewable economic development through cooperation with employees, their families, the local community and society in a manner that enhances their livelihood and consequently leads to beneficial business and development. According to the pioneer of the stakeholder theory (Freeman, 1984) CSR is concerned with meeting or at least considering the needs of shareholders as well as other groups concerned by corporate activities, so-called stakeholders. The groups concerned can be both internal and external to the firm, thereby including employees, executives, suppliers, consumers, but also the environment and society at large. (Brammer et al., 2007), (Kim et al, 2010), (Skudiene & Auruskeviciene, 2012) later based their definition on Freeman's stakeholder theory and defined CSR as social responsibility initiatives directed towards internal and external stakeholders. And this definition is adopted for this research.

2.2 An Overview of the Most Important Theories in CSR

The most important theories developed by renowned scholars in the field of CSR are discussed below. Some of the theories discussed are still being debated by scholars, while others like Friedman's are not necessarily favorable to CSR, but they are all important to its historical development.

2.2.1 Neoclassical View: Friedman

According to the neo-classical point of view, private business exists for delivering products and services to society, and thus for creating (economic) value, and thereby generating profits for its owners. The managers are in power to maximize these revenues for the shareholders, bound through the employment contract as agents for the owners of the firm, the principals (Friedman, 1962)

However, the neo-classical view on CSR is not hostile towards values, but, on the contrary, ferociously defending the values underlying it like individualism, contribution to the common good by maximization of one's own welfare, free society and market system, competition, the holiness and inviolability of property rights, and non-intervention by the state in private sector affairs.

According to this perspective, businesses best fulfill their responsibility towards the society, if they are engaged in their core business activities as profitably as possible, constrained by the condition that this happens in lawful ways. The social obligation of abiding by binding laws and most fundamental ethical values has recently been extended to fit the requirements of the now globalized economy: Informal obligations, local conventions, and cultural sensitivity and requirements shall be equally binding for companies. What remains unchallenged by the neo-classical view is traditional economic theory's focus on the predominance of property relations. Stakeholders other than shareholders are, if at all, treated as instrumental means for achieving owner interests, or, viewed from a negative stance, seen as potential threats to owner interests. Managers, on their behalf, remain nothing but agents in this conception, the reason for their existence is considered to be the maximization of net present value from the firm perspective, or of the respective returns from an owner's perspective (Logsdon & Yuthas, 1997)

2.2.2 Stakeholder Theory: Freeman

A research paradigm that parallels the evolution of Corporate Social Responsibility, at the same time complementing and pushing it further, is called stakeholder theory:

The reason it advanced CSR is its notion of corporate responsibility towards a broader public than a firm's owners and customers, as it was the first economic theory advocating a departure from the classical, hitherto largely undisputed primacy of shareholder rights in the 70s and demanded an increased focus on the intertwined nature of the relationship between society and business, and firms' dependency on the society surrounding it. (Crowther, 2004). The "pioneer" of stakeholder theory, R. Edward Freeman, states that not only the needs of shareholders, but also of other groups concerned by corporate activity, so-called "stakeholders", are to be met, or at least considered, by

the corporation. The groups “concerned” can be both internal and external to the firm, thereby including employees, executives, suppliers, consumers, but also the environment and society at large.

Stakeholders can be defined as social groups that “affect or are affected by a firm’s actions”, have an “interest, right, claim or ownership in an organization”, or a “stake” in the firm (Garriga & Mele, 2004). Management, according to stakeholder theory, carries fiduciary duties (Crowther, 2004) towards the various constituencies, and its main task therefore is the reconciliation of competing stakeholder demands. According to these authors, a company is said to be successful based on its management's ability to balance these stakeholder claims. Nevertheless, it is important to note that according to stakeholder theory, stakeholder interests are of intrinsic value, which means they merit consideration for their own sake, independent of whether the corporation has a functional interest in them as well, or whether they can potentially enhance other stakeholder, especially shareholder, interests or not management is therefore occupied with balancing a multiplicity of stakeholder interests, some of which can be compatible, while others might oppose each other, a situation which is referred to as “the crux of ethical dilemmas for managers” (Husted & Allen, 2000) The ultimate goal of stakeholder management can be summed up with achieving maximum overall cooperation between stakeholder groups and the objectives of the corporation. So, how well managers balance the interests of various internal and external stakeholders is the key to managing organizations successfully according to the stakeholders’ theory.

2.2.3 The Pyramid of Corporate Social Responsibility: Carroll

One of the theories concerning the actual content of a firm’s social responsibility is Carroll’s pyramid of CSR. (Carroll A. B., 1999) states that the very basis of a firm’s responsibility is of economic nature, so its primary obligation is to operate at a profit and to legitimately pursue growth, and to provide society with goods and services at fair prices. Moving up the pyramid; Carroll identifies legal, ethical and philanthropic responsibilities a company faces, next to its most fundamental economic responsibility. This might seem broad as a scope for CSR, but the responsibilities encompassed are self-evident, as they do not carry the same weight in their degree of obligation. Aside the economic basis of activity, corporations are required to play by the rules

of the game (legal responsibility), society further expects corporations to fulfill its ethical responsibilities, meaning, to respect also the rights of others that are not embodied in laws (and therefore not legally enforceable), and it expects companies to assume also philanthropic responsibilities, which can comprise any kind of charity or good corporate citizenship or good neighborliness, especially support for the broader community the corporation is operating in.



Figure 1: The Pyramid of Corporate Social Responsibility (Carroll, 1991)

The corporate social responsibilities according to Carroll are in short:

- Economic Responsibility: Be profitable, since profitability is the foundation on which all others rest.
- Legal Responsibility: Obey the law. Law is society's codification of right and wrong. So, play by the rules of the game.
- Ethical Responsibility: Be Ethical. Undertake your obligation to do what is right, just and fair and avoid harm.

- **Philanthropic Responsibility:** Be a good corporate citizen. Contribute resources to the community; improve quality of life.

2.2.4 The Triple (P) Bottom Line Theory

The “traditional” bottom line refers to financial success only, measurable by changes in market share, growth, and profits, (Pinkston & Carroll, 1996) and therefore may display a distorted picture of success, or opposed costs and benefits, of corporate business activity. As traditional bottom-line accounting considers only purely internal factors in its profit-and-loss statement, it ignores costs arising from corporate activity externalized outside the corporation, (Crowther, 2004) and therefore does not account for the important factor of externalities at all.

As a result, the traditional bottom line measures corporate success by accounting for the whole benefit it derives from its business activity, while negative side-effects are only partly borne by the corporation, and the rest is imposed on society at large. Ideas for internalizing the “social costs” (as opposed to private costs) in corporations include principles like the “polluter pays”, where firms are held liable for costs and measures taken for environmental recovery (Crowther, 2004).

The problem of externalities was at first limited to the environment and pollution in general perception, because this is the area negative byproducts and detrimental effects of industrial activity as societal costs are most visible in, but suggestions for a different way of accounting and measuring profits in a more comprehensive way have since then been developed John Elkington, to also include social and environmental dimensions of profits and losses. Therefore the “Triple (P) Bottom Line” encompasses three areas of profit-and-loss evaluation, instead of just one in the sense of the traditional bottom line: Profits, People, Planet (not necessarily in that order). (Marrewijk & Were, 2003). This triple bottom line therefore clearly states that the pursuit of profits is an important component of the bottom line, but in the meantime care for the environment and for social concerns constitute underestimated, but equally important dimensions. The firm, as a value-creating entity is not exclusively dedicated to generating economic value, but it ought to strive for value-creation concerning human-beings in and outside of the corporation, as well as concerning the natural environment or, to put it more clearly, to prosper over the long term, a

corporation must continuously meet society's needs for goods and services, without destroying natural or social capital (Elkington, 2001).

2.2.5 Sustainable Development

Sustainable Development is an idea of using our resources towards our continued progress in a way that will not impede upon the basic needs of those who are yet to come, a concept of putting people first by placing the necessary value on the environment. Sustainable Development focuses on three major areas in development; economic, environmental and social. However, the principle of sustainability can be widely applied to many aspects of our societal functions, most of which can be arguably categorized under one of these three defined areas. The economic element pertains to the sustainability of economic growth and profitability, the social element deals with socially equitable development and the environmental aspect focuses on issues of natural resource use and preservation (Dixon, 2014)

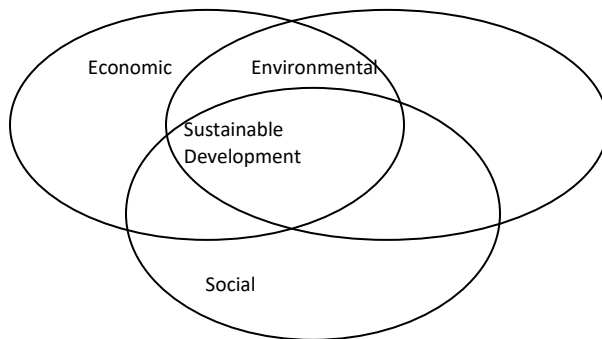


Figure 2: Pillars of Sustainable Development (Dixon, 2014)

2.2.6 Competitive Advantage: Porter

Another perspective on CSR is the one advocated, by Drucker and Porter. CSR is of utmost strategic importance, as corporate philanthropy can often be the most cost-effective way to improve the competitive context (Porter & Kramer, 2003) if used wisely. A positive relationship between CSR and business opportunities in terms of market opportunities, productivity, and human competence can be detected, and, if exploited, improve the quality of the business environment, both in the home market, and in any of the locations where companies operate. What is most important for drawing competitive advantage out of CSR engagement is to avoid ad-hoc, piecemeal, or dispersed and unfocused donating (Porter & Kramer, 2003). The primary mistake hindering context improvements through social responsibility according to these authors is the deliberate effort of many business leaders to do good completely independent of the firm's core business, competencies, and strategies, thus to support social issues least associated with their line of business. This leads not only to missed business opportunities for the corporation, but also to foregone chances to considerably advance the charitable cause the company wants to engage in by making it benefit from the unique skills and resources the corporations dispose of. If a company focuses on its current competitive context, its strategic goals and future needs, it can exercise positive influence on all of the four major elements of the business environment that shape also the individual firm's current and future productivity, namely on factor conditions, demand conditions, the context for strategy and rivalry, and related or supporting industries (Porter & Kramer, 2003). With well-elaborated and meaningful CSR programs, the company can thus at the same time serve its strategic goals while creating benefits for a worthy cause by far exceeding the respective ones created by individual donations and at the same time generate positive PR and goodwill for the corporation (Porter & Kramer, 2003).

As per this theory, independent of concrete CSR strategies or strategic engagement with certain causes, organizations or programs, corporations can clearly improve their competitiveness through CSR in the form of enhanced relations with various stakeholder groups. As for a qualified workforce, when it comes to current or prospective workers and to attracting top notch knowledge workers, which the modern corporation is dependent on, (Crowther, 2004) a socially responsible employer is highly valued by this crucial target group. In the end, it is in the best self-interest of

every firm to attract, recruit and retain the most talented employees, and if key stakeholder groups increasingly expect CSR commitments, social criteria become essential in the competition for the likes of employees, consumers, and investors. Building good customer and investor relations is a must out of self-interest, sane relations with all kinds of stakeholders have become a necessity to compete and continue competing successfully also in the long run. So, according to the authors, CSR can benefit organizations, when it is wisely exploited. But firms should always keep their strategic goals in mind, while designing CSR initiatives so that their investments will not be in vain.

2.3 Dimensions of CSR

Based on the stakeholders' theory of Freeman, there are two dimensions of CSR. Namely, internal and external. The two dimensions are discussed below:

2.3.1 Internal Dimensions of CSR

The internal dimension is related to the corporation itself, the actors of which are mainly employees. The internal dimension of CSR deals with the social and environmental activities that focus on human resources, health and safety and change.

Regarding human resources, CSR is related to the matters that concern employees. It is obvious that the most important economic goal of a corporation is the maximization of profit and this strongly correlates with the retention of skilled staff. The adaptation of principles such as non-discrimination, lifelong learning and respect of human rights must be related to the target setting of corporations to be socially responsible and attract skilled personnel. The main objective of a responsible corporation should be the curbing employee turnover, recruitment of disabled groups and the fight against social exclusion. It is very important to mention that if managers understand the concept of CSR, companies should be able to maintain skilled employees and gain a competitive position in the market, as stated by Porter and Drucker in the competitive advantage theory of CSR.

As already mentioned, another aspect of CSR towards internal stakeholders (employees) is health and safety conditions in the work place. There are many certifications and standards that show

how companies work and set the quality standards of their products. Some management systems are the following: ISO 9000 (quality management), ISO 14001 (environmental management), SA8000 (social accountability) and OHSAS 18001 (occupational health and safety) and their guiding principle is ‘doing things right the first time, all the time’ (Zwetsloot, 2004).

In order to achieve health and safety in the work place, organizations have to be open to dialogue with their employees. Health and safety is one of the most adopted dimensions of CSR, accompanying protection of the environment and community support (Perrini, 2005). The benefits that derive from implementing certain standards concerning health and safety linked to CSR strategy are valuable for a corporation’s reputation. It is also argued that they increase productivity, beneficially affect consumer loyalty, promote shared values, and reduce the costs of accidents at work.

A socially responsible corporation therefore, has to consider the interests, safety and security of its employees while advancing its core business. If some structural changes in the organization are necessary, preparations should be made to minimize possible negative impacts to internal stakeholders (employees).

