Evaluation of the Impacts of Employee Awareness and Perception of Corporate Social Responsibility within the Banking Sector: A Case Study on First Gulf Bank, Abu Dhabi

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DECLARATION

This work is being submitted in partial fulfilment of the requirements for the degree of MBA and has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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Date: May 17th 2017

STATEMENT 1

This dissertation is the result of my own work and investigations, except where otherwise stated. Where correction services have been used, the extent and nature of the correction is clearly marked in a footnote(s).

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I acknowledge that the above named student has regularly attended the planned meetings and actively engaged in the dissertation supervision process. They have provided regular timely draft chapters of the dissertation and followed given guidance.

Signed  .................................................................

Date  .................................................................
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Fardin Afthab
Abstract

Corporate Social Responsibility (CSR) is strengthening its presence in the UAE economy and evolving beyond the obligatory Zakat (Islamic alms) with more organizations realizing its importance under the guidance of the Dubai Chamber for Commerce. The increase in number of researches conducted in similar economies is also indicative of the same, but these researches are mostly on CSR’s effects on firm performance and external stakeholders with limited studies on CSR’s impacts on employees.

There has been general consensus on the argument that an organization’s CSR programs have the potential to influence employee attitudes. This study, drawing on review of extant literature and quantitative and qualitative research conducted on 34 employees of a leading bank in the UAE, identifies the role of CSR as an internal marketing tool, aiming to bridge the gap in employee-based CSR research in the emerging economy of UAE. The study finds that CSR plays a significant role in attracting the employees towards an organization as well as retaining existing employees because CSR also helps employees fulfil their psychological needs. It further identifies that though employee perception of CSR is positively related to the variables Employee-Company Identification, Job Satisfaction, Work Meaningfulness, Organizational Citizenship Behaviour and Organizational Commitment, the extent to which CSR influences each variable is different. The study findings have been able to reiterate that an organization’s CSR programs play a significant role in talent management if managers utilize the full potential of CSR.
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Chapter 1: INTRODUCTION

1.1 Introduction to the Chapter
This chapter provides the background to the research. Additionally, the rationale and justification of the topic, research questions, aims, objectives and the methodology employed are discussed.

1.2 Background
According to A.B. Carroll (1999), businesses began showing interest in concerns of society as early as the 20th century. During those times this philanthropic activity was referred to as social responsibility (SR) in writing as well as practice and it was only in the 1960s that the term Corporate Social Responsibility (CSR) was begun to be used (Carroll, 1999). Ever since, CSR has been gaining more importance as organizations are realizing how important it is for them to behave as responsible entities and moreover, how successfully they can emerge as winners in the global market by tending to society’s needs. As Alice Korngold (2014) stated, global organizations are now in a mission to solve problems of the world that the governments themselves are incapable of solving.

The significance of the role of the external stakeholders, especially customers and their awareness of organizations’ CSR has been widely investigated in the past (Sen and Bhattacharya, 2001; Hill and Becker-Olsen, 2005; Brown and Dacin, 1997). Substantial research has also been conducted on CSR and employees. This dissertation aims in exploring the impacts an organization’s CSR activities have on its employees.

1.3 Rationale
As rightly stated by Greenwood (as cited in Lee et al., 2012, p.1716), employees constitute a very important section of stakeholders whom the organization is obligated to so much so that they have the power to influence the firm. This is mainly due to the fact that the talented workforce has the potential to give the organization a competitive edge (Bhattacharya et al, 2008). Ellen, Web and Mohr observed in their 2004 study that very little efforts are being put by organizations to involve their employees in their CSR initiatives, with considerable exertion executed on engaging the customers and other external stakeholder groups. Dawkins in a study as early as 2004 pointed out another
significance of employee awareness of CSR. He emphasized that CSR aware employees can also act as CSR communicators as employees are a plausible source of information, having strong ties with most stakeholders groups. By word-of-mouth communication, they can recommend to consumers and other stakeholders the organizations that act responsibly. Al Tamimi’s (2014) study on UAE banks, which will be discussed in detail in Section 2 Literature Review, was also able to find that 90% of the participating banks strongly deemed the importance of communicating CSR to the stakeholders. The more conscious they are of their firm’s social initiatives, the more involved will they be in the actions that can lead to its successful implementation. Employees’ awareness leads to their perception of CSR which is defined by Lee et al. (2012, pp. 1717) as “the degree to which employees perceive that an organization supports the activities related to a social cause”. This is all the more significant as how employees perceive their organizations’ CSR play a huge role on employee attitudes (Glavas and Kelley, 2014). Therefore, a study of employee perception of CSR, which is increasingly becoming a significant aspect of corporate strategy, is crucial as an element of employee management and internal marketing.

1.4 Definition of Terms
Corporate Social Responsibility: “CSR involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. To be socially supportive is to mean that profitability and obedience to the law are foremost conditions to discussing the firm’s ethics and the extent to which it supports the society in which it exists with contributions of money, time and talent. Thus, CSR is composed of four parts: economic, legal, ethical and voluntary or philanthropic” (Carroll, 1983, p. 604).

Internal Marketing: “Internal Marketing is attracting, developing, motivating and retaining qualified employees, through job products that satisfy their needs. Internal marketing is the philosophy of treating employees as customers... and it is the strategy of shaping job-products to fit human needs” (Berry and Parasuraman, 1991, as cited by Rafiq and Ahmed, 2000, pp. 451).

1.5 Research Question
The research question that is being addressed in this dissertation is;

1. What are the impacts of employee awareness and perception of Corporate Social Responsibility (CSR) within the banking sector?
1.6 Aim and Objectives

The aim of this dissertation is;

“To evaluate the impacts of employee awareness and perception of Corporate Social Responsibility (CSR) within the banking sector using a case study on First Gulf Bank, Abu Dhabi.”

The aim of this dissertation can be achieved with the help of the following objectives;

1. To analyze the impacts of employee awareness of CSR and the role of CSR in attraction of talents.

In spite of CSR being a predominantly Western concept, banks in the UAE are adopting it as an essential element of their corporate strategy. The impacts of keeping employees aware of CSR and the role CSR plays, if any, on the attraction of talents are analyzed through literature review and primary data collection.

2. To measure and analyze employees’ perception of CSR implementing organizations and the role of CSR in fulfilling employee psychological needs.

The general perception of employees about the organizations that follow CSR is analyzed by reviewing extant literature and through primary data collection with the help of questionnaires including open questions. Additionally, the role of CSR in fulfilling the psychological needs of employees is discerned.

3. To critically evaluate the impacts of employee awareness and perception of CSR in the emerging economy of UAE.

The impacts of employee perception of CSR on factors like employee-company identification, job satisfaction, work meaningfulness, organizational citizenship behaviour and organizational commitment in the emerging economy of UAE are detailed.

1.7 Case organization

As discussed earlier, the dissertation has been conducted using a case study and the case organization is First Gulf Bank, Abu Dhabi. First Gulf Bank is the third largest bank in the UAE, with an employee size of 3000. The bank’s services include both personal as well as corporate banking, which includes investment and risk management solutions, debt financing solutions and corporate Islamic banking. The bank has a track record of CSR initiatives including sponsorships and community programs (FGB.com, 2016). The
bank ranks 50% in overall CSR rating compared to 17,266 companies in the region (CSRHub.com, 2016). As per FGB’s corporate website, a merger has been proposed with the National Bank of Abu Dhabi (NBAD) to form the largest bank in UAE. Following various meetings, the shareholders have agreed for the merger, as on 7th December 2016 (Fgbgroup.com, 2016). NBAD is also a pioneer in CSR implementation, with CSR reports being published every year and a CSR rating of 60 (CSRHub.com, 2016).