2.3.2 External Dimension of CSR

The external dimension is related to the external environment of the organization, like the local communities, the natural environment and the remaining wide reaching external stakeholders. The actors of this dimension are the NGOs, suppliers, communities, customers and partners.

The relationship between a firm and its external stakeholders is very important. On one hand, companies can influence their local communities and provide them with some benefits, like new jobs, social contributions and donations and on the other hand, the local communities offer companies the license to operate, skilled personnel, customers and anything necessary to be competitive in the market.

Expectations from both sides are explicit and implicit. Explicit expectations from the community side could be: payment of taxes, obeying the law, providing employment opportunities, etc., while for the company, these expectations might be: adequate infrastructure, transportation facilities, educated workforce, police etc. The implicit expectations focus on intangible values like ethics, trust and other ideals that each side holds (Burke, 1999).

When it comes to environmental protection, the term ‘sustainable development’ comes to the scene. The basis of sustainable development is to satisfy the needs of the present generations without undermining future generations (WCED, 1987). It is very important to mention that companies have to take into consideration their impact on the environment.

There are many policies launched by governments or organizations that deal with environmental problems. Companies in order to confront this kind of problems, adopt some environmental standards. This kind of policy is also called green management or corporate environmental responsibility (Lawrence & Weber, 2005).

Another external dimension that corporations should consider is the human rights. As corporations are affected by international activities and global supply changes. It is very important for the corporations to adopt and follow international guidelines like the ‘ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy’ and the OECD Guidelines for Multinational Enterprises (Commission of the European Communities, 2002).

Human rights are relevant to social, environmental and economic aspects of corporate activities. The fact that a firm respects human rights can be a benefit for its image. Customers and NGOs are interested in knowing more about the product and services they buy. Moreover, this kind of activities may influence not only customers, but also investors. So, considering external stakeholders interest is essential to the success of an organization.

2.4 Employee Engagement

Engagement entails investing the “hands, head and heart” in active, full work performance (Ashforth & Humphrey, 1995). (Imperator, 2017) explains the character of engaged employees as follow:

- ✓ They actively participate with their bodies and physical energy, they exercise tenacity and perseverance to be prepared and always improve (investing the hands). *The engaged employee is willing to train.*
- ✓ They activate or cognitively develop new thoughts and ideas towards unconsolidated solutions and courses of action (investing the head). This means they have the courage to take responsibility for making decisions, they act creatively and innovatively, and not only in respect of rules and protocols. *The engaged employee is willing to think.*
- ✓ Engaged employees allow themselves to become emotionally involved, finding meaning and taking pleasures in what they do (investing the heart). According to the author, meaning is what motivates and ties them to the organization and their work; meaning is what leads them to forget they are working and fully immerse themselves in the flow of work activities, regardless of the difficulties they may face. *The engaged employee is willing to get involved, and (also) to have fun.*

Employee engagement has become a top priority for organizations as a highly engaged workforce can increase innovation, productivity, and bottom line performance while reducing costs of hiring and retaining talented employees (Harvard Business Review, 2013)

Several scholars have provided many but somewhat similar definitions of the concept employee engagement. Engagement was first entered in the academic glossary by (Khan, 1990) who proposed that personal engagement occurs when people bring in or leave out their selves when performing their work roles. (Robinson et al., 2004) defined employee engagement as a positive attitude held by employees toward the organization and its values. Here, engaged employees are familiar with the business context and work with colleagues to benefit the organization. (MacLeod

& Clarke, 2009) referred to employee engagement as a workplace approach designed to ensure the employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. (Hewitt, 2010) defined engagement as the emotional and intellectual commitment of individuals or groups to an organization that affects business performance. (Shuck & Wollard, 2010) use work engagement to refer to employee engagement and state that it is an individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcome. According to (Ariani, 2013), employee engagement is a construct that captures the differences between individuals and the amount of energy and dedication they provide to their jobs.

Organizations should strive to have an engaged workforce since employers want employees who do their best to help their company succeed and employees want a good job that is challenging and meaningful. The only way to achieve this win-win situation is through engagement (Aras & Crowther, 2008)(Vratskikh et al., 2016). Furthermore, to develop and nurture engagement, a two-way relationship between employers and employees is required (Markos & Sridevi, 2010). This is supported by (Sahoo & Sahu, 2009) who stated that employee engagement is all about building great relationships with employees by embracing fine management philosophies, recognizing employees' talent and potential, and providing enriching professional experiences. According to them organizations who do this are bound to succeed. Engaged employees have many qualities such as wise self-starters, believe in supporting the organization, motivate co-workers, work with passion, have high energy level, enthusiastic, and often involve themselves deeply in their jobs. Because of these qualities, engaged employees are expected to work better and smarter and thus lead to increased individual and organizational performance and provide a foundation for sustainability (Kim et al., 2012)(Sahoo & Sahu, 2009).

Many factors have been reported to facilitate or impede employee engagement. For example, the (Harvard Business Review, 2013) stated that recognition given to high performers, clear understanding of how jobs contribute to strategy, company-wide communication of goals, individual goals aligned with corporate goals, among others are considered important drivers of employee engagement. According to (Sahoo & Sahu, 2009), there are several key drivers of employee engagement that help create a road map for achieving organizational excellence. Among

these drivers are: Nature of the job, line of sight between employee and organizational performance, career growth opportunities, pride about the company, co-workers and team members, employee development, and relationship with one's manager. As a result, organizations are required to understand and utilize various antecedents that help and facilitate employees to become engaged and maintain the engaged status (Kim et al., 2012)(AL-Syaidh et al, 2015).

In order to determine whether employees in an organization are considered engaged or not, three facets are taken into consideration: Vigor, dedication, and absorption. These three facets will be basis for measuring employee engagement in this study based on the study conducted by (Ferreira & De Oliveira, 2014).

2.4.1 Vigor

Vigor is referred to as “high energy, resilience, a willingness to invest effort on the job, the ability not to be easily fatigued, and persistence when confronted with challenges” (Ariani, 2013). Vigor is about the presence of four factors: 1) high energy levels; 2) mental resilience; 3) willingness to invest effort; and 4) the persistence in the face of challenges. All these factors are required for an individual to show vigor while performing a certain job (Schaufeli et al., 2006).

2.4.2 Dedication

Dedication refers to “being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge” (Ariani, 2013). According to (Ferreira & De Oliveira, 2014), dedication is all about the mental and emotional state that reflects a sense of significance, enthusiasm, inspiration, and pride on experience. A person cannot be labeled as dedicated without the presence of such factors.

2.4.3 Absorption

Absorption refers to “a pleasant state of being immersed in one’s works experiencing time passing by quickly and being unable to detach from the job” (Ariani, 2013). A person who is absorbed in his or her job is characterized by being fully concentrated in his or her job, does not feel time passing by while performing the job, and has difficulty detaching or removing his or her self from work (Schaufeli et al., 2006).

2.5 Social Identity Theory

There is much evidence according to (Taj851) that individuals not merely define but also evaluate themselves in terms of their group memberships. They seek to establish positively valued differences between their own and other groups to maintain and enhance their self-esteem as group members. In other words, there is a tendency to define one's own group positively in order to evaluate oneself favorably. To the extent that we like ourselves as exemplary of the positive attributes of the group, we cannot but like others perceived to share the same characteristics. Thus, mutual attraction and esteem follow directly from motives for positive self-esteem linked to the relevant social identification.

(Taj851) hypothesize that the group behavior produced by social categorization in the studies described above is discriminatory precisely because of the need for positive self-esteem. The discrimination or in group favoritism represents an attempt to achieve positive distinctiveness for one's own group in the social situation.

To the extent that others' needs, motives and goals are perceived to correlate with their group membership, they should become stereotypical attributes of the group that, under appropriate circumstances, we assign to ourselves. Through common category membership, group members should tend to perceive their interests as identical, assigning their own goals to others and others' goals to themselves. Shared social identifications, therefore, should tend to induce a form of cooperation between group members that verges on altruism, since others' needs are perceived as one's own.

Employees attempt to associate themselves with social organizations distinguished by a positive reputation (Brammer et al., 2007), and if employee's perception of the organization's social performance is positive, it should consequently attract and retain employees and influence their attitudes towards work positively (Peterson, 2004). Therefore, Social Identity Theory can be used as the base in explaining the relation between corporate social activities and employees' work attitudes.

2.6 Conceptual Framework of the Study

The following conceptual framework is developed after reviewing various empirical findings. As the research is attempting to find out the relationship between CSR and employee engagement, various dimensions of both the dependent and independent variables are taken into consideration.

The framework considers (Brammer et al., 2007)'s classification of CSR as either internal or external, based on which party it seeks to satisfy. The authors, who based their classification on Freeman's stakeholder theory, categorized CSR directed towards employees physical and psychological well-being under internal, while they classified those that are directed towards satisfying organizations wide reaching external stakeholders, as external CSR.

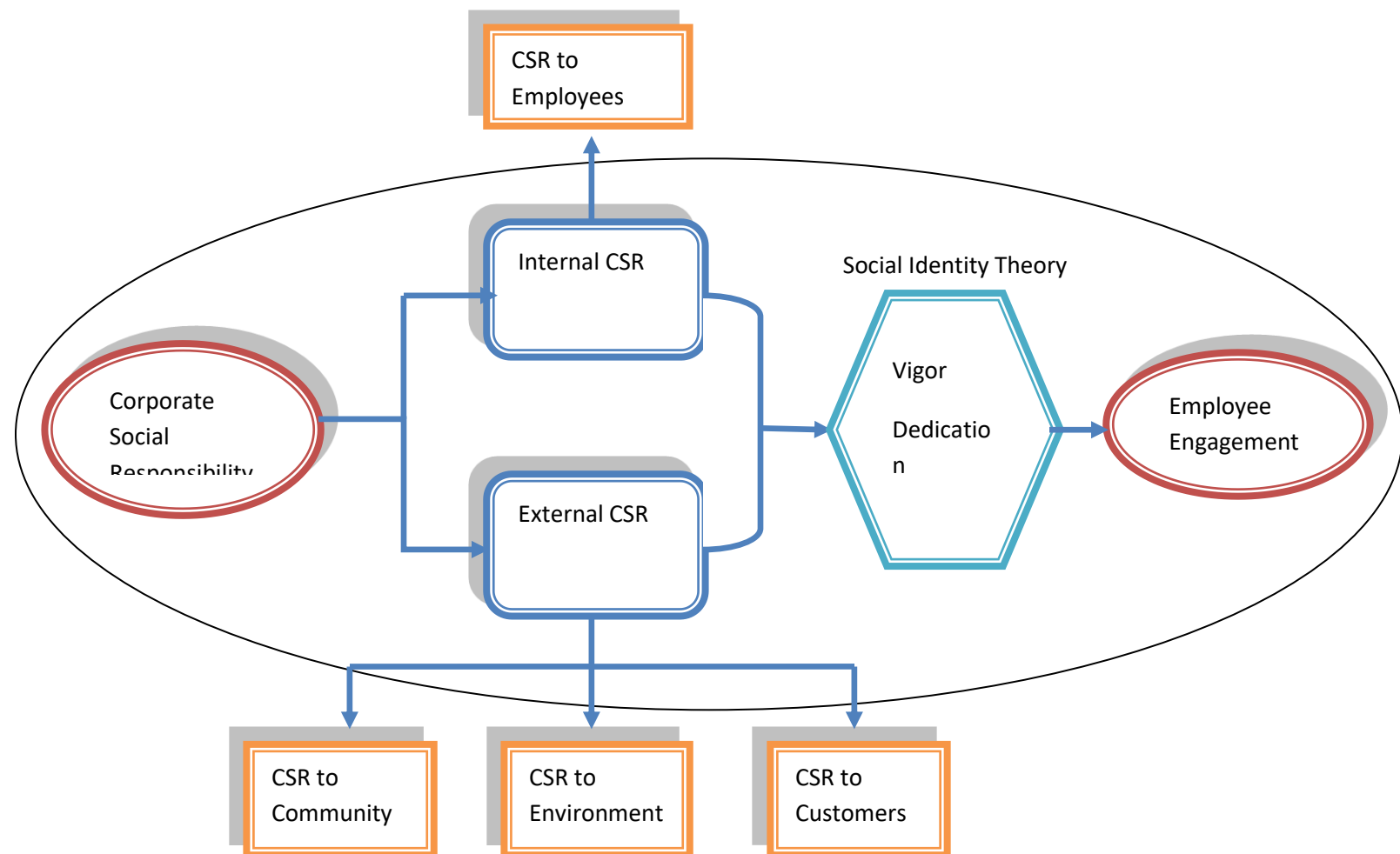
Corporate social responsibility initiatives directed towards employees of ICS are categorized under internal CSR and those that are directed towards the community, the environment and customers is categorized under external CSR for the purpose of this study. Customers in the case of ICS, and throughout this study are/will be referred to as 'parents'.

The existence of vigor, dedication and absorption among employees, entail the existence of employee engagement, according to (Ferreira & De Oliveira, 2014). So, this research will attempt to find out the existence of these three important dimensions of employee engagement, in its attempt to identify its relation with CSR.

According to Social identity theorists (Taj851), people define themselves through membership of social groups, such as the organizations they work for. If we bring it to the relationship this

study is attempting to find out, since CSR initiatives tend to create a positive outlook towards organizations, employees drive self-esteem and pride from membership in organizations with CSR initiatives. And this may result in increment in levels of employee engagement. So, the basis for this study's attempt to find out the relation between CSR and employee engagement is the social identity theory.

Figure 3: Conceptual Framework of the Study (own model)



CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

The research design, population, sample size, sampling techniques, data sources, data collection tools and procedures, methods of data analysis, validity and reliability testing methods are presented below.

3.1. Research Design

According to Sreejesh, Mohapatra, & Anusree (2014) defined research design

"...can be defined as a framework or blue print for conducting business research project in an efficient manner. It details the procedures necessary for collection, measurement and analysis of information which helps the researcher to structure/or solve business research problems." (p.27)

According to (Creswell, 2009), there are three types of research designs and they are qualitative, quantitative and mixed. The distinction between qualitative and quantitative research is framed in terms of using words (qualitative) rather than numbers (quantitative) or using closed-ended questions (quantitative hypotheses) rather than open-ended questions (qualitative interview questions). Mixed research method, which will be used for this study resides in the middle of this continuum because it incorporates elements of both qualitative and quantitative approaches. The rationale behind this choice is that neither quantitative nor qualitative methods are sufficient to capture the entire picture.

While designing a mixed methods study, four issues need consideration: timing, weighting, mixing, and theorizing. Timing refers to whether the qualitative and quantitative data will be collected in phases (sequentially) or gathered at the same time (concurrently). Weighting refers to the priority given to the quantitative or qualitative research in a study. Mixing address two different questions: When does a researcher mix in a mixed methods study? And how does mixing occur? Theorizing or Transforming Perspectives consider whether a larger, theoretical perspective guides the entire design. In mixed methods studies, the theories are found typically in the beginning sections as an orienting lens that shapes the types of questions asked, who participates in the study, how data are collected, and the implications made from the study (Creswell & Plano Clark, 2007).

The study will use concurrent triangulation approach, one of the most popular mixed methods designs. The researcher will collect both quantitative and qualitative data concurrently and then compare the two databases to determine if there is convergence, difference, or a combination of both possible outcomes. The study will use separate quantitative and qualitative methods to offset the weaknesses inherent within one method with the strengths of the other (or conversely, the strength of one adds to the strength of the other). The quantitative and qualitative data collection will be concurrent, happening in one phase of the research study. More weight will be given to the quantitative method as the study is going to attempt to study CSR as perceived by the employees. And the management will be interviewed to see if there is a convergence between the perception of the management about the organizations CSR and what the employees believe it to be. The qualitative method will also help the researcher find out about employees' level of engagement as a result of CSR as perceived by the management and latter compare it with the result of the quantitative data to be collected from the employees.

The concurrent data collection results in a shorter data collection time period as compared to one of the sequential approaches because both the qualitative and quantitative data will be gathered at one time at the research site (ICS).

3.2. Data Sources

There are two types of data sources, primary and secondary. And Both of them will be utilized for this research.

Primary Sources of Data

Kothari(2004) defines primary data as:

"... those which are collected afresh and for the first time, and thus happen to be original in character." (p.95)

This study will utilize the primary data source to get an original insight in to the perception of ICS's employees about its CSR initiatives and how that might be related to their level of engagement. The management will also be interviewed to see if there is any deviation between the perception of the employees about the organizations CSR and how the management perceives it to be. These data will be gathered through the utilization of questionnaires and interviews. The management will be interviewed, and questionnaires will be distributed to employees.

Secondary Sources of Data

According to (Kothari, 2004) secondary sources are data:

"...which have already been collected by someone else and which have already been passed through the statistical process." (p.95)

Published reports, office memos on CSR activities, company strategy papers and other relevant documents will be used to collect relevant secondary data.

3.3. Population, Sample Size and Sampling Techniques

The study will use mixed concurrent sampling method, in which simple random sampling technique will be used to collect quantitative data and purposive sampling technique for the qualitative.

All possible subsets of a population (the sampling frame) are given the probability of being selected in simple random sampling technique. Hence, sample statistics are unbiased estimates of population parameters, without weighing (Bhattacharjee, 2012). ICS has 273 permanent employees as of November, 2018. The sample size will be determined using the following simplified sampling formula by Yamane (1967)

$$n = \frac{N}{1 + N(e)^2}$$
$$= \frac{273}{1 + 273(0.05)^2} = 162$$

Where, n is the sample size, N is the population size and e is the level of precision.

So, questionnaires will be distributed to 162 employees as per the result obtained using the above formula.

3.4. Data Collection Methods

As per the research methodology, this research will be mixed. Meaning, it will use both qualitative and quantitative data.

From among various quantitative and qualitative techniques of data collection, this research will utilize the survey method.

Survey Method

According to (Singh, 2006) the survey method is concerned with:

"...the present and attempts to determine the status of the phenomena under investigation." (p.101)

The survey method has been further classified into four categories: Descriptive, analytical, school survey and genetic. This research will use the descriptive survey method which has three further classifications. Namely, survey testing method, questionnaire survey method and interview survey Method. Only the Questionnaire and interview survey methods will be used for this research.

Questionnaire Survey

This study will employ structured questionnaires to collect primary data from employees. It will collect data on the perception of ICS employees about the CSR initiatives of the organization and how that might be linked to their engagement levels.

Interview Survey

Face to face interviews will be conducted with two higher officials of the organization. Semi structured interviews will be held with the management who have in-depth knowledge about its CSR activities. The rationale behind using semi structured interviews is to allow the respondents to freely express their opinions and feelings.

3.5. Data Processing and Analysis

Data processing is the most important part of the survey operation. It includes editing, coding, data entry, data cleaning and reliability examination. Once the data is collected, it will be checked for accuracy, it will be analyzed, interpreted and discussed using statistical techniques. SPSS 2.0 software will be used for this purpose.

3.6. Ethical Consideration

By adhering to the scientific method, researchers can, in due course, obtain valid and reliable findings that may advance scientific knowledge. Unavoidably, however, to advance knowledge in this manner it is often necessary to impinge upon the rights of individuals. Virtually all studies with human participants involve some degree of risk. These risks may range from minor discomfort or embarrassment caused by somewhat intrusive or provocative questions to much more severe effects on participants' physical or emotional well-being (Marczyk, DeMatteo, & Festinger, 2005). The research will ensure that such physical and emotional risks are avoided when designing and conducting the study.

3.7. Reliability Assurance.

Reliability is an indicator of a measure's internal consistency. Consistency is the key to understanding reliability. A measure is reliable when different attempts at measuring something converge on the same result (John, 2009). Thus, reliability refers to the consistency and dependability of a measuring instrument; using it repeatedly should give us the same or similar results every time. The techniques applied to assess the reliability of data collection instrument in this study is Cronbach Coefficient Alpha, the most commonly used technique which can test reliability with various item formats. Cronbach's alpha reflects that the extent to which the items in questionnaire are related to each other. Cronbach's coefficient alpha normally ranges between 0-1 values. The higher the values, the higher degree of internal consistency. Although, different authors accept different values of this tests to reach on internal reliability of the instrument, the

most commonly accepted value is equal to or greater than 0.70 to reach on reliability of acceptable instrument (Nunally, 1978).

Table 1: Reliability Test

Variables	Reliability Statistics	
	Cronbach's Alpha	No. of Items
Corporate Social Responsibility (CSR)		
Internal CSR	0.740	5
External CSR	0.759	10
Employee Engagement (EE)		
Vigor	0.879	6
Dedication	0.862	5
Absorption	0.756	6

3.8. Scope of the Study

The research will examine whether corporate social responsibility initiatives of the International Community School of Addis Ababa is linked to employee engagement levels. It will test if the internal and external CSR practices of the organization as perceived by the employees has links to their engagement level, by taking social identity theory into consideration.

3.9. Organization of the Study

The study will be organized in to five chapters. Chapter one provides a brief background to the study, discuss the research problem, research questions, objectives, scope, and significance of the study. Chapter two will deal with review of related literature. Chapter three presents research methodology to be adopted in the study. The fourth chapter will focus on the presentation, analysis and interpretation of primary and secondary data. Finally, chapter five will discuss the findings, conclusions and recommendations.

CHAPTE FOUR: RESULTS AND DISCUSTION

Introduction

The aim of the study is to find the link (relation) between corporate social responsibility practice of the International Community School of Addis Ababa and the engagement level of its employees. The findings provided a better understanding regarding the link between the two variables. Questionnaires were issued to employees and interview was conducted with the management to achieve the research objective presented in the first chapter. The objectives of the research as stated in the first chapter were:

- To identify the relation between CSR initiatives of ICS and the engagement levels of its employees
- To find out the relation between internal CSR initiatives of ICS and the engagement levels of its employees
- To find out the relation between external CSR initiatives of ICS and the engagement levels of its employees

Questionnaires were distributed to 162 employees of ICS, of which 137 were filled and returned to the researcher. Two management employees were also interviewed to get a deeper insight into the CSR practices of ICS and how the management believes it to have influenced employees attitude towards the organization.

The background information of the respondents is presented below, followed by analysis of the main findings of the research. The chapter is concluded by discussing the findings in relation to theories presented in the second chapter.

4.1 Descriptive Analysis and Discussion

4.1.1. Background Information of Respondents

This section presents the background information of the 137 questionnaire respondents. A general information regarding the gender, age, work position and the number of years they worked at ICS are presented below:

Table 2: Background Information of Respondents

No.	Items	Frequency	Percentage (%)
1	Gender of Respondents		
	A. Male	98	71.5
	B. Female	39	28.5
2.	Age of Respondents		
	A. 18-25	14	10.2
	B. 26-30	46	33.6
	C. 31-35	7	5.1
	D. 36-45	63	46
	Over 45	7	5.1
3.	Work Position of Respondents		
	A. Teacher	20	14.6
	B. Teaching Assistant	33	24.1
	C. Support Staff	84	61.3
	D. Other	-	-
4	Number of Working Years at ICS		
	A. Less than a year	14	10.2
	B. 1-3	64	46.7
	C. 4-10	34	24.8
	D. 11-15	18	13.1
	E. Over 20 years	7	5.1

Source: Own Survey, December 2018

As shown on the above table, 98% of the respondents are male and 39% of them are female. Given this information we can infer that majority of the respondents are male.

From the above table we can observe that the age of majority of the respondents (46%) falls between 41 to 45. Followed by 33.6% aged 26-30, 10.2% 18-25 and those that are aged 31-35 and

over the age of 45 are equally tied at 5.1% of the respondents. Taking this into consideration, we can say that majority of the respondents are relatively senior individuals as compared to the rest.

Most of the respondents are in the support staff. Those in the support staff work position make up to 61.3% of the entire respondents. while teachers and teaching assistants made 24.1% and 14.6% of the respondents respectively.

From the above table, one can infer that 46.7% (the majority) of the respondents are those who worked at ICS from 1-3 years, followed by those who worked there for 4-10 years (24.8%), then those who worked from 11-15 (13.1%). Those who worked at ICS for less than a year (10.2%) come fourth, which makes the most senior employees with over 20 years of experience the last occupying the last position with 5.1% of the respondents.

4.1.2 Analysis of Data Pertaining to the Study

Data collected regarding the corporate social responsibility practices of ICS as well as the engagement level of its employees are presented and discussed in the following section.

4.1.2.1 Corporate Social Responsibility Practices of ICS

The following are data pertaining to the corporate social responsibility practices of ICS as perceived by employees. As the research also made use of interview to collect information regarding the CSR as perceived by the management, their responses are also triangulated in the following section.

4.1.2.1.1 Corporate Social Responsibility Geared Towards Employees (Internal CSR)

The following table is concerned with internal corporate social responsibility practices geared towards employees of ICS. Various statements were presented to the respondents (sampled employees of ICS), and they were asked to rate their level of agreement based on the Likert scale with their responses being within the scale of strongly disagree to strongly agree. With strongly

disagree being the lowest scale and strongly agree the highest. The responses are summarized in the below table.

Table 3: Corporate Social Responsibility Geared towards Employees

No.	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
1.	My health and safety is guaranteed while working for ICS	3	2.2			11	8.0	67	48.9	56	40.9	4.2628
2.	ICS provides a suitable working condition							52	38.0	85	62.0	4.6204
3.	I feel Protected against any discrimination at ICS			7	5.1	8	5.8	82	59.9	40	29.2	4.1314
4.	I get fair remuneration for my work at ICS			7	5.1	20	14.6	70	51.1	40	29.2	4.0438
5.	I'm allowed to exercise all my rights at ICS			33	24.1	11	8.0	54	39.4	39	28.5	3.7226

Source: Own Survey, December 2018

A. Health and Safety of Employees of ICS

The respondents were asked to rate their level of agreement as to whether ICS is able to guarantee their health and safety at work. As presented in the above table, 3 employees making 2.2% of the respondents strongly disagree with the statement, while 11 or 8% are neutral to it. The majority, which is 48.9% (67 respondents) of the population agree that their health and safety is guaranteed, while 40.9% or 56 of the respondents are in a strong agreement with the statement. Based on the responses obtained and the mean value which is 4.2628, we can infer that ICS guarantees health and safety of its employees.

According to the management, health and safety of employees is a top priority. They believe that the school is designed in a manner that guarantees the health and safety of employees during their work. They asserted that all safety equipment is fulfilled and are placed at the right spots. Fire extinguishers, fire alarms, first aid kits, emergency PA systems are placed in all offices and classrooms according to the management. The school also has its own clinic with trained nurses available to treat anyone needing emergency medical service. In addition to that, the school makes sure that an ambulance is parked inside the compound during working hours in case of an emergency. The management also mentioned that emergency drills are regularly conducted to make sure that the employees and other members of the organization are prepared to counter danger. Taking the employees and management response into consideration, we can say that ICS guarantees the health and safety of its employees.