1.8 Methodology

This dissertation aims to explore the impacts of employee awareness and perception of CSR within the banking sector and hence the nature of research is exploratory. Additionally, the research approach employed is Deductive. The research strategy used is Case Study. The research design used is Mixed Methods Research (MMR) design which involves collection of quantitative and qualitative data and their subsequent analysis. Quantitative data has been obtained through survey questionnaires. Qualitative data has been obtained through open-ended questions. More on the methodology can found in chapter 3. A framework of the research design is depicted in Figure 1 below.
1.9 Scope and Limitations
This dissertation is based in the domain of Corporate Social Responsibility which is gaining a lot of attention, and all for the right reasons in today’s world (Oliver Russell & Associates, 2017). Corporate Social Responsibility and its implications on stakeholders like customers and employees have been researched in the past in western economies as well as emerging economies. It is not my aim to study the level of customer awareness of CSR. Employees, their awareness and perception of CSR, are the broader units of analysis. But the effect of employee perception of CSR on employee performance and subsequent organizational success are not being measured. The impact of an employee’s CSR awareness and perception on his/her attitude and subsequently how it affects the organization’s talent attractiveness are investigated. This dissertation concentrates on the emerging economy of UAE, with a case study on a leading bank in the Emirate of Abu Dhabi, FGB. Hence the industry of focus is the banking sector.

Apart from secondary data on the antecedents and consequences (impacts) of employee perception, primary data has been collected through questionnaires and open questions on employees working in the concerned organization. The organizational levels of employees who have participated in the primary data collection are low and middle level employees. The top management has been exempted from the data collection process. Hence the main aim is to understand if the low and middle level employees of FGB are being involved in the CSR implementations and if yes, how their perception can affect them in terms of improved job satisfaction, organizational identification, etc.

1.10 Route Map
The rest of the dissertation chapters will involve a Literature Review, Methodology, Research Findings and Discussions, Conclusions and Recommendations (Figure 2).

Literature Review: The literature review aims to investigate the extant literature and existing studies on employee awareness and perception of CSR.

Methodology: This section will detail the research methodology that will be used to obtain the results as well as the reliability and validity of the techniques adopted.
Research Findings and Discussions: The results obtained from secondary and primary data are outlined in this chapter with the help of tables and charts and discussed.

Conclusions and Recommendations: Here the findings are discussed and they are linked back to the main aim and objectives of the dissertation. Additionally, the limitations of the study and opportunities for further research are also elaborated.

Figure 2 Route Map of Dissertation

1.11 Summary of the Chapter

The first chapter of the dissertation, Introduction, provides a preface to the dissertation study by explaining the background to research, the rationale of choosing the research title and the scope of the study. Additionally, the introduction also presents the research questions, the aim, objectives and the methodology of the study. The chapter further includes a brief description of the remaining chapters of the dissertation along with a pictorial route map.
Chapter 2: Literature Review

2.1 Introduction
In this section, CSR’s growth in the emerging economy of UAE from extant literature is reviewed. In addition, the CSR models and definition that will be used in the context of this dissertation are discussed. This chapter also reviews the literature and discusses the significance of CSR as an internal marketing tool following the development of the concept of internal CSR. It further explores the role of CSR in developing employee perception of their organization. Finally, the impacts of employee perception of CSR are discussed. In short, this chapter reviews the extant literature to answer the research question “What are the impacts of employee awareness and perception of Corporate Social Responsibility (CSR) within the banking sector?”

2.2 CSR in the UAE
In spite of being a Western concept, CSR is gaining popularity in the rapidly growing Middle Eastern economy of the UAE. There has been an identified increase in the number of non-US based researches on CSR from the late 1990s to the early 2000s, according to the CSR research directions study by Wang et al. (2016). The most popular form of social involvement in the UAE has been identified to be Zakat (philanthropic alms) in a survey conducted by Rettab & Brik (2009).

The main difference between the CSR practices in the UAE and the West lies in the institutionalization and intensity of the programs (Slevik, 2013). The Dubai Chamber’s Centre for Responsible Businesses plays an important role in encouraging the CSR participation and involvement of more organizations in the region. The organizations in the UAE, including those owned by the ruling family, are being supported and recognized by the Chamber for being successful CSR enthusiasts (Slevik, 2013).

It has been identified in a study conducted by Al-Tamimi on UAE banks that 40% of them are active participants of CSR and believe CSR is an important aspect of their corporate strategy. Little to moderate interest and awareness in CSR was shown by 53% of the surveyed banks. The results are indicative of the banks in UAE being taken on the right track as far as CSR is concerned, with only 7% of the respondents expressing lack of awareness of CSR. The study also identified that 90% of the respondents pointed out
the significance of informing the banks’ CSR activities to the stakeholder groups including employees (Al-Tamimi, 2014).

2.3 CSR Models
A number of CSR models have been developed by social scientists over the years. But researchers are of the view that a common definition of CSR is still obscure (Low, 2014) as CSR models developed from 1950s to 1980s are reflective of that time frame’s explicit business needs (Waddock, 2008).

The one model that formed a foundation for the others is A.B. Carroll’s “four-part definitional framework of CSR”. It states that “Corporate Social Responsibility encompasses the economic, legal, ethical and discretionary (philanthropic) expectations that society has of organizations at a given point in time” (Carroll, 2016, pp.4).

The “pyramid of CSR” (Figure 3), a transformation of the original four-part definitional framework was published by Carroll in 1991.

![Figure 3 CSR Pyramid (Carroll, 2016)](image)

There are three other widely known models of CSR which are pictorially represented as a pyramid, intersecting circles and concentric circles (Geva, 2008). The pictorial representations have been depicted in Figure 4.
A hierarchy of disconnected responsibilities is depicted by the CSR pyramid. A “non-hierarchical set of interconnected responsibilities” is depicted by the intersecting circles representation whereas the concentric circle representation of CSR implies the integration of the responsibilities that share a core.

Another definition of CSR, the Triple Bottom Line (TBL) was formulated by Elkington, called as a “true green business guru” by The Evening Standard in 2008. The TBL, which states that all businesses should be based on the three Ps “people”, “planet” and “profit” for sustainable development, is considered as a milestone in the evolution of Corporate Social Responsibility (Berkovics, 2010).

But it can be noted that, these models do not explicitly include the employees of the organization as a component of CSR. With the advent of CSP (corporate social performance), measuring an organization’s efforts in social responsibility as well as employee retention, the importance of inclusion of employees in the CSR program was being pronounced (Low, 2014). The following section discusses the Internal CSR model which emphasizes the relationship between CSR and employees.

Figure 4 Three CSR models (Geva, 2008)
2.4 Internal CSR

CSR’s definition has been undergoing slight updates in the last few decades as the concepts of stakeholder involvement, corporate citizenship and business ethics are also being associated with CSR (Low, 2014). A European level CSR promotional campaign was able to deliver a stakeholder based CSR framework (Perrini, 2005). This framework is also drawn from Freeman’s Stakeholder Theory (1984). According to Perrini, there are eight stakeholder groups which are;

(1) Shareholders

(2) Financial partners

(3) Community

(4) Public authorities

(5) Human resources

(6) Suppliers

(7) Environment

(8) Customers

These stakeholder groups can be grouped into four broad categories of CSR namely; Employees, Governance, Community and Environment (CSRHub.com, 2016).

In the study conducted among the European countries, CSR based on the human resources category of stakeholders which include the employees gained much attention, especially the features like training and development of employees, equality of pay, employee health and safety, employee satisfaction and protection of rights (Perrini, 2005).

With this study, a new arena of CSR reviewing through the general attitude of employees has been opened for further exploration and has been termed as Internal CSR (Low, 2014). Low (2014) defines internal CSR as all those CSR that relates to an employee’s psychological and physical working environment.
2.5 CSR as an internal marketing tool

Researchers in the past (Turban & Greening, 1997; Albinger & Freeman, 2000; Greening & Turban, 2000; Bhattacharya et al., 2008) have unequivocally agreed that a firm’s ability to attract as well as retain talents can be enhanced by CSR. The former CEO of Deloitte Touche Tohmatsu, Jim Copeland, Jr., says that apart from organizations in which they can flourish, the top professionals of the world opt for firms exhibiting commendable corporate citizenship (Bhattacharya et al., 2008, pp.37).

Employee Value Proposition is exceedingly being regarded by hiring managers as a crucial element of talent recruitment (Bhattacharya et al., 2008, pp.37). Drawing on signalling theory, an organization’s CSR activities have the ability to convey signals to the prospective employees in regard to the working experience in the organization (Greening & Turban, 2000). Bhattacharya et al. (2008) also state that CSR is fast becoming an aspect of this “employee value proposition” as it reveals an organization’s values. Further, the authors comment that CSR helps in displaying the human side of the company beyond profit making and aids as a tool in differentiating the organization form the rest. This differentiation is viewed as positive distinctiveness by employees and job applicants, favourably leading to retention and attraction of talents (Bauman & Skitka, 2012).

Contrastingly, it has been identified that employees and prospective employees may find the organization’s CSR programs unattractive when the CSR communication is executed poorly (Bhattacharya et al., 2008). Aggressive communication has the possibility of being perceived by the stakeholders, including employees, as “greenwashing”, which denotes the use of green credentials and environmentalism to forcefully imply that a company has environmentally responsive products and policies (Illia et al., 2013). Such instances have the potential to spoil the reputation of an organization. These cases can be avoided if the organizations pay extra heed to their CSR communication processes. Bhattacharya et al (2008) warn that employees can also turn cynical if communication is viewed as subjective when published through corporate media releases. But on the other hand, Illia et al. (2013) reassure that “fear of the media” is an exaggerated phenomenon among managers and opine that managers should themselves take the initiative to publicize their organizations story through media before it gets distorted by other sources. The researchers suggest that employing external means of communication like social media, blogs, chat forums, etc can result in
the information being received more positively and as credible by the employees. Therefore, it can be understood that CSR plays an important role in attracting talents when the process of communicating CSR is done appropriately.

2.6 Employee’s perception of CSR and CSR’s role in the fulfilment of employee psychological needs

It has been identified that employees perceive the attractiveness of an organization by their perception of the organization’s values, social responsiveness and ethics (Green & Turban, 2000). Higher-order needs of employees like the need for distinct identity and esteem are satisfied by CSR, according to the extant literature on CSR psychology (Bauman & Skitka, 2012). And fulfilment of the higher-order psychological needs have been identified to positively affect an individual’s work-place well-being (Baard et al., 2004) and job satisfaction (Ilardi et al., 1993), as cited by Hetland et al. (2015).

According to social identity theory, employees find opportunities for personal growth and gain an emotionally rewarding experience when they work for organizations that are socially responsible (Greening & Turban, 2000). Participating in community outreach programs also helps employees in developing marketing and organizational skills thereby enabling them to shine brighter at their works (Bhattacharya et al, 2008).

The research conducted by Bhattacharya et al (2008) was able to conclude that CSR has the potential to inculcate a sense of work-life integration in employees upon learning that their organization also gives value to such social causes as themselves thereby reducing their work stress. The researchers have also been able to find in their study that CSR helped employees working in far-flung locations to develop a sense of attachment to their organization and a bond between the remote employees.

Employees of many global organizations that operate in local communities have felt the need to defend the organization as the local community and media often have negative attitude towards the company. But the prevalence of the organization’s CSR activities enables the employees to alert the public and most importantly themselves about the organization’s ethics and values (Bhattacharya et al, 2008).

Contrary to the opinion that CSR offers employee psychological needs fulfilment, Petrenko et al. (2013) have identified that organization’s that have narcissist CEO’s
have less positive effects on employee fulfilment. But the general consensus remains that CSR does have a positive role in employee-psychological needs fulfilment.

Also for different employees, the psychological needs they seek to be fulfilled at work are different (Hetland et al., 2015). Hence it is important to identify employee’s order of preference of the needs so that CSR programs can be developed accordingly. Primary data collection in this research aims to understand employees’ ranking of the psychological needs.

2.7 Impacts of employee perception of CSR

Employee perception of CSR has been identified to have a number of consequences. Various researchers have proved that employee perceptions of CSR influence employee variables like employee-company identification, organizational commitment, organizational citizenship behaviour, job satisfaction, meaningfulness of work positively in a western context (Aguilera et al., 2007; Bartel, 2001; Ellemers et al., 2011; Fombrun et al., 2000; Peterson, 2004; Rodrigo & Arenas, 2008; Swaen & Maignan, 2003 as cited by Bauman & Skitika, 2012, pp. 64). This section reviews the relationship of employee perception of CSR with the following variables.

2.7.1 Organizational Commitment

Organizational commitment is defined by Allen and Meyer (1990) as “an emotional attachment to, identification with, and involvement in the organization” (as cited by Brammer et al., 2007, pp. 7).

Glavas & Kelley (2014) quote the work of Maignan et al (1999) that has been able to find a positive relationship between CSR and employee commitment. Branco & Rodrigues (2006) and Maignan et al. (1999) have identified that employees feel more committed towards organizations that are adherents of CSR (as cited by Rettab et al., 2008, pp. 376). According to them, this positive relationship is mainly owing to the fact that CSR instils in employees a sense of pride and makes their work feel more enjoyable. Employees do feel a sense of belongingness upon learning that the organization that they work for is conscious of their obligations to the society and the environment.

Studies conducted by many researchers (Turban & Greening, 1997; Maignan et al., 1999; Albinger & Freeman, 2000; Greening & Turban, 2000; Backhaus et al, 2002;
Peterson, 2004;) have investigated the link between employee’s organizational commitment and CSR in emerged economies (Rettab, Brik & Mellahi, 2008).

Additionally, Gupta (2015) has identified that organizational commitment and CSR are positively related in the ITES sector of the Indian emerging economy. Hence, extant literature gives evidence that CSR does have a positive relationship with organizational commitment of employees in majority of emerged economies and a few emerging economies. This study will therefore identify the relationship between Organizational Commitment and CSR in the banking sector of the emerging economy of UAE.

2.7.2 Employee-Company Identification
Employee identification is defined by Bhattacharya et al. (2008, pp. 40) as “a psychological concept that reflects the extent to which employees feel that their sense of self overlaps with their sense of their employer.” The research conducted by Bhattacharya and colleagues in both 2006 and 2008 have been able to conclude that CSR plays a huge role in enhancing the sense of identification in both customers as well as employees. “Employees identify with a company when they believe it is socially responsible” (Bhattacharya et al, 2008, pp. 41). The researchers have attributed this CSR based employee identification to a feeling of well-being, job satisfaction and a sense of pride in employees. This is mainly because CSR has the potential to demonstrate to the employees the extent of match or mismatch between their own values and the organizations’ (Bauman & Skitka, 2012). Additionally, Carmeli & colleagues (2007) have found that CSR has a stronger impact than perceived financial and market performance in enhancing employee identification (as cited by Glavas & Kelley, 2014, pp.172). Bauman & Skitka (2012) also argue that an organization’s actions and steps taken to support various causes, measures to improve organizational diversity and environmental friendliness speak louder than their mission and vision statements in creating an impact in the employees who think on the same grounds, thereby instilling a sense of organizational identification in them.