B. Provision of Suitable Working Condition

The respondents were asked to rate their level of agreement as to the organizations ability to provide a suitable working condition for employees, and 52 of them making 38% of the respondents agreed that the working condition at ICS is suitable while the remaining majority, 85 or 62% of the respondents are in strong agreement with the statement as stated in the above table. From this and the mean value obtained (4.6204), we can infer that the organization provides a suitable working condition.

The management believes that ICS provides one of the best working conditions in the country. All required working tools, like computers, stationeries, power point projectors, machineries are fulfilled in order to serve employees' needs. The ergonomics is also designed to suit employees as per the management's response. They also stated that the school has a gymnasium and a sports pavilion, which is open for employees to use for free, if the need to exercise arises. Considering the employees and management response one can infer that ICS provides a suitable working condition for its employees.

C. Protection Against Discrimination

A rating was done by the employees as to whether they are safe from discrimination and 7 of the respondents or 5.1%, disagree. 8 of the respondents or 5.8% are neutral to the statement, while 82 respondents making up to 59.9% agree that they are safe from any discrimination at ICS. The

remaining 40 or 29.2% of the respondents are in a strong agreement with the statement. Given the employees response and the mean value obtained (4.1314) we can say that ICS's employees are safe from discrimination.

According to the management, ICS is an organization which has non-discrimination as a core principle. The non-discrimination according to the respondents begin from recruitment. Initial recruitment is done by an outsourced employment agency, which makes an initial interview with potential employees and send their list to ICS. ICS then hires a candidate that best suits the position on objective basis. The organization makes sure that all employees declare relatives they have at the school to further strengthen the objectivity of the process. Women and the disabled according to the management, are encouraged to apply to all open vacancies and they are hired if they best fit the post. As to growth and promotion, ICS makes sure that they are done based on merit according to the management. The school conducts annual individual employee evaluation which is used as a base to promote employees with outstanding performance during the year, the management asserts. Based the sampled employees' responses and the result of interview conducted with the management, we can conclude that employees of ICS are safe from any discrimination.

D. Fairness of Remuneration

Sampled employees were asked to rate their level of agreement on whether pays them fair remuneration for their work and 7 of them or 5.1% of the respondents disagree with the statement, while 20 or 14.6% of them chose to be neutral. 51.1% (70 employees) of employees agreed that they get fair remuneration for their work, while the remaining 40 employees or 29.2% were in a strong agreement with the statement. Based on this response and the mean value of 4.0438, we can infer that employees believe they are being paid fair remuneration.

According to the management, ICS is one of the highest payers in the job market in the country. The organization according to the management, makes sure that it makes an above average payment as compared to other organizations in Ethiopia. According to the respondents, each job at ICS is given its own grade and level and when an employee joins, he/she is paid based on the standard salary grade and level. A uniform annual cost of living adjustments is made to employees based on the market inflation rate and salary grade level is also adjusted based on merit (as per the

results of individual evaluation), the management asserts. Considering the responses of both parties, we can conclude that the school has a fair pay system.

E. Respect for Employee Rights at ICS

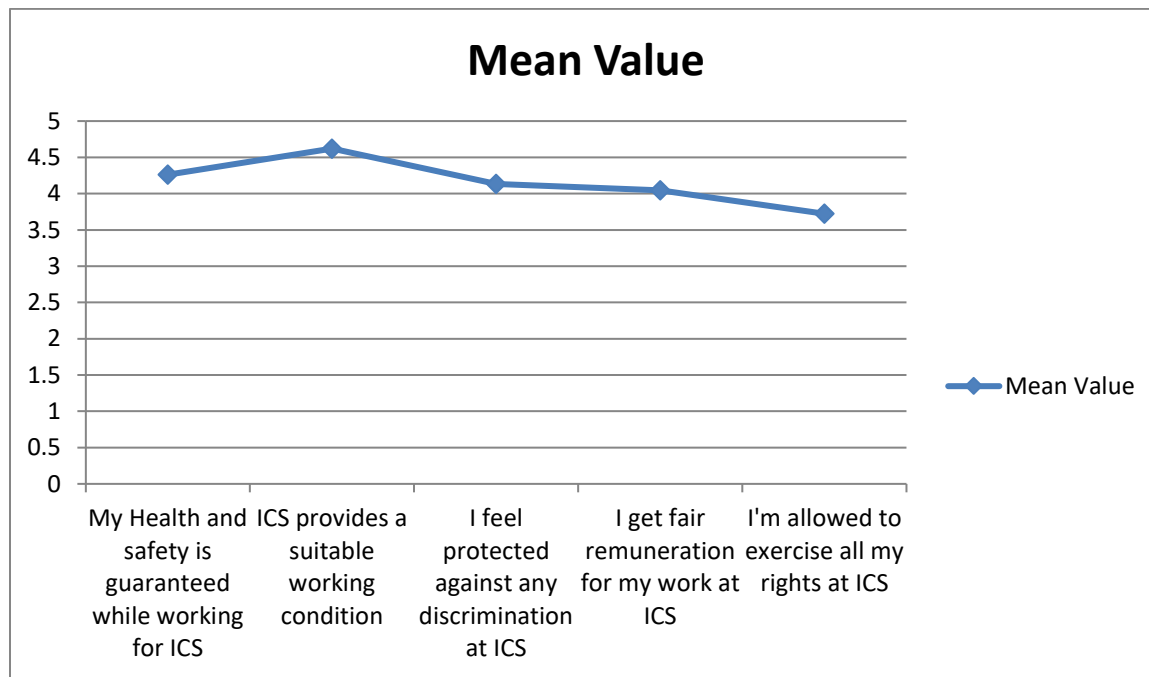
When asked to rate their level of agreement to the statement 'I'm allowed to exercise all my rights at ICS', 33 respondents or 24.1% of them disagreed. 11 or 8% were neutral, while the majority 39.4% or 54 respondents agree. The remaining 39 or 28.5 strongly agree with the statement. This and the mean value obtained, which is 3.7226 indicates that ICS allows its employees to exercise their rights according to the table presented above.

According to the interviewees, employees start to exercise their rights from the moment they are hired. The human resource makes sure that each new hire has ICS's human resource manual, which states his/her rights and responsibilities as well as the ethical code of conduct required of all employees. So, all employees are judged as per the manual and they can exercise all rights stated on it. The management also stated that the collective bargaining rights of employees are respected. The labor union at ICS, bargains with the school's management to make sure that the employees are represented, in matter concerning them according to the management. Considering the responses of both parties, we can infer that all rights of employees are respected at ICS.

Mean Value Comparison of CSR Geared Towards Employees (Internal CSR)

The mean values of indicators of corporate social responsibility geared towards employees are summarized in the below graph.

Figure 4: Mean Value Comparison of CSR Geared Towards Employee (Internal CSR)



Source: Own Survey, December 2018

As can be seen on the above graph, the highest mean (4.6204) goes to the statement 'ICS provides a suitable working condition'. From this we can observe that employees of ICS are enjoying a suitable working condition more than all the other CSR practices of the organization. The lowest mean (3.7226) was observed on the statement, 'I'm allowed to exercise all my rights at ICS', which indicates that the organization seems to value granting its employees all their rights as compared to letting them enjoy the other internal corporate social responsibility practices.

4.1.2.1.2 Corporate Social Responsibility Geared Towards the Community (External CSR)

Sampled employees of ICS were asked to rate their level of agreement to statements pertaining to the corporate social responsibility practices of ICS geared towards external community stakeholders. They were asked to rate their level of agreement based on a Likert scale which ranges from strongly disagree to strongly agree. Their responses are summarized in the below table.

Table 4: Corporate Social Responsibility Geared Towards the Community

No.	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
1.	ICS provides employment opportunity to the community					13	9.5	83	60.6	41	29.9	4.2044
2.	ICS provides free education to members of the community			17	12.4	10	7.3	70	51.1	40	29.2	3.9708
3.	ICS operates within the legal framework of the community			33	24.1	12	8.8	39	28.5	53	38.7	3.8175
4.	ICS respects norms of the community			10	7.3			76	55.5	51	37.2	4.2263

Source: Own Survey, December 2018

A. Provision of Employment Opportunity to the Community

Sampled employees were asked to rate their level of agreement to the statement 'ICS provides employment opportunity to the community' and 13 of them or 9.5% were neutral to it. The majority, being 60.6% or 83 respondents agreed that ICS provides employment opportunity to the community, while the remaining 41 respondents or 29.9% were in a strong agreement with the statement as per the above table. This and the mean value (4.2044) indicates that ICS provides employment opportunity to the community.

When we come to the managements perspective, they assert that they recruit most of their employees locally. ICS being an international organization (international school), it is allowed to recruit its employees from other countries. But the school recruits all its employees except for the teaching staff locally, says the managers. All support staff, in HR, Finance, Operations and other staff members including teaching assistants are recruited from Ethiopia. The response by the

employees and the management is indicative of ICS being committed to providing employment opportunity to the local community.

B. Provision of Free Education to Members of the Community

ICS being an organization in the schooling industry, is required to give free education to justify its willingness to undertake its discretionary (philanthropic) responsibility. So, employees of ICS were asked to rate their level of agreement as to whether ICS is undertaking this responsibility. 12.4% of the respondents or 17 disagree with the statement 'ICS provides free education to members of the community', while 10 or 7.3% are neutral to it. The majority, 51.1% agree, while the remaining 40 respondents or 29.2% are strongly agree that ICS provides free education to members of the community. This and the mean value of 3.9708 indicates that ICS undertakes its philanthropic responsibility by providing free education to some members of the community.

The managements response was also consistent to the employees. According to the interviewees, ICS provides scholarship to 16 students per a school year. Four scholarship students are accepted into the school every year according to the respondents. The school distributes invites to all public and private schools in Addis Ababa for them to send outstanding students to compete for a scholarship position at ICS. The school also makes sure that it facilitates scholarship positions in colleges and universities abroad for all its scholarship graduates. The management asserts that hundreds have taken advantage this since the inception of the scholarship program. Taking the responses into consideration we can say that the school undertakes its philanthropic responsibility by providing free education to members of the community.

C. Respect of the Law

Legal responsibility being the core any socially responsible organization, the employees of ICS were asked to rate their level of agreement to the statement 'ICS operates within the legal framework of the community'. 33 of the respondents making up to 24.1% disagreed with the statement, 12 or 8.8% are neutral, while 28.5% or 39 agreed. The remaining majority being 53 or 38.7% are in a strongly agree that ICS operates within the legal framework of the community. The employees' response and the mean value obtained (3.8175) indicates that ICS is an organization that respects the law.

The managers interviewed stated that the law is a matter of survival for ICS. All students that are accepted into the school are expected to fulfill criteria set by the ministry of education, all foreign hires are expected to fulfill criteria set by Immigration, all local hires are expected to be free from any crime according to the management. ICS also pays attention to each requirement of the law and each department in the school is expected to be up-to-date when it comes to changes in the law as per the respondents. Given the responses by the two parties we can conclude that ICS is a law-abiding organization.

D. Respect for Norms of the Community

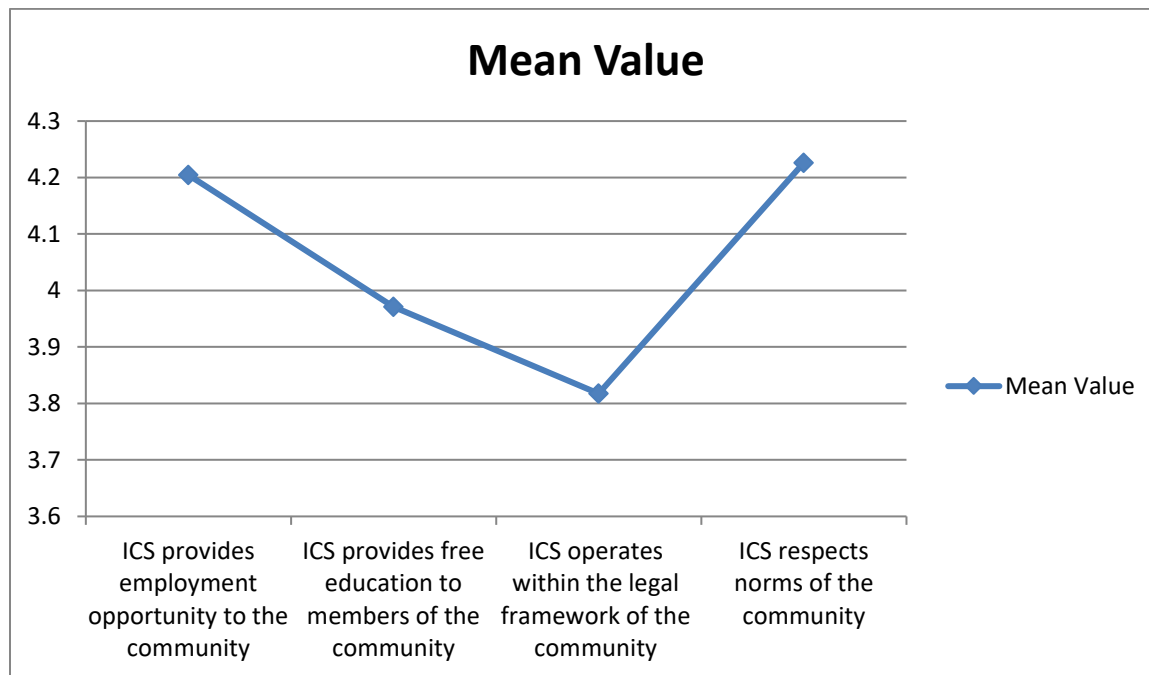
Ethical responsibility, being what is expected of a socially responsible organization, the employees were asked if they believe that ICS is a school which values ethics. So, they were asked to rate their level of agreement to the statement 'ICS Respects Norms of the Community'. 10 of the respondents or 7.3% disagree with the statement, while the majority 55.5% agrees. The remaining 51 or 37.2% of the respondents are in a strong agreement that ICS is an organization that respects norms of the community. Given this response and the mean value obtained 4.2263, we can conclude that ICS respects the norms of the community.