2.7.3 Job Satisfaction
Job Satisfaction is defined by Locke (1976) as “a positive emotional condition resulting from the overall evaluation of an employee’s job or job experience” (as cited by Rahman et al., 2016). It has been identified that employees’ perception of CSR focused on the community is related positively to job satisfaction (Valentine & Fleischman,
The study by Vitell & Davis (1990) conducted in the emerged economy of Mississippi USA, states that job satisfaction is directly related to the existence of an ethical climate in the organization. The findings have further identified that to increase the level of job satisfaction among employees, managers may encourage ethical behaviour. In the developed economy of the southern USA, the study conducted by Schwepker (2001) has been able to find a similar relationship between job satisfaction and the ethical climate in the organization. A number of studies conducted in the developed economies of the world (Vitel & Davis, 1990; Bhattacharya et al., 2008; Valentine and Heischman, 2008) have identified that job satisfaction and CSR are related. A similar study conducted in the banking sector of Bangladesh, a developing nation has also found a positive relationship between job satisfaction and CSR (Rahman et al., 2016).

2.7.4 Organizational Citizenship Behaviour

Organ (1988) defines Organizational Citizenship Behaviour (OCB) as those “discretionary and cooperative behaviours that promote effective organizational functioning” (as cited by Jones, 2010). Organizational Citizenship Behaviour follows from Employee-Company Identification (Bauman & Skitka, 2012). It has been discerned by Bauman and Skitka (2012) that CSR is positively related to OCB in employees as it helps in promoting a sense of belongingness and identification (see section 2.7.2) in them (Ryan et al., 1985; Brief & Motowidlo, 1986; O'Reilly & Chatman, 1986; Ashforth & Mael, 1989; Organ et al., 2006; Rupp et al., 2013; Newman et al., 2014). It has also been identified that employees repay the company through OCB on feeling that they benefit from their organization’s CSR volunteerism programmes (Jones, 2010).

2.7.5 Work Meaningfulness

CSR has been found to impart meaning and a sense of purpose to the employees; Bauman & Skitka (2012) cite Grant (2007) who has found that employees realize greater meaningfulness in their work if they have the opportunity to serve others through their organization’s community outreach and volunteerism programs. The works of Glavas & Kelley (2014) have also been able to find a positive relationship between work meaningfulness and CSR as they conclude from the works of many researchers that when employees perceive that they are working for socially responsible companies, they tend to find more meaningfulness in their work.
The table 1 below shows the studies that have identified a positive relationship between the variables and CSR and the economy in which they were conducted.

**Table 1 List of studies on relationship between CSR and variable**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Study</th>
<th>Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee-Company (E-C) Identification</td>
<td>Turban and Greening (1997)</td>
<td>Emerged economy (USA)</td>
</tr>
<tr>
<td></td>
<td>Carmeli et al. (2007)</td>
<td>Emerged economy (Israel)</td>
</tr>
<tr>
<td></td>
<td>Stawiski et al. (2010)</td>
<td>Emerged and emerging economy (World-wide)</td>
</tr>
<tr>
<td></td>
<td>Glavas and Godwin (2013)</td>
<td>Emerged economy (North America)</td>
</tr>
<tr>
<td></td>
<td>Gupta (2015)</td>
<td>Emerging economy (India)</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>Maignan et al. (1999)</td>
<td>Emerged economy (USA)</td>
</tr>
<tr>
<td></td>
<td>Brammer et al. (2007)</td>
<td>Emerged economy (UK)</td>
</tr>
<tr>
<td></td>
<td>Stawiski et al. (2010)</td>
<td>Emerged and emerging economy (World-wide)</td>
</tr>
<tr>
<td></td>
<td>Lee, Park and Lee (2012)</td>
<td>Emerging economy (South Korea)</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>Vitell &amp; Davis (1990), Schwepker (2001),</td>
<td>Emerged economy (USA)</td>
</tr>
<tr>
<td></td>
<td>Bhattacharya et al. (2008), Valentine &amp; Fleischman (2008),</td>
<td>Emerged economy (USA)</td>
</tr>
<tr>
<td></td>
<td>Glavas and Kelley (2014),</td>
<td>Emerged (USA) and others</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emerging economy (USA)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emerging economy (North America)</td>
</tr>
<tr>
<td>Organizational citizenship behaviour</td>
<td>Ashforth &amp; Mael (1989)</td>
<td>Emerged economy (USA)</td>
</tr>
<tr>
<td></td>
<td>Jones (2010)</td>
<td>Emerged economy (USA)</td>
</tr>
<tr>
<td></td>
<td>Rupp et al. (2013)</td>
<td>Emerging economy (North America)</td>
</tr>
<tr>
<td></td>
<td>Newman et al. (2014)</td>
<td>Emerging economy (China)</td>
</tr>
</tbody>
</table>
From the table above, it can be seen that, employee perception of CSR has been identified to have positive relationships with the variables in emerged economies. While at the same time, there have been studies that signify the role of mediating factors in the relationship between CSR and these variables. For example, researchers like Glavas & Kelley (2014) have identified that employee perception of CSR is positively related to Organizational Commitment only when it is partially mediated by Perceived Organizational Support (POS) and work-meaningfulness. Also, Brammer et al. (2007) cite that POS and work experience are the drivers of organizational commitment in employees (Meyer et al., 2002). Similarly, Kim et al. (2010) argue that Employee-Company Identification is most positively related to CSR when mediated by Perceived Organizational Prestige (PEP). These arguments refute the direct relationship between CSR and the variables as they are researches that have been done at micro-employee levels. Though such a study can be conducted in the future, the primary aim of the researcher is to identify if a direct relationship exists between employee perception of CSR and the variables (Organizational Commitment, Job Satisfaction, Work Meaningfulness, Organizational-Citizenship Behaviour and Employee-Company Identification) in the context of the UAE banking sector. A micro-level study on employee perception of CSR, while considering the role of mediating factors, is a scope for further research.

Figure 5 depicts the conceptual framework of the study which has been adapted from the study of Lee et al. (2013).
2.8 Drivers of employee perception of CSR

For CSR to have a positive impact on the employees, researchers in the past have identified that managers should follow a number of steps, which are being discussed in this section.

CSR has the ability to satisfy an employee’s higher-order psychological needs and thus take the role of a job-product in the internal marketing lever. Hence on giving attention to an employee’s needs like self-enhancement opportunities, sense of connectedness to the organization, reputation shield creation and work-life balance, the organization can expect better engagement of the employees in the CSR front (Bhattacharya et al. 2008).

According to Pfau et al (1991) and Dutton et al (1994), employees of an organization can better identify with it upon learning that the organization’s defining characteristics are at par with their own defining characteristics (as cited by Gupta, 2015). To tackle this, employees should be well informed of the organization’s CSR initiatives as the extents to which employees perceive their organization’s CSR depend largely on the type of CSR initiatives supported by the organization (Bhattacharya et al., 2008).

The key is to increase employee proximity to CSR as noted by Bhattacharya et al (2008). They suggest CSR should be incorporated into job-products which include features like job responsibilities, salary and benefit packages (Bhattacharya et al., 2008). Organizations should provide opportunities for employee participation in CSR without compromising the time required for completing their daily tasks (Bhattacharya et al., 2008). They suggest that organizations should also try to integrate CSR within their employees’ jobs and devise mechanisms to monitor and reward their CSR performances.

It is essential to communicate the CSR programs to the employees, making sure that the rationale of the CSR involvement, sequence of operation of the program, resource allocations, obstacles faced and of utmost importance, the victory of the program are clearly disseminated. But at the same time, communication, if not implemented in the right way can do more harm than good as discussed in Section 2.5.