The managers are also in agreement. According to the management respondents, all foreign hires of the organization are trained about Ethiopian ethics as soon as they arrive, by an outsourced trainer. So, all non-Ethiopian employees of ICS are aware of the ethical requirements here in Ethiopia. ICS also makes sure that all its students are educated about the ethical requirements of the country. They also said that being ethical is at the top of ICS learners profile. So, based on the responses obtained we can infer that ICS is an organization that respects norms of the community.

Mean Value Comparison of CSR Geared Towards the Community (External CSR)

The mean value comparison of corporate social responsibility geared towards the employees is summarized in the below graph.

Figure 5: Mean Comparison of CSR Geared Towards the Community



Source: Own Survey, December 2018

As we can see on the above graph, the statement 'ICS respects norms of the community' scores the highest mean value (4.2263), which indicates that ICS as international organization is very much concerned with respect of the social norm of the host nation. The lowest mean value (3.8175) was scored by the statement 'ICS operates within the legal framework of the community'. Which is very much concerning as legal responsibility is labeled to be the second most important social responsibility as per Carroll's hierarchy.

4.1.2.1.3 Corporate Social Responsibility Geared Towards the Environment (External CSR)

Environmental CSR practice being a core corporate social responsibility, data was collected from the employees and the management staff of ICS to find out where the organization stands in terms of this practice. The responses obtained from the employees are summarized in the below table and the management response is also triangulated.

Table 5: Corporate Social Responsibility Geared Towards the Environment

No.	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
1.	ICS makes efforts to minimize pollution					5	3.6	35	25.5	97	70.8	4.6715
2.	ICS does not dump harmful waste to the environment					16	11.7	20	14.6	101	73.7	4.6204
3.	ICS uses eco-friendly products							42	30.7	95	69.3	4.6934

Source: Own Survey, December 2018

A. Minimization of Pollution

Social responsible organizations are expected to minimize environmental pollution. So, ICS as an organization that undertakes its socially responsibility has to take minimization of pollution seriously. Sampled employees of ICS were asked to rate their level of agreement to the statement 'ICS makes efforts to minimize pollution', and 5 of the respondents or 3.6% were neutral to the statement, while 35 or 25.5% agreed. The remaining majority, 70.8% or 97 of the respondents strongly agree that ICS is an organization that minimizes environmental pollution. From the employees' response and observing the mean value (4.6715) we can say that ICS minimizes pollution.

According to the management, minimization of pollution is of at most important to ICS. The three basic principles of ICS are taking care of oneself, taking care of others and taking care of the environment, says the respondents. ICS being a member of the Green Building Council, is expected to be conscious of environmental pollution according to the management. One way in which ICS tries to avoid environmental pollution is by not allowing packaged plastic bottled water to be used in the campus. To avoid this, the school provided all employees with water bottles they can use permanently. The school also avails water dispensers at each floor and at each block inside the campus to facilitate this, says the respondents. No plastic bags, those made of fiber are available for sale at the school's store asserts the management. Based on the data collected from both parties,

we can conclude that the school is committed to making sure that environmental pollution is minimized.

B. Disposal of Harmful Waste

A socially responsible organization is expected to dispose of hazardous waste with a minimal effect on the environment. So, the sampled employees of ICS were asked to for their level of agreement to the statement 'ICS does not dump harmful waste to the environment. 16 of them or 11.7% were neutral to the statement, while 20 or 14.6% agreed. The remaining majority, 73.7% or 101 respondents strongly agree that ICS does not dump harmful waste to the environment. Given the employees response and the mean value obtained (4.6204), we can conclude that ICS does not dump harmful waste to the environment.

According to the interviewed managers, since ICS is a school, there is not much harmful waste to dispose off. But whatever small waste it has is disposed off with at most care. Considering the responses obtained we can infer that ICS does not dump harmful waste to the environment.

C. Use of Eco-Friendly Products

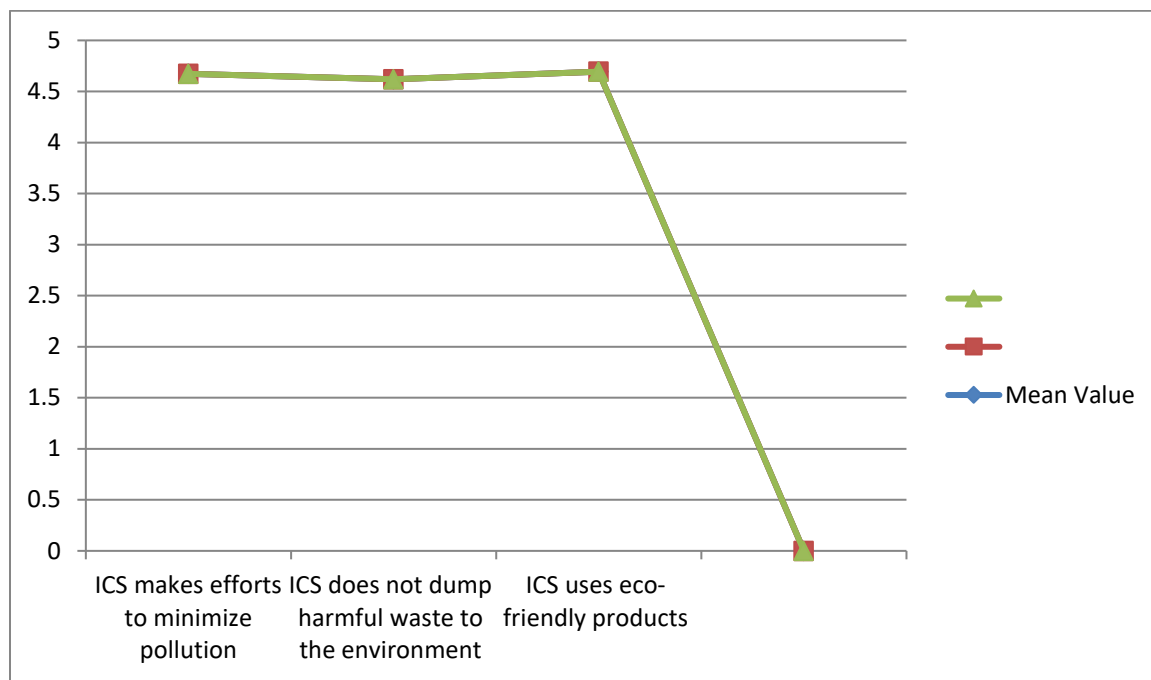
Use of eco-friendly products is one of protecting the environment for a socially responsible organization. Employees of ICS were asked to rate their level of agreement, to the statement 'ICS uses eco-friendly products', 42 of the respondents or 30.7% agreed with the statement, while the remaining majority being 69% or 95 respondents are in a strong agreement. This the mean value obtained (4.6934) indicates that employees of ICS believe that the organization uses eco-friendly products.

The management asserts that considers the eco-friendliness of each and everything it purchases. The procurement department of the school is responsible for making sure that the products are bought are as eco-friendly as possible, says the management. As an example, the management mentioned that the paper the school imports is made of husks and not trees. Even this paper are recycled by students for learning purposes, says the management. Given the responses provided by both parties we can conclude that ICS uses eco-friendly products.

Mean Value Comparison of CSR Geared Towards the Environment (External CSR)

The below graph is a summary of the mean value scores of indicators of corporate social responsibility.

Figure 6: Mean Value Comparison of CSR Geared Towards the Environment (External CSR)



Source: Own Survey, December 2018

The above graph summarizes the mean scores of employees' responses to the statements presented to them, regarding corporate social responsibility initiatives geared towards the environment. The highest mean value (4.6934) was exhibited by the statement, 'ICS uses eco-friendly products', which indicates that ICS is very much concerned with the eco-friendliness of the products it makes use of. The lowest mean score (4.6204) was exhibited from the responses obtained for the statement, 'ICS does not dump harmful waste to the environment', the number is well off the low mean level and it is not concerning.

4.1.2.1.4 Corporate Social Responsibility Geared Towards Customers (External CSR)

A socially responsible organization must serve its customers with utmost care. Data was collected from sampled employees and the management of ICS, regarding the corporate social responsibility initiatives of the school that are concerned with customers. Their responses are summarized in the below table and results of the interview are also triangulated.

Table 6: Corporate Social Responsibility Geared Towards Customers

No.	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
1.	ICS treats all its customers respectfully							28	20.4	109	79.6	4.7956
2.	ICS meets customers' expectations					7	5.1	40	29.2	90	65.7	4.6058
3.	ICS properly provides all necessary information to customers							39	28.5	98	71.5	4.7153

Source: Own Survey, December 2018

A. Treating Customers Respectfully

A socially responsible organization is expected to treat all of its customers respectfully without any discrimination. Sampled employees of ICS were asked to rate their level of agreement with the statement, 'ICS treats all its customers respectfully', and 20.4% or 28 of the respondents agree with the statement, while the majority, being 79.6% or 109 of the respondents are in strongly agree that ICS treats all its customers respectfully. This together with the mean value (4.7956) indicates that employees of ICS believe that all ICS customers are treated respectfully.

The management asserts that the school does not discriminate among customers but treats them all with respect. The responses obtained from the school's employees as well as the management, consistently indicate that the school is respectful of all its customers.

B. Meeting Customers' Expectations

An organization that is socially responsible must repay customers trust, by meeting their expectations. Employees of ICS were asked to rate their level of agreement to the statement, 'ICS meets customer expectations', and 7 or 5.1% of the respondents were neutral to the statement, while 29.2% or 40 agreed. The remaining majority, 65.7% or 90 of the respondents strongly agree that the school meets customers' expectations. These responses along with the mean score (4.6058) indicate that customers' expectations are met by ICS.

According to the management respondents, meeting customers expectation is the ultimate goal of the school. The objective of the school is to produce knowledgeable, principled, ethical generation, equipped with the necessary wisdom to transform the future, the management says. The contract between the school and parents is to make sure that students with aforementioned skills and abilities are produced. So, parents' expectations are deemed to be met when the school is deemed to do so. The management believes that the school is doing all it can to meet customers' expectations. All in all, considering the responses of the employees and the management staff, we can infer that ICS meets customers' expectations.

C. Provision of Necessary Information to Customers

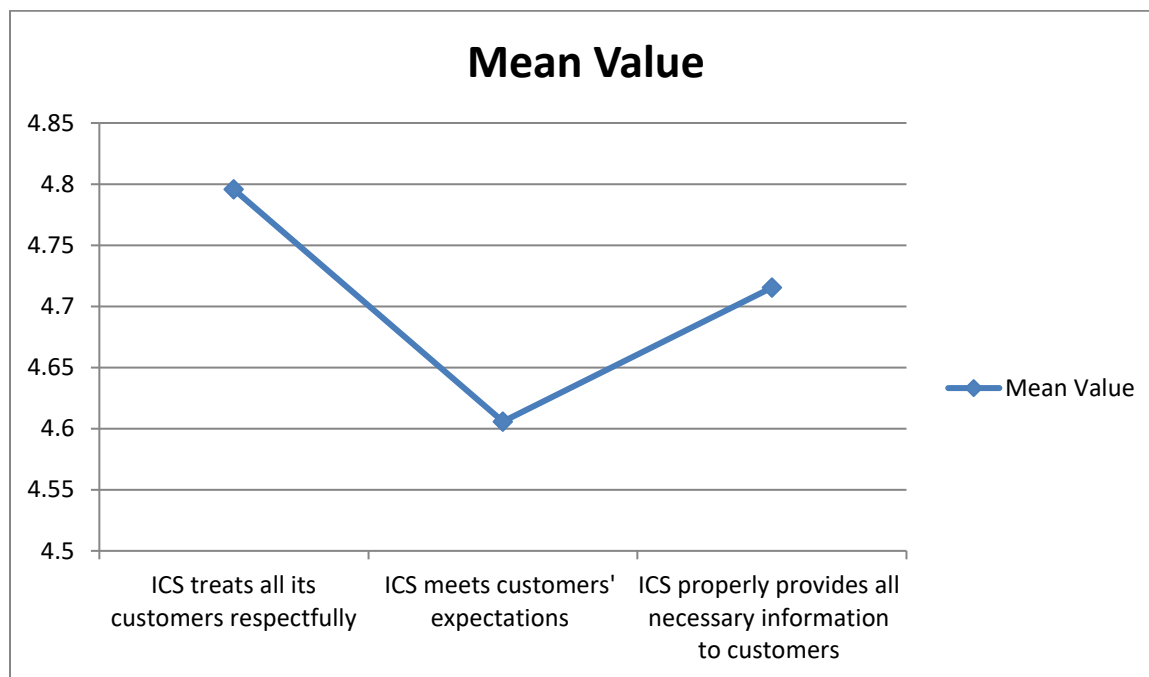
Socially responsible organizations provide all necessary information to their customers. Sampled employees were asked to rate their level of agreement to the statement 'ICS provides all necessary information to customers', and 39 of the respondents or 28.5% agree with the statement, while the majority, 71.5% or 98 of the respondents were in strong agreement. This and the mean score of 4.7153 indicates that ICS provides all necessary information to customers.