It is crucial for organization’s to keep in mind that there is more than one way in which their CSR program for employee engagement can go wrong.
2.9 Summary
This chapter reviewed the extant literature on CSR to serve as a base for the research which will be undertaken in the next chapter. The findings from the prior literature were discussed with respect to the research objectives and aim.
Chapter 3: Methodology

3.1 Introduction
In this chapter, the theoretical underpinning choices of this research are explained. This chapter follows the research objectives introduced in chapter 1 and the review of secondary data in chapter 2. The strategy used to undertake the research is explored here, with justifications to why certain choices are being made. This chapter also addresses the ethical concerns as well as the possible limitations of the methodology used for this study.

3.2 Research Philosophy
The assumptions with which a researcher view the world is known to determine his/her research philosophy (Saunders et al., 2012). The research philosophy forms the outermost layer of the “research onion” as depicted in Figure 6, formulated by Saunders, Lewis and Thornhill (2011). The different research philosophies are positivism, realism, interpretivism and pragmatism.

![Figure 6 The research onion (Saunders et al., 2012)](image)

A pragmatic research philosophy, which states that no one viewpoint can give us the correct answers, is followed in this research as it extends more flexibility in research.
3.3 Research Approach and Strategy

A study of exploratory nature is conducted in this research while attempting to answer the “what” form of research question. While drawing on existing literature and with the help of primary data collection, the research questions posed aim to find the level of employee awareness of CSR and the impacts of employee perception of CSR in the banking sector.

The research strategy used is case study which is generally used when deep understanding of a real-life event is wished to be attained (Yin and Davis, 2007). A single case study on First Gulf Bank (FGB), Abu Dhabi is conducted to discern the employee awareness and perception of CSR, which are the real-life events in this context.

A deductive approach has been used in this study which follows theory development and subsequent testing (Saunders et al. 2012). The research design used involves both qualitative and quantitative approaches of methodology which is known as Mixed Methods Research (MMR). Open-ended questions are used to collect qualitative data and closed-ended and Likert-scale questions are used to collect quantitative data. The simultaneous use of qualitative and quantitative data collection techniques have been justified by authors in the past like Howe (1988) and Tashakkori and Teddlie (1998) as they are very compatible to be used at the same time (as cited by Denzin & Lincoln, 2011).

The questionnaire has been designed while keeping in mind the research objectives. The questionnaires developed by Glavas & Kelley (2014) and Lee et al. (2013) for their related studies have been adapted and referenced while preparing the questionnaire for this study.

3.4 Sampling Procedures and sample selection

Non-probability sampling, which is also known as non-random sampling, has been used in this study. Widely used for case study, in this technique samples are selected subjectively and not randomly from a sampling frame (Saunders et al, 2012). Two forms of non-probability sampling, convenience sampling and snowball sampling are used in this study for sample selection. Snowball sampling technique has been particularly used to improve the quality of the data by using the initial sample elements to get access to more sample elements who are colleagues.
Purposive sampling technique has not been used because the study does not require experts of the subject. Also, owing to the small period of time available for completion of the study, non-probability sampling techniques like snowball and convenience sampling techniques are more suitable to collect the data in the available time. For more information on how the data has been accessed, Section 12 Access can be referred.

The population of the study comprises of all the employees of the banking sector in Abu Dhabi, while the low and middle level employees of FGB, Abu Dhabi comprise the target population. Hence the target population is 800 low and middle level employees in the organization. Top management employees are not included in the study because Stawiski et al. (2010) have identified that it is employees who are in the higher levels of the organization that are more positive about its CSR efforts as they have more participation in the CSR decision making processes. With this knowledge, this study aims to identify the impacts of CSR on employees who are in the middle and lower levels.

Fifty lower to middle level employees working in various department of the organization comprises the sample, hence the sample size is 50. 34 responses have been received resulting in a response rate of 66% (Please see section 4.3, Chapter 4 for detailed explanation on sample and response rate).

The sample has been selected on the basis of the organizational level of the employees. The same sample has participated in the questionnaires and the open-ended qualitative questions.

3.5 Validity, Reliability and Generalisability

Yin (2009) states that to judge the quality of research studies, validity and reliability tests should be undertaken.

Validity is classified into three tests namely; construct validity, internal validity and external validity (Kidder & Judd, 1986). Ensuring that the study is measuring what it intends to measure is known as construct validity and it has been tried to achieve in the following ways. The exploratory nature of this study can be justified as a study of this nature in the banking sector of UAE has not been conducted by other researchers. The research approach used is deductive and as discussed earlier, extant literature is
discussed and primary data collection from case organization is used to test the propositions.

Internal Validity which involves the expression of “the causal relationship between two variables” is not required in this context as it is applicable only to researches that are of explanatory nature (Saunders et al., 2012, pp. 193).

The concept of generalizing the study’s results is known as External Validity otherwise called Generalisability. External Validity is further classified into population validity and ecological validity (Campbell et al. 1966). This study is subject to low population validity as the sampling technique of convenience sampling and case study research strategy are used. This is because the sample is not selected from a wider sampling frame using random/probability sampling techniques. Due to time constraints, wider sample selection has not been possible and this is one of the limitations of the study.

Testing of ecological validity, which involves the generalization of the results obtained in a laboratory setup to real world, is not required as the research is not happening in a laboratory but the real world.

To further improve reliability the following threats to reliability will be minimized;

1. Participant bias and participant error: Effort has been made while questionnaire preparation to ensure that the questions are answerable and clear. The event of obtaining inaccurate results has been tried to be avoided by including “Neutral” opt-out option. The possibility of social desirability bias, which involves participants inhibiting their honest performance to present themselves in a better light in front of colleagues as well as the researcher, can be neglected as respondents can participate anonymously (Fisher, 1993). As the participants attempted the survey completion in the comfort of their workplaces or homes, the possibility of participant error and bias have also been reduced.

2. Researcher error and bias: By making sure that the questions are correct and error-free, the possibility of researcher error has been minimized. Effort has also been made to reduce human-error during tabulation and exportation of data from questionnaire responses to word processing formats. Further, leading questions have also been avoided to reduce researcher bias.
Pilot-testing of the questionnaires has been performed on two employees and feedback considered to further improve validity and reliability. Had there been more time, pilot testing would have been performed on more employees to compare the results and feedbacks in a better way.

The secondary sources used are authentic and can help improve validity and reliability as they are all peer-reviewed academic journals and books electronically obtained from CardiffMet’s Moodle and Google Scholar.

3.6 Access
Given in Appendix 1 is a copy of the mail sent to the organization, First Gulf Bank, Abu Dhabi to obtain access. The request to the HR has been followed up by the researcher’s sister (email id: fareeda.afthab@fgb.ae), who works in the organization. The data collection was begun upon receiving the verbal agreement from the HR. The questionnaire administration has been performed by the source utilizing the method of convenience sampling.

3.7 Data Collection
To attain conclusive results for the research questions, both secondary and primary data have been collected.

3.7.1 Secondary Data
Bulmer et al. (2009) states that one can attain supplementary information from secondary data and also arrive at results and explanation on analysis of these data in spite of it being data that were collected for varying intentions previously (as cited by Saunders et al., 2012). In this study, the extant literature on Corporate Social Responsibility scene in UAE, models of CSR, advent of Internal CSR, role of CSR as an internal marketing tool, CSR and employee psychological needs fulfilment and impacts of employee perceptions of CSR are reviewed.

To understand the definition and growth of the term CSR, books on the same have also been referred as secondary sources.