The interviewed managers stated that ICS is an organization that consistently provides all necessary information to its customers. The school provides all information in both electronic and non-electronic forms. The school has a website dedicated to providing information to all existing and potential customers, says the management. There is also a weekly newsletter that is sent to all members of the organization in an electronic format according to the management. The newsletter they said, provides information on both past and upcoming events at the school. All information is also made available upon request according to the management. As per the responses of both parties, the school provides all necessary information to all its customers.

Mean Comparison of CSR Geared Towards Customers (External CSR)

The below graph summarizes the value of each statement presented to respondents and the mean scores of their responses.

Figure 7: Mean Comparison of CSR Geared Towards Customers (External CSR)



Source: Own Survey, December 2018

The above graph summarizes the statements presented to employees of ICS and the mean score of the responses. The highest mean (4.7956) in this case was exhibited for the statement 'ICS treats all its customers respectfully', which indicates that ICS is fair to all its customers. The lowest (4.6058) was exhibited for the statement 'ICS meets customers' expectations', but the value is high enough and not concerning.

4.1.2.2. Employee Engagement

Employees of ICS were asked to rate their level of agreement to statements measuring the level of employee engagement. Employee engagement is said to exist when vigor, dedication and absorption is exhibited by employees and there are separate measures for the three indicators.

Questionnaires were designed accordingly and sampled employees were asked to rate their level of agreement to the statements. Discussions of their responses are made below.

4.1.2.2.1. Employee Engagement - Vigor

Vigor is referred to as high energy, resilience, a willingness to invest effort on the job, the ability not to easily be fatigued, and persistence when confronted with challenges exhibited by employees. These were measured using various statements which sampled employees were required to rate. A summary of their responses is presented in the below table.

Table 7: Employee Engagement - Vigor

No.	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
1.	When I think of my work at ICS I feel energetic			4	2.9	7	5.1	77	56.2	49	35.8	4.2482
2.	I feel strong and vigorous while working for ICS			4	2.9	7	5.1	52	38.0	74	54.0	4.4307
3.	When I get up in the morning, I feel like going to work at ICS			4	2.9	17	12.4	64	46.7	52	38.0	4.1971
4.	I can continue to work for long periods of time for ICS			27	19.7	19	13.9	49	35.8	42	30.7	3.7737
5.	At ICS I'm mentally resilient			23	16.8	12	8.8	66	48.2	36	26.3	3.8394
6.	At ICS, I always persevere, even when things do not go well					39	28.5	67	48.9	31	22.6	3.9416

Source: Own Survey, December 2018

A. Feeling Energetic While Thinking of Work

Employees of ICS were asked to rate their level of agreement to the statement, 'When I think of my work at ICS I feel energetic', and 4 of them or 2.9% disagree, while 7 or 5.1% are neutral to

the statement. The majority, 56.2% or 77 of the respondents agreed, where the remaining 49 (35.8%) strongly agree that when they think of their work at ICS, they feel energetic. This along with the mean score of 4.2482 indicates that employees of ICS feel energetic while thinking of their work.

B. Feeling Strong and Vigorous at Work

The respondents were asked to rate their level of agreement to the statement, 'I feel strong and vigorous while working for ICS', and 2.9% or 4 of them disagreed, 5.1% (7) of the respondents were neutral to the statement. 52 of the respondents (38%) agreed, while the remaining majority, 74 respondents or 54% strongly agree that they feel strong and vigorous while working for ICS. This means along with the mean score (4.4307) indicates that the respondents (employee) feel strong and vigorous at work.

C. Feeling Like Going to Work in the Morning

Sampled employees rated their level of agreement to the statement, 'When I get up in the morning, I feel like going to work at ICS', and 4 or 2.9% disagreed, while 17 or 12.4% are neutral. Majority of the respondents, that is 64 or 46.7% agree with the statement, while the remaining 38% or 52 of the respondents are in strong agreement that they feel like going to work when they wake up in the morning. These responses and the mean score (4.1971) are indicative of employees feeling like going to work in the morning.

D. Ability to Continue to Work for Long Periods of Time

Employees of ICS were asked to rate their level of agreement to the statement, 'I can continue to work for long periods of time for ICS', and 27 of them or 19.7% disagree, while 19 of the respondents or 13.9% were neutral. The majority, being 49 of the respondents making up to 35.8% agree with the statement, where the remaining 42 or 30.7% of the respondents strongly agree that they can work for long periods of time at ICS. Given the responses obtained and the mean score (3.7737) we can say that employees of ICS are able to work for long periods of time at ICS.

E. Mental Resilience

The respondents were asked to rate their level of agreement to the statement, 'At ICS I'm mentally resilient', and 23 or 16.8% disagree, while 12 of the respondents or 8.8% are neutral. The majority, that 48.2% (66 respondents) agree with the statement while the remaining 36 or 26.3% are in strong agreement that they are mentally resilient while working for ICS. These and the mean score of 3.8394 means that ICS's employees are mentally resilient.

F. Perseverance When Things Do Not Go Well

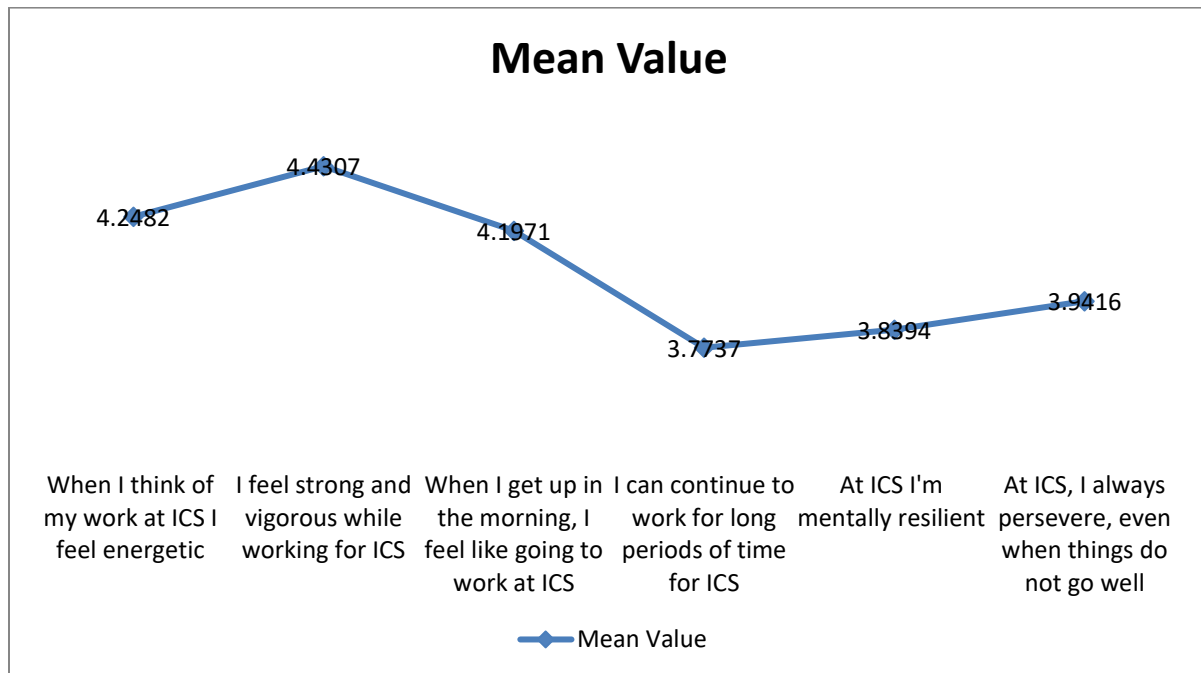
The sampled respondents were asked to rate their level of agreement to the statement, 'At ICS, I always persevere, even when things do not go well', and 39 of them or 28.5 found to be neutral, while the majority, being 67 respondents or 48.9% agreed. The remaining, making up to 22.6% or 31 respondents strongly agree that they persevere in the face challenges while working for ICS. The employees' response and the mean score (3.9416) indicates that employees of ICS persevere even when things do not go well at work.

According to the management, vigor is something they pay attention to during the entire employment process. They make sure that vigorous employees are placed to all position in the organization. And they believe that majority of ICS's employees are vigorous. Given the responses by both parties we can infer that employees of ICS are vigorous.

Mean Comparison of Employee Engagement - Vigor

The below graph summarizes comparison of mean value scores of measures of vigor.

Figure 8: Mean Comparison of Employee Engagement - Vigor



Source: Own Survey, December 2018

As we can see from the above graph, the highest mean score (4.4307) was exhibited for the statement, 'I feel strong and vigorous while working for ICS', while the lowest (3.7737) was scored by 'I can work for long periods of time for ICS'.

4.1.2.2.2. Employee Engagement - Dedication

Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. The dedication level of employees of ICS was measured using the five-point Likert scale. Various statements that serve as measures of dedication were presented to the employees and their responses were rated. The below table summarizes the responses.

Table 8: Employee Engagement - Dedication

No.	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
1.	I find the work that I do at ICS meaningful and purposeful			4	2.9	29	21.2	54	39.4	50	36.5	4.0949
2.	I'm enthusiastic about my job at ICS			7	5.1	26	19.0	62	45.3	42	30.7	4.0146
3.	My job at ICS inspires me			4	2.9	32	23.4	61	44.5	40	29.2	4.0000
4.	I'm proud of the work that I do at ICS			4	2.9	22	16.1	60	43.8	51	37.2	4.1533
5.	My job at ICS is challenging enough	27	19.7	16	11.7	13	9.5	45	32.8	36	26.3	3.3431

Source: Own Survey, December 2018

A. Meaningfulness of Work

The employees were asked to rate the level of their agreement to the statement, 'I find the work that I do at ICS meaningful and purposeful', and 4 or 2.9% of the respondents disagree where 29 or 21.2% are neutral. The majority, that is 54 respondents making up to 39.4% agree. the remaining 50 or 36.5% strongly agree that they find the work that they do at ICS to be meaningful and purposeful. This and the mean value (4.0949) indicates that employees of ICS believe that the work they do is meaningful and purposeful.

B. Enthusiasm About Job

The respondents were asked to rate their level of agreement to the statement, 'I'm enthusiastic about my job at ICS' and 7 of them or 5.1% disagreed, while 19% or 26 respondents were neutral. The majority, making up to 45.3% (62) of the respondents agreed, while the remaining 42 or 20.7% strongly agree that they are enthusiastic about their job at ICS. Given the responses and the mean score of 4.0146 we can conclude that employees of ICS are enthusiastic towards the work they do at ICS.

C. Inspiration of Job

Sampled employees of ICS were asked to rate their level of agreement to the statement, 'My job at ICS inspires me', and 4 of the respondents or 2.9% disagreed, while 22 of them or 16.1% were found to be neutral. The majority, making up to 43.8% of the respondents agreed, while 51 or 37.2% strongly agree that their job inspires them. Taking these responses and the mean score (4.0000) into consideration, we can infer that employees of ICS are inspired by their jobs.

D. Pride in Work

Employees were asked to rate their level of agreement to the statement, 'I'm proud of the work that I do at ICS', 4 of them or 2.9% disagreed, where 22 making up to 16.1% are neutral. The majority, being 43.8% agree where the remaining 51 of the respondents or 37.2% are in strong agreement that they are proud of the work that they do at ICS. This and the mean value (4.1533) indicates that majority of ICS's employees are proud of the work that they do at ICS.

E. Challenge of the Job

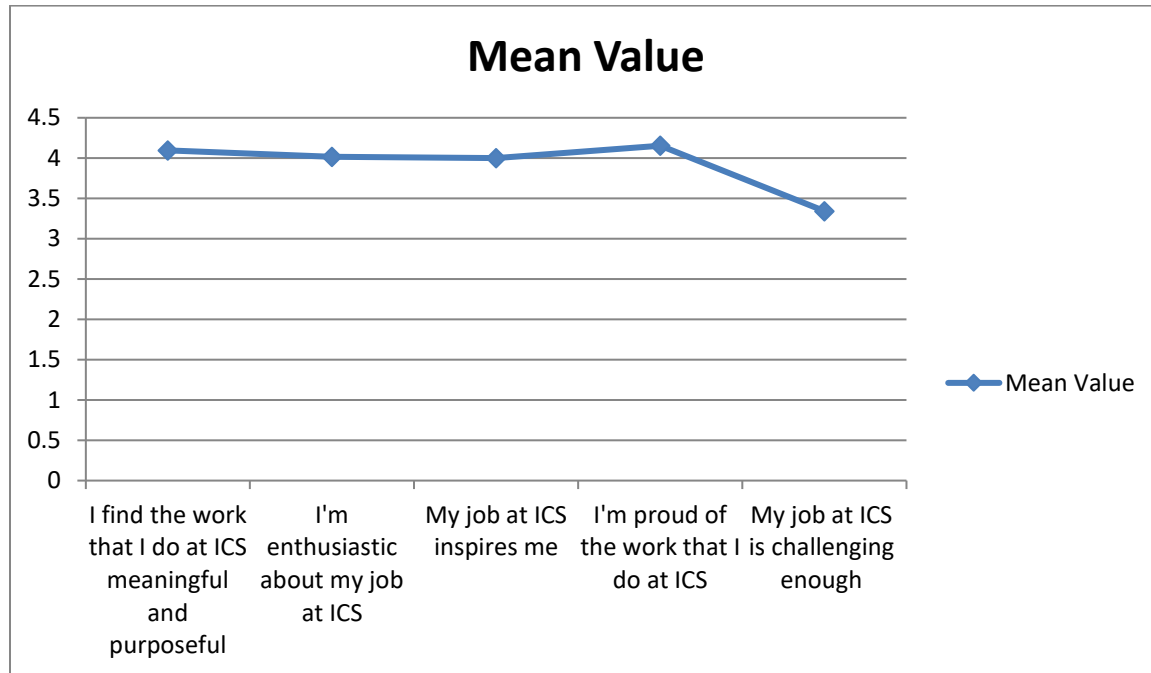
The employees were asked to rate their level of agreement to the statement, 'My job at ICS is challenging enough', to which 27 respondents or 19.7% expressed their disagreement. 16 or 11.7% disagreed, where 13 or 9.5% were neutral to the statement. The majority that is 45 respondents making up to 32.8% agree that their job is challenging enough, while 26.3% of the respondents are in strong agreement. Given this information and the mean value obtained (3.3431) we can conclude that the jobs at ICS are challenging enough.