3.7.2 Primary Data
Primary data collection through questionnaires has been accomplished by surveying employees of the case organization. Open-ended questions have been utilized to collect
qualitative data and closed-ended, Likert type questions have been made use of to collect quantitative data.

3.8 Data Analysis
The primary data collection and analysis is as follows;

Quantitative data, which is majorly categorical in nature, has been analysed via Microsoft Excel after being obtained through questionnaires administered to the employees. Saunders et al. (2012) state that categorical data are those data that cannot be measured but can be classified into sets depending on their identifying characteristics. The quantitative results from electronic and paper surveys have been exported to Excel tables and frequency and percentage distributions were constructed to reduce the data and identify the patterns.

Qualitative data from the open-ended questions have been analysed manually and with the help of software QDA Miner. Valuable time has been saved in transcription as the qualitative data were already in written form and most of them were in word processed format.

Frequency and percentage distribution of the quantitative data and software coding of the qualitative data have helped achieve the research objectives of this study, one of which is the critical evaluation of the impacts of employee perception of Corporate Social Responsibility (CSR).

3.9 Ethical Considerations
The study has been conducted following the voluntary agreement of the participants, i.e, employees of the case organization. The participants have agreed to their participation by signing the Participant Consent Forms (Appendix 4), the hard copy of which was given to them. Moreover, the participation information sheets (Appendix 5) were also given to the participants detailing the purpose of the study and the extent to which they are expected to participate. Furthermore, the right of the participants to anonymously participate and also to withdraw at any time during the survey has been highlighted.

This study has been approved by the Ethics Committee of School of Management, Cardiff Metropolitan University and has been granted Ethics approval number 2016D0477.
3.10 Limitations
As discussed in section 3.5, low population validity is one of the limitations of the study. Availability of more time would have enabled the researcher to widen the sample of the study and thereby improve the population validity.

3.11 Summary
This chapter discussed the research philosophy, approach and strategy of this research study. The sampling procedure and samples selections of the study were also discussed. In addition, the validity, reliability and generalisability of the data and the ethical considerations are explored. The chapter forms the base for the proceeding chapters, research findings and conclusions by moulding the research design of this study.
Chapter 4: Research Findings and Discussion

4.1 Introduction
This chapter follows the methods pointed in the methodology chapter to present the findings of the research and discussions on the same. The design of the questionnaire has been displayed and questions classified on the nature of the data collected. The data obtained from the quantitative and qualitative data collection processes are unveiled along with discussions on the nature of the results. The questions were prepared with the intent to obtain data on the employees’ awareness of CSR, understanding of their psychological needs fulfilment through CSR and finally the impacts of employee perception of CSR. The results obtained are used to reach conclusions while connecting back to the research questions and research objectives, which will be detailed in the next chapter.

4.2 Pilot Study
A pilot of the survey was conducted on two employees of the case organization (as discussed in section 3.5, chapter 3) to test the effectiveness of the questionnaire. The feedback received from the pilot study participants were considered to make it more understandable and easy. The following changes were made to the draft questionnaire after the pilot study;

- The draft questionnaire included more number of questions and had a completion time of 20 minutes. The number of questions was reduced to decrease the reading and answering time to around 10 minutes.
- The job roles have been changed to match the nomenclature used in the organization.
- Open-ended qualitative questions (Q12-14) rephrased on receiving feedback that they were hard to understand.

The draft questionnaire can be found in Portfolio of Evidence and the final questionnaire can be found in Appendix 2.

4.3 Sample selection, participants of study and response rate
Hard copy and URL of the online survey were distributed to 50 employees of the case organization through the trusted source in the organization. As discussed in the section 3.4, chapter 3, the sample selection was based on non-probability sampling. The
employees were assured of the confidentiality of their participation and other concerns addressed with the help of the Participant Information Sheet and Participant Consent Form which were distributed prior to the data collection (see section 3.9 of chapter 3).

Of the 50 employees of the case organization approached, 34 of them successfully completed the survey. The data collection began on 27\textsuperscript{th} of March and the last of the response was obtained on 14\textsuperscript{th} of April. The response rate is 66\% ((34-1)/50)).

This low response rate has been a result of lack of time which didn’t allow for the extension of the survey data collection period and also inability to personally follow-up those who did not respond.

The open-ended questions on the questionnaire were answered by 26 of the 34 employees who attempted the questionnaire. These questions were marked optional in the online survey. But the employees who attempted the paper questionnaire were personally requested to complete them. In addition, many of the online survey takers too answered the questions thereby resulting in more responses than the expected 10 number of responses.

4.4 Design of Questionnaire

The questionnaire and the open-ended questions aimed in finding out the following:

1. The level of awareness of CSR and the psychological needs fulfilled by CSR.
2. The impacts of employee perception of CSR among the employees of the banking sector in terms of variables like employee-company identification, job satisfaction, work meaningfulness, organizational citizenship behaviour and organizational commitment.

The questionnaire consists of four sections, namely Section A, Section B, Section C and Section D. Design of questionnaire can be found in Appendix 3.

The first section of the questionnaire is composed of background questions. The next two sections of the questionnaire are designed to collect quantitative data to accomplish the aim and objectives of the research. The final section of the questionnaire contains open-ended questions that are developed to obtain the qualitative data for research aim and objective fulfilment.
4.5 Quantitative and Qualitative Data Analysis

The data analysis results are being presented thematically in the following sections and not in the order of their appearance in the questionnaire.

4.5.1 Background Questions- Classification of respondents

The respondents of the survey included lower to middle level management employees of the case organization. Figure 7 below depicts the typology of the questionnaire participants on the basis of their work experience, job role, gender and age. These questions have been asked keeping in mind the possibility of analysing the trends in the responses, if any.

![Figure 7 Typology of Participants](image)

4.5.2 Q5- Familiarity of the term Corporate Social Responsibility (CSR)

The participants were asked to mention how familiar they are with the term Corporate Social Responsibility.

Figure 8 below depicts the distribution of responses received from the participants.
41.2 % of the respondents are very familiar with the term CSR. 47.1 % of the respondents are slightly familiar whereas 11.8% of them are not at all familiar with the term.

The responses suggest that CSR is much familiar to the employees of the banking sector in UAE implying that as a concept, CSR has been able to propagate to the masses of an emerging economy as that of the UAE.

Figure 8 Respondents’ familiarity with the term CSR

4.5.3 Q7- Desirability of CSR elements of an organization to a prospective employee

Apart from being responsible to the society and environment, CSR also includes employee welfare and good corporate governance (Perrini, 2005; Low, 2014). As discussed in Section 1.7, the case organization has an overall 50 CSR rating with a community rating of 50, environment rating of 47, employees welfare rating of 56 and governance rating of 44 (CSRHub.com, 2016).

The participants were asked to answer the extent to which they agree or disagree to the statements indicating CSR elements which measured what motivated them as prospective employees to apply for a job in an organization. The questions were represented in a 5 point Likert-type scale in which the options were assigned numerical values as follows;
Strongly disagree: 1
Disagree: 2
Neutral: 3
Agree: 4
Strongly Agree: 5

Table 2 shows the CSR element each Likert-item statement corresponds to and the mean score obtained by each of them which has also been represented graphically in Figure 9.