According to the management, dedication of employees is of utmost importance to the organization. Since employees are the most important assets of ICS and their dedication level is determinant to the success of its mission, ICS pays a lot of attention to it. The management believe that ICS has one of the most dedicated employees available in the job market. Considering the results of data collected from employees and management, we can infer that the organizations employees are dedicated.

Mean Comparison of Employee Engagement - Dedication

The below graph summarizes comparison of mean value scores of measures of dedication.

Figure 9: Mean Comparison of Employee Engagement - Dedication



Source: Own Survey, December 2018

As we can see from the above graph, the highest mean score (4.1533) was exhibited for the statement, 'I'm proud of the work that I do at ICS', while the lowest (3.3431) was scored by 'My job at ICS is challenging enough'.

4.1.2.2.3. Employee Engagement - Absorption

Absorption refers to a pleasant state of being immersed in one's work, experiencing time passing by quickly and being unable to detach from the job. The level of agreement of employees of ICS was measured using Likert scale. Statements measuring absorption were presented to the respondents and they have indicated their level of agreement. The responses are summarized in the table below.

Table 9: Employee Engagement - Absorption

No.	Statement	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
1.	Time flies when I'm at work in ICS	4	2.9			29	21.2	45	32.8	59	43.1	4.1314
2.	When I work at ICS, I forget everything around me	27	19.7	12	8.8	24	17.5	28	20.4	46	33.6	3.3942
3.	I feel happy when I work intensively at ICS			4	2.9	18	13.1	79	57.7	36	26.3	4.0730
4.	I'm immersed in my work at ICS			4	2.9	10	7.3	56	40.9	67	48.9	4.3577
5.	I get carried away when I work for ICS	2	1.5	4	2.9	29	21.2	53	38.7	49	35.8	4.0438
6.	It is difficult to detach myself from my job at ICS	6	4.4	8	5.8	23	16.8	48	35.0	52	38.0	3.9635

Source: Own Survey, December 2018

A. Inability to Track Time at Work

The respondents were asked to rate their level of agreement to the statement, 'Time flies when I'm at work in ICS', and 4 of them strongly disagreed, 29 or 21.2% were neutral. 45 or 32.8% agreed with the statement, while the majority 43.1% or 59 of the respondents strongly agree that time flies when they are at work. This and the mean score (4.1314) indicates that employees of ICS are so consumed by their works that they are unable to track as time passes.

B. Forgetting Everything Else but Work

The sampled respondents were asked to rate their level of agreement to the statement, 'When I work at ICS, I forget everything around me', and 27 respondents, making up to 19.7% were found to be in a strong disagreement, where 12 or 8.8% disagreed. 24 of them 17.5% were neutral to the statement, while 20.4% of 28 respondents agreed. The majority, that is 46 employees or 33.6%

were in strong agreement to the statement. Given this information and the mean score (3.3942), we can conclude that employees of ICS forget everything else around them while at work.

C. Happiness with Intensity of Work

The employees were asked to rate their level of agreement to the statement, 'I feel happy when I work intensively at ICS', and 4 of them or 2.9% disagreed, while 13.1% or 18 of the respondents were neutral. The majority, making up to 57.7% or 79 of the respondents agreed, while the remaining 36 or 26.3% of the respondents strongly agreed that they feel happy while intensively working. This and the mean value obtained (4.0730) is indicative of the fact that employees of ICS feel happy when they work intensively.

D. Being Immersed in Job

The respondents were asked to rate their level of agreement to the statement, 'I'm immersed in my work at ICS', and 4 of the respondents or 2.9% disagreed, while 7.3% or 10 respondents were neutral. 56 respondents, or 40.9% agreed, while the remaining majority, making up to 48.9% (67) of the respondents strongly agree that they get immersed in their job. The responses and the mean value obtained (4.3577) indicate that employees of ICS get immersed in their jobs.

E. Getting Carried Away Working

The sampled respondents were asked to rate their level of agreement to the statement, 'I get carried away when I work for ICS', and 2 of the respondents or 1.5% were in strong disagreement, while 4 or 2.9% disagree. 21.2% of the respondents or 29 of them were found be neutral, while the majority, 53 or 38.7% of them agree. The remaining, that is 35.9% of the respondents or 49 of them, strongly agree that they get carried away while working at ICS. Having this information and the mean value obtained (4.0438), we can infer that ICS employees get carried away while working.

F. Difficulty to Detach Oneself from Work

The employees were asked to rate their level of agreement to the statement, 'It is difficult to detach myself from my job at ICS', and 6 of them or 4.4% strongly disagree, while 8 or 16.8% disagree. 23 or 16.8% are neutral, while 48 or 35% agree. The remaining majority, making up to 38% of the

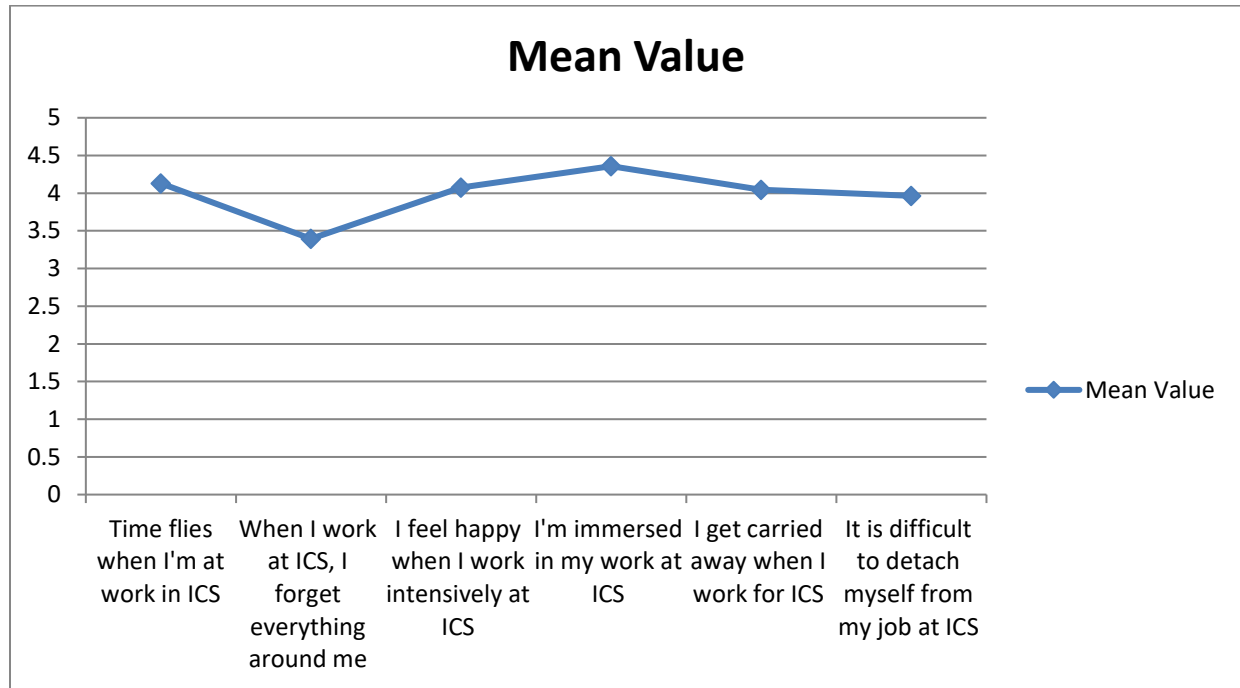
respondents strongly agree that they find it difficult to detach themselves from work. Given this information and the mean value (3.9638), we can conclude that employees of ICS find it difficult to detach themselves from their work.

According to the management, one of the best character of ICS's employees is their absorption. The management asserts that employees of ICS are so consumed by their work that they forget everything around them. Most employees according to the management, work beyond the regular working hours, without even recognizing to do so.

Mean Comparison of Employee Engagement - Absorption

The below graph summarizes comparison of mean value scores of measures of absorption.

Figure 10: Mean Comparison of Employee Engagement - Absorption



Source: Own Survey, December 2018

As we can see from the above graph, the highest mean score (4.3577) was exhibited for the statement, 'I'm immersed in my work at ICS', while the lowest (3.3942) was scored by 'When I work at ICS, I forget everything around me'.

4.1.2.3. Correlation Analysis and Discussion

As mentioned previously, the purpose of this study is to establish a relationship between corporate social responsibility and employee engagement. The relationship between these two variables was investigated using a two-tailed Pearson analysis. This provided correlation coefficients which indicated the strength and direction of linear relationship.

According to (MacEachron, 1982), a correlation coefficient expresses quantitatively the magnitude and direction of the relationship between two variables. Correlation coefficients vary from +1.0 to -1.0. The sign of the coefficient tells us whether the relationship is positive or negative. The numerical portion of the coefficient describes the magnitude of the relationship. The larger the number, the stronger the correlation is. A coefficient of +/- 1.0 indicates that a perfect relationship exists b/n the two variables. Coefficient of 0.0 means no relationship exists between the variables. The following table shows the magnitude and direction of the correlation coefficient.

Table 10: Correlation Coefficient

Measure of Association	Descriptive Adjective
> 0.00 to 0.20; < -0.00 to -0.20	Very weak or very low
> 0.20 to 0.40; < -0.20 to -0.40	Weak or low
> 0.40 to 0.60; < -0.40 to -0.60	Moderate
> 0.60 to 0.80; < -0.60 to -0.80	Strong or high
> 0.80 to 1.0; < -0.80 to -1.0	Very high or very strong

Source: (MacEachron, 1982), Basic Statistics in the Human Services: An Applied Approach

The research questions stated on the first chapter, which attempted to find out the relationship between internal and external corporate social responsibility practices of ICS and the engagement level of employees based on this assumption. As discussed throughout the study, CSR to employees was categorized under internal corporate social responsibility and CSR towards the community, the environment and customers were categorized under external CSR. The indicators of employee engagement were also stated to be vigor, dedication and absorption. Indicators of both the dependent and independent variables were tested to see if there is a correlation between them. The results of the test are given below:

4.1.2.3.1 Correlation Between CSR and Employee Engagement

Table 11: Correlation Between CSR and Employee Engagement

		Corporate Social responsibility	Employee Engagement
Corporate Social Responsibility	Pearson Correlation	1	.775**
	Sig. (2-tailed)		.000
	N	137	137
Employee Engagement	Pearson Correlation	.775**	1
	Sig. (2-tailed)	.000	
	N	137	137
**. Correlation is significant at the 0.01 level (2-tailed)			

Source: Calculated from the researcher's survey data, December 2018

As we can see from the above table, there is a high positive correlation between corporate social responsibility and employee engagement ($r = 0.775$ and $p < 0.01$).

4.1.2.3.2 Correlation Between CSR Geared Towards Internal CSR and Employee Engagement

Table 12: Correlation Between Internal CSR and EE

		Internal Corporate Social Responsibility	Employee Engagement
Internal Corporate Social Responsibility	Pearson Correlation	1	.685**
	Sig. (2-tailed)		.000
	N	137	137
Employee Engagement	Pearson Correlation	.685**	1
	Sig. (2-tailed)	.000	
	N	137	137
**. Correlation is significant at the 0.01 level (2-tailed)			

Source: Calculated from the researcher's survey data, December 2018

The above table indicates that there is a statistically high positive relationship between corporate social responsibility directed towards employees of ICS (Internal CSR) and its employees' engagement level ($r = 0.685$ and $p < 0.01$).

4.1.2.3.3. Correlation Between CSR Geared Towards Internal CSR and Employee Engagement

Table 13: Correlation Between External CSR and EE

		External Corporate Social Responsibility	Employee Engagement
External Corporates Social Responsibility	Pearson Correlation	1	.663**
	Sig. (2-tailed)		.000
	N	137	137
Employee Engagement	Pearson Correlation	.663**	1
	Sig. (2-tailed)	.000	
	N	137	137
**. Correlation is significant at the 0.01 level (2-tailed)			

Source: Calculated from the researcher's survey data, December 2018

As can be seen on the above table there is a statistically high positive correlation between external corporate social responsibility practices of ICS and the engagement level of its employees ($r = 0.663$ and $p < 0.01$).

4.1.2.3.4. Correlation Between Indicators of CSR and Employee Engagement

Table 14: Correlation Between Indicators of CSR and EE

		Vigor	Dedication	Absorption
CSR to Employees	Pearson Correlation	.469**	.569**	.247**
	Sig. (2-tailed)	.000	.000	.000
	N	137	137	137
CSR to Community	Pearson Correlation	.483**	.381**	.244**
	Sig. (2-tailed)	.000	.000	.004
	N	137	137	137
CSR to Environment	Pearson Correlation	.058	.155	.146
	Sig. (2-tailed)	.503	.070	.088
	N	137	137	137
CSR to Customers	Pearson Correlation	.021	.155	.186*
	Sig. (2-tailed)	.805	.071	.029
	N	137	137	137
**. Correlation is significant at the 0.01 level (2-tailed)				
*. Correlation is significant at the 0.05 level (2-tailed)				

Source: Calculated from the researcher's survey data, December 2018

From the above table, we can see that the highest positive correlation observed between CSR to employees (internal CSR) and the three indicators of employee engagement. The highest correlation was between CSR to employees and dedication with $r = 0.569$ which is significant at 0.01. The r values of CSR to employees and vigor and absorption come next with 0.469 and 0.247 respectively. The correlation of external CSR which is directed to the community and all the three indicators was also positive and significant at 0.01 level. With regards to the remaining two external CSR practices of ICS (CSR towards the environment and CSR towards customers) was found to be positive but weak, with CSR towards customers having the lowest correlation with vigor. The correlation between all indicators of both the dependent and independent variables are positive.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

This chapter presents conclusions, limitations of the study and recommendations made based on the findings.

5.1. Conclusions

The purpose of this study was to find out the relationship between corporate social responsibility practices of the international community school of Addis Ababa and the engagement level of its employees based on the social identity theory. Questionnaires and interviews, which measure the corporate social responsibility practices and the engagement level of ICS's employees were used. The data collected were analyzed in descriptive manner, to find out the extent to which the organization has CSR initiatives directed towards its internal and external stakeholders and the level of engagement being exhibited by the organization's employees. CSR geared towards employees was categorized under internal CSR, while those geared towards the community, environment and customers were categorized under external. The data was latter analyzed, to see the extent to which the two variables (CSR and employee engagement) are correlated. To summarize the result:

- a) Employees of ICS and the management, believe that the organization is undertaking its internal corporate social responsibilities effectively as the majority agree that it guarantees the health and safety of its employees, provides them with suitable working condition, protects them against any discrimination, pays them fair remuneration for their work and respects all their rights. From the responses obtained we can see that the provision of suitable working condition seems to appeal more to the employees, scoring the highest mean value (4.6204) from among the responses obtained about the internal CSR practices of ICS, while the lowest score was obtained regarding the organization's respect for employee rights with a mean value of 3.7226.
- b) The employees and the management are in consensus, when it comes ICS making sure that it undertakes its responsibility towards the community, as they believe that ICS is an organization that provides employment opportunity and free education to the community, while respect for the law and norms of the community seem to be valued by the

organization. The highest number of positive responses in this case were received by ICS respecting norms of the community with mean value of 4.2263 and the lowest was for operating within the legal framework of the community with mean value of 3.8175.

- c) Environmental CSR seem to be important to ICS, as the respondents from both the employees and management were positive. Their responses indicate that minimization of pollution, safe disposal of harmful waste and use of eco-friendly products is of utmost importance for ICS. In this case, the highest mean score (4.6934) of the responses was to ICS using eco-friendly products, and the lowest being dumping harmful waste to the environment with a mean value of 4.6204.
- d) With regards to CSR geared towards customers, the responses indicate that ICS treats all customers respectfully, meets customers' expectations and provides all necessary information to them. The highest mean value (4.7956) in this case goes to ICS treating customers respectfully and the lowest to ICS meeting customers expectation, with the mean value of 4.6058.
- e) According to the respondents, ICS employees seem to be vigorous, because they feel energetic and strong. They are also happy to go to work in the morning, can work for long periods of time, are mentally resilient and can persevere when things do not go well. The highest mean score exhibited to this measure of vigor is 4.4307 and it is to ICS employees being strong and vigorous while working. The lowest was to the ability to work for long periods of time for ICS, with a mean value of 3.7737.
- f) The results of the measures of dedication indicates that ICS has dedicated employees in place, as they find their work to be meaningful, they are enthusiastic about it, it inspires them, they are proud of what they do, and they find their jobs to be challenging. The highest mean score (4.1533) in this case was to pride towards the work at ICS, and the lowest was to the challengingness of the work, with mean score of 3.3431.
- g) The result obtained indicates that ICS employees exhibit the habit of absorption as they are unable to track time at work, as they forget everything else around them but work, as they feel happy when they work intensively, as they are immersed in their jobs, as they get carried away when working and as they find it difficult to detach themselves from work. The highest mean value (4.3577) was scored by being immersed in the job, while the lowest

was to the fact that they forget everything around them while working with mean value of 3.3942.

- h) Given the above information, the result of correlation as analyzed in SPSS 2.0 indicates that there is a high positive correlation between CSR and employee engagement with $r = 0.775$ and $p < 0.01$. Internal and external CSR were also separately analyzed to see their correlation with employee engagement and the result was high and positive as well. The result obtained was $r = 0.685$ and $p < 0.01$ for internal CSR and $r = 0.663$ and $p < 0.01$ for external. Analysis of the correlation between the indicators of internal and external CSR with indicators of employee engagement resulted in a positive correlation for CSR geared towards employees and CSR geared towards the community. All the three indicators of employee engagement were positively correlated with them. The other two indicators of CSR, namely CSR geared towards the environment and CSR geared towards customers also had positive but low correlation with vigor, dedication and absorption, the weakest correlation ($r = 0.021$) being between CSR geared towards customers and vigor.

5.2. Limitations of the Study

This research focused on finding the link between the corporate social responsibility practices of the International Community School of Addis Ababa and the engagement level of its employees. The researcher was regrettably forced to focus on a single organization in the schooling industry, due limitation of time. The research would have been more fruitful if additional organizations within the industry or even those outside were considered. The result obtained from the research may also not be generalized to other organizations as the organization studied is a not for profit.

The study was unfortunately limited to finding the relationship between CSR and employee engagement. But since CSR is a concept yet to be studied in Ethiopia and is very broad, further research maybe conducted to see it's link with other aspects of business like, profitability, sales, strategic significance, company image and more.

This research is also limited to finding the relationship between the two variables (CSR and employee engagement). Meaning, only correlation analysis was conducted to determine the extent

to which the two factors are related. So, further research may be conducted to see if there is a causal relationship between the variables.

5.3. Recommendation

The result obtained from the study suggested that ICS is an organization that has CSR initiatives in place. It also indicates that its employees have high engagement levels. Given this information, a correlation analysis was conducted to find out the link between CSR and employee engagement level. The following suggestions are made based on the outcomes of the analysis:

Since the outcome of the research proved that there is a high positive correlation between corporate social responsibility practices and employee engagement, the organization should maintain or even increase its investment on CSR. The high positive correlation coefficient obtained suggests that the values for the two variables (corporate social responsibility practice and employee engagement) change in the same direction. Meaning, since the correlation coefficient obtained is positive and high, as one variable increases, there is a tendency for the other to increase in the same direction as well. So, increasing investment in corporate social responsibility may result in an increase in the level of employee engagement. Given this information, the organization may consider increasing its investment in CSR initiatives.

The correlation analysis conducted suggests that the internal corporate social responsibility, CSR geared towards employees in this case, has the highest positive correlation with employee engagement as compared to the other three indicators of CSR. So, it would be to the advantage of the organization, to focus on investments it makes towards satisfying its internal stakeholders (employees) as it is going to be rewarded in the form of an increase in engagement level. The second highest correlation was obtained between CSR geared towards the community and employee engagement. This suggests that the respondents, the employees in this case, care about ICS's engagement with the wide external community. The philanthropic involvement of ICS within community, its respect for the law and norms of the nation, seem to appeal to employees, as a high positive correlation was the result of the analysis. So, ICS should take advantage of this situation, by investing more on initiatives directed towards the wide external community and not just the internal stakeholders and reap the fruit in the form of employee engagement.

Low or weak positive correlations were obtained between the remaining two external CSR indicators namely, CSR geared towards the environment and CSR geared towards customers. This indicates that ICS is not going to gain much in the form of employee engagement, on investing on this two. But there is a probability of increasing the level of engagement, by creating awareness about the importance of the two factors and involving employees in the initiatives, as well as providing corporate social responsibility reports to the employee

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APPENDIX 1: QUESTIONNAIRE

St. Mary's University
School of Graduate Studies

Questionnaire

Dear respondents,

My name is Basliel Yonas and I'm a graduate student of St. Mary's University

This questionnaire, is designed for the purpose of conducting a research entitled “Corporate Social Responsibility and Employee Engagement: Identifying the Link in International Community School of Addis Ababa”. The research is conducted for the partial fulfillment of the requirement for the award of master’s degree in business administration (MBA).

Your frank and quick response will make this research fruitful. The information you provide will be kept confidential. Thank you in advance for your cooperation.

Note:

- Please do not write your name
- For the questions to follow, please tick (✓) the box that applies to you

SECTION ONE- Background Information

Please tick appropriate boxes

1. Work Position

☐ Teacher ☐ Teaching Assistant ☐ Support Staff

2. Gender

☐ Male ☐ Female

3. Age

☐ 18-25 years ☐ 26-30 years ☐ 31-35 years
☐ 36-45 years ☐ Over 45 years

4. Number of working years at ICS

☐ Less than a year ☐ 1-3 years ☐ 4-10 year
☐ 11-15 years ☐ 16-20 years ☐ Over 20 years

SECTION THREE- Questions on the relation between corporate social responsibility and employee engagement in the International Community School of Addis Ababa

No.	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
PART ONE-Corporate Social Responsibility Practice in ICS						
A. CSR geared towards employees						
1	My health and safety are guaranteed while working at ICS					
2	ICS provides a suitable working condition					
3	I feel protected against any discrimination at ICS					
4	I get fair remuneration for my work at ICS					
5	I'm allowed to exercise all my rights at ICS					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
B. CSR geared towards the community						
1	ICS provides employment opportunity to the community					
2	ICS provides free education to members of the community					
3	ICS operates within the legal framework of the community					
4	ICS respects norms of the community					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
C. CSR geared towards the environment						
1	ICS makes efforts to minimize pollution					
2	ICS believes in recycling or using recycled products					
3	ICS does not dump harmful waste to the environment					
4	ICS uses eco-friendly products					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
D. CSR geared towards customers (parents)						
1	ICS treats all its customers respectfully					
2	ICS meets customers' expectations					
3	ICS properly provides all necessary information to customers					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
PART TWO- Employee Engagement in ICS						
A. Vigor						
1	When I think of my work at ICS I feel energetic					
2	I feel strong and vigorous while working for ICS					
3	When I get up in the morning, I feel like going to work at ICS					
4	I can continue to work for long periods of time for ICS					
5	At ICS I'm mentally resilient					
6	At ICS, I always persevere, even when things do not go well					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
B. Dedication						
1	I find the work that I do at ICS meaningful and purposeful					
2	I'm enthusiastic about my job at ICS					
3	My job at ICS inspires me					
4	I'm proud of the work that I do at ICS					
5	My job at ICS is challenging enough					

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
C. Absorption						
1	Time flies when I'm at work in ICS					
2	When I work at ICS, I forget everything around me					
3	I feel happy when I work intensively at ICS					
4	I'm immersed in my work at ICS					
5	I get carried away when I work for ICS					
6	It is difficult to detach myself from my job at ICS					

Thank you so much for your cooperation!

APPENDIX 2: INTERVIEW QUESTIONS

Personal Interview

Date: _____

Department: _____

Interviewee: _____

Position/Title: _____

1. Does ICS have corporate social responsibility initiatives?
2. What CSR initiatives is ICS involved in?
3. Does ICS have initiatives directed towards its employees beyond what is contractually (legally) required?
4. Does ICS invest on environmental protection? If so, please explain
5. Does ICS consider the needs of the community in which it operates, while conducting its regular business? if so, in what way
6. Does ICS have initiatives directed towards its customers beyond what is contractually (legally) required?
7. Do you think employees of ICS are highly energetic, resilient and that they are willing to invest effort in their work?
8. Do you think employees of ICS experience a sense of significance or pride in their work?
9. Do you think employees of ICS are so immersed in their jobs that they have trouble detaching themselves from it?

DECLARATION

I the undersigned, hereby declare that this research work entitled; “Corporate Social Responsibility and Employee Engagement: Identifying the Link in International Community School of Addis Ababa” submitted by me for the award of the degree of Master of Art in Business Administration, is my original work and that all sources of materials used for the study have been duly acknowledged. I have carried out independently with the advice and comments of my advisor of the research, Dr. Elias Nour.

Declared by: Basliel Yonas

Signature: _____

Date : _____

ENDORSEMENT

This thesis, titled, “Corporate Social Responsibility and Employee Engagement: Identifying the Link in International Community School of Addis Ababa” has been submitted to St. Mary’s University, School of Graduate Studies for examination with my approval as a university advisor.

Name

Signature & Date