Table 2 Desirability of CSR elements to a prospective employee

<table>
<thead>
<tr>
<th>Statement</th>
<th>CSR element</th>
<th>Mean of the total weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offers good employee benefits and packages.</td>
<td>Employee welfare</td>
<td>4.53</td>
</tr>
<tr>
<td>Follows good corporate practices.</td>
<td>Governance</td>
<td>4.47</td>
</tr>
<tr>
<td>Maintains good relationship with customers and the community.</td>
<td>Governance</td>
<td>4.47</td>
</tr>
<tr>
<td>Follows ethical and sustainable policies.</td>
<td>Governance</td>
<td>4.38</td>
</tr>
<tr>
<td>Fosters a healthy and nurturing working climate.</td>
<td>Employee welfare</td>
<td>4.21</td>
</tr>
<tr>
<td>Known to take measures to reduce the organization's negative impacts on the environment.</td>
<td>Environment</td>
<td>4.03</td>
</tr>
<tr>
<td>A constant participator in social welfare programs.</td>
<td>Community</td>
<td>3.94</td>
</tr>
</tbody>
</table>
Desirability of CSR elements to a prospective employee

<table>
<thead>
<tr>
<th>CSR elements</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offers good employee benefits and packages.</td>
<td>4.53</td>
</tr>
<tr>
<td>Follows good corporate practices.</td>
<td>4.47</td>
</tr>
<tr>
<td>Maintains good relationship with customers.</td>
<td>4.47</td>
</tr>
<tr>
<td>Follows ethical and sustainable policies.</td>
<td>4.38</td>
</tr>
<tr>
<td>Fosters a healthy and nurturing working climate.</td>
<td>4.21</td>
</tr>
<tr>
<td>Known to take measures to reduce the negative</td>
<td>4.03</td>
</tr>
<tr>
<td>A constant participator in social welfare.</td>
<td>3.94</td>
</tr>
</tbody>
</table>

**Figure 9 Desirability of CSR elements to a prospective employee**

It can be seen that one instance of employee welfare was the CSR element widely chosen by the respondents, closely followed by corporate governance. Another aspect of employee welfare “healthy and nurturing working climate” has received a mean of 4.21. It can be noted that environmental and community elements of CSR have received the least score, with means 4.03 and 3.94 respectively.

The results indicate that good employee welfare and corporate governance are likely to be more attractive to employees when they are considering joining an organization.

**4.5.4 Q8- Analysis of employee’s psychological needs fulfilment from their organization**

Q8 was posed to analyze the psychological needs of the employees that they expect to be fulfilled by their organization. These higher order psychological needs can be to an extent be fulfilled by CSR and differs for each employee as discussed in section 2.7. Hence this questions aims in analyzing employees’ overall ranking of these psychological needs which are fulfilled by an organization’s CSR programs and the results will help managers to shape the CSR programs accordingly.
The statements in the questionnaire and the psychological need they stand for have been displayed in Table 3 below. The mean score obtained have been graphically displayed in Figure 10.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Psychological Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>That my organization value causes that I hold close to.</td>
<td>Sense of connectedness</td>
</tr>
<tr>
<td>That the work I do is meaningful.</td>
<td>Self enhancement</td>
</tr>
<tr>
<td>That my organization follows ethical practices.</td>
<td>Reputation-shield creation</td>
</tr>
<tr>
<td>That my organization gives utmost importance to employee welfare.</td>
<td>Work –life balance</td>
</tr>
<tr>
<td>That my organization’s works impact people’s lives positively.</td>
<td>Reputation-shield creation</td>
</tr>
</tbody>
</table>

"It is important for me that .."

<table>
<thead>
<tr>
<th>Psychological Need</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization’s works impact peoples’ lives positively.</td>
<td>4.26</td>
</tr>
<tr>
<td>My organization gives utmost importance to employee welfare.</td>
<td>4.41</td>
</tr>
<tr>
<td>My organization follows ethical practices.</td>
<td>4.29</td>
</tr>
<tr>
<td>The work I do is meaningful.</td>
<td>4.59</td>
</tr>
<tr>
<td>My organization values causes that I hold close to.</td>
<td>4.15</td>
</tr>
</tbody>
</table>

**Figure 10 Ranking of Psychological Needs**

It can be seen that “self enhancement” has received the highest mean followed by “work-life balance”. “Reputation shield creation” statements have means 4.29 and 4.26. The least mean is for the “sense of connectedness” statement.
It appears that employees prioritize the fulfilment of their self enhancement and work-life balance needs rather than establishing a sense of belongingness or connectedness with their organization.

4.5.5 Q6- Agreement/disagreement to organizations involving in CSR

The general opinion of the participants regarding organizations involving in CSR was asked. 88% of the respondents answered in the affirmative. Only 3% of the respondents feel that organizations are not obligated to the society and the environment. 9% of the respondents expressed neither agreement nor disagreement. The responses have been graphically represented in Figure 11 below.

![Figure 11 Participants agreement/disagreement to organizations involving in CSR](image)

It can be seen that only a very small fraction of the respondents expressed negatively towards organizations involving in CSR with the majority responding that it is important or very important that organizations also concentrated on the concerns of the society in addition to making profit.

4.5.6 Q12 Employees perception of socially responsible organizations

The qualitative data obtained for the question to analyze the employee perception of CSR has been coded using QDA Miner and frequency of highly positive, positive and negative responses have been depicted graphically in Figure 12.

32% of the responses were positive, 68% of the respondents expressed highly positive responses, whereas no negatives responses were received.
The fact that all responses were positive could imply that employees perceive CSR implementing organizations in a very positive and favourable light.

**4.5.7 Q9- Impacts of Employee perception of CSR**

Q9 involved the participants to imagine a scenario in which they are working for a socially, environmentally responsible organization, that provides their employees a pleasant working climate and work benefits, apart from strictly following sustainable products and practices. The participants were asked to rate their extent of agreement or disagreement to statements displayed using a Likert-type scale. The results obtained aim to analyse the relationship between employee perception of CSR and variables like organizational commitment, employee-company identification, job satisfaction, organizational citizenship behaviour and work meaningfulness.

To analyze the relationship, Table 4 below shows the statements in the questionnaire and the variables they correspond to.

**Table 4 Impacts of Employee perception of CSR**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I am more likely to feel proud of the organization”</td>
<td>Employee-Company Identification</td>
</tr>
<tr>
<td>“I will be excited to go to work there”</td>
<td>Job satisfaction</td>
</tr>
<tr>
<td>“I will be more inspired to meet my goals at work”</td>
<td>Work meaningfulness</td>
</tr>
<tr>
<td>“I will be very happy to talk about my</td>
<td>Organizational Citizenship Behaviour</td>
</tr>
</tbody>
</table>
The percentage of respondents’ agreement/disagreement to each Likert item has been graphically displayed in figures 13 to 17.

4.5.7.1 Employee-Company Identification
As discussed in literature review chapter, employee-company identification is one of the impacts of employee perceptions of CSR and has been identified to have a positive relationship with it. The survey has been able to find that 62% of the participants strongly agreed that they are more likely to feel proud of their CSR implementing organization which implies employees are more likely to exhibit E-C Identification. Additionally, 12% of the respondents agreed, if not strongly to the statement. Therefore, a total of 88% of the respondents have demonstrated a positive relationship between employee perception of CSR and E-C identification, with only a mere 12% respondents being undecided of their opinion. No respondents have expressed any levels of disagreement to the statement.

Figure 13 Respondents’ scoring of Employee-Company Identification

4.5.7.2 Job Satisfaction
The relationship between employees’ CSR perception and job satisfaction has been analyzed by measuring the participants’ agreement or disagreement to the statement “I will be excited to go to work there”. The responses show that 41% of the respondents
agree to the statement and 47% of them agree strongly. Interestingly, 12% of the respondents as in the previous case have opted for “neutral” and none expressed disagreement. Hence, it can be seen that a large majority of 88% of the respondents will be satisfied with their job if they are working in an organization strictly following CSR.

![Job Satisfaction](image)

**Figure 14 Respondents’ scoring of Job Satisfaction**

4.5.7.3 **Work Meaningfulness**

The variable work-meaningfulness has been expressed in the statement “I will be more inspired to meet my goals at work”. 47% of the respondents have expressed agreement whereas 44% of the respondents strongly agree to the statement. Only 9% of the respondents have expressed indecision and none disagreement, as in the previous cases. Hence, a total of 91% of the respondents believe they will attain work-meaningfulness in a CSR implementing organization.
The respondents were asked to rate their agreement of the statement “I will be very happy to talk about my organization to outsiders” to analyse their Organizational Citizenship Behaviour. 38% and 47% of the respondents have expressed agreement and strong agreement. While no respondents have expressed disagreement, 15% of them did select a neutral stance. Therefore, 85% of the respondents agree to be positively inspired by their CSR organization in exhibiting Organizational Citizenship Behaviour.

Figure 16 Respondents’ scoring of Organizational Citizenship Behaviour
4.5.7.5 Organizational Commitment

Organizational commitment was aimed to be measured with the statement “I will be delighted to spend the rest of my career at this organization”. The responses have showed a 73% of agreement (with 47% of them strongly agreeing) and 18% who have neither agreed nor disagreed. It was interesting to note that 9% of the respondents expressed disagreement to the statement and they were all male employees (refer Portfolio of evidence). It could be that, gender has a role to play as far as organizational commitment and CSR are concerned.

![Organizational Commitment](image)

**Figure 17** Respondent’s scoring of Organizational Commitment

The total points obtained (responses of 34 participants) for each Likert item has been tabulated along with its mean in Table 5.

### Table 5 Scoring of variables

<table>
<thead>
<tr>
<th>Statement</th>
<th>Total points</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee-Company Identification</td>
<td>153</td>
<td>4.5</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>148</td>
<td>4.35</td>
</tr>
<tr>
<td>Work Meaningfulness</td>
<td>148</td>
<td>4.35</td>
</tr>
<tr>
<td>Organizational Citizenship Behaviour</td>
<td>147</td>
<td>4.32</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>140</td>
<td>4.12</td>
</tr>
</tbody>
</table>
Highest mean implies that more number of participants “strongly agree” to the variables positive relation to CSR.

The data on the above table show that of all the variables, Employee-Company identification is the one which is most widely considered by the respondents to be a positive impact of their perception of CSR.

4.5.8 Q13 Change in organizational commitment

Q13 was asked to understand the change of commitment in employees upon realizing that their organization is an adherent of CSR. The responses received were coded using QDA Miner to understand that 76.9% of the respondents believed they will be more committed towards their organization if the organization has a good CSR record. But 23.1% of the respondents expressed that their commitment towards their organization will remain the same and will not change when they realize their organization is a socially and environmentally responsible one. The % distribution has been depicted graphically in Figure 18 below;

![Figure 18 Change in Commitment to CSR organization](image)

From figure 17 on CSR’s relationship with Organizational Commitment, a total of 27% employees (9% disagreed and 18% neutral) expressed that they do not think they will be more committed to their CSR implementing organization.
Hence it can be seen that a minority of employees feel that they their commitment to their organization is independent of their organization’s CSR acts.

4.5.9 Q14 Employee satisfaction on working with a CSR organization

The participants were asked to express their level of satisfaction with their job if they are able to make a positive difference in this world with the help of their organization in Q14. The responses were qualitatively analysed and coded using QDA Miner as depicted in Figure 19.

81.8% of the respondents answered that they will be highly satisfied with their job if it involves working with their organization for the society and the environment at large. 18.2% of the employees expressed their satisfaction with their job in such a scenario. Most notably, there was not a single negative response implying that the employees unanimously felt they that their job satisfaction levels will be positive if they are to work with a socially and environmentally responsible organization.

![Employee satisfaction](image)

**Figure 19 Employee Satisfaction**

4.5.10 Q10- CSR Participation

Q10 was asked to understand the level of CSR participation of the employees. 52.9 % of the employees responded that they have participated in CSR activities hosted/supported by their organization while 47.1% answered that they have not. Figure 20 below shows the graphical representation of the same.
4.5.11 Q11- CSR Activities of interest

Q11 was posed to comprehend the CSR activities employees are interested in volunteering for. The responses received are represented graphically in Figure 21;

It can be found that majority of the respondents chose “projects with children” as their CSR activity of interest which is closely followed by “environmental projects”. 16.7% respondents chose “medical camps” and 14.3% chose “projects with under-privileged children”. 10.7% of the respondents chose “projects with disabled people”. The option chosen by the least number of respondents is “sports related projects”.

Figure 20: CSR participation of employees

Figure 21 CSR activities of interest
4.6 Summary
This chapter provided the findings of the research undertaken using the methods described in the previous chapter. The data collected with the help of the questionnaire and open-ended questions have been analyzed quantitatively and qualitatively (mixed methods research design) and findings discussed. The awareness of the employees in the banking sector of UAE has been analyzed along with their psychological needs fulfilment through CSR. The impacts of employee perception of CSR have also been analyzed to understand the relationship between the variables and CSR. These findings will be utilized to draw conclusions to each of the research questions and objectives in the next chapter.
Chapter 5: Conclusions and Recommendations

5.1 Introduction
This chapter follows the Research Findings and Literature review chapters and draws conclusions from the findings and review of literature with respect to the research objectives and the research question. The limitations of the research and the opportunities for further research are discussed in this chapter.

5.2 Research objectives and corresponding conclusions
This study was conducted on the banking sector employees of a case organization in UAE to evaluate the impacts of employee awareness and perception of Corporate Social Responsibility (CSR). The following are the conclusions of the study corresponding to each of the research objectives developed.

5.2.1 Objective 1
To analyze the impacts of employee awareness of CSR and the role of CSR in attraction of talents.

In the literature review, the significance of employee awareness of CSR was identified, specifically as an internal marketing tool in the context of “internal CSR”. The questionnaire aimed to analyze the familiarity of the employees with the term CSR. As discussed in section 4.2.1, 88.3 % of the employees expressed slight to full familiarity of the term. The results are assuring and imply that employees of the emerging economy of UAE are catching up with the term as CSR is becoming main-stream in the region.

The employees ranking (Figure 22) of the different CSR elements of an organization that motivates them to work there, which are in actuality the different facets of CSR like community welfare, environment friendliness, employee welfare and corporate governance, shows that employees are most attracted to “employee welfare” aspect of their prospective employer, which are good benefits and package.

Interestingly, the “employee welfare” aspect which includes existence of a healthy and nurturing working climate was not rated highly by the employees. Corporate governance factors like good corporate practices, good relationship with customers and community and ethical and sustainable policies were ranked as factors that make an organization more attractive than it having a healthy working climate. Furthermore, the
most important and defining elements of CSR which are environment and social responsibility were ranked the lowest by the employees. It implies that employees, as job seekers are more inclined to look for organizations that provide them the best pay, has good corporate practices and reputation among the other stakeholders. Being environmentally and socially responsible are added bonuses, standing at above average ratings of approximately 4.

Figure 22 Attractiveness of an organization based on its CSR elements

5.2.2 Objective 2
To measure and analyze the role of CSR in fulfilling employee psychological needs and employees’ perception of CSR implementing organizations.

The review of literature pointed out that an organization’s CSR activities have the potential to fulfil the higher-order psychological needs of employees.

On analyzing employee perception of CSR, it was identified that 88% of the employees felt organizations should participate in CSR in addition to being profit-making entities. There were only 3% of the employees who believed that organizations were not obligated to involve in CSR. In contrast, when the employees were asked to state their general perception of organization’s involving in CSR through the open questions, the responses received were all positive. Many employees responded to the questions with words such as “proud to be a part of the organization”, “good”, “happy”, “great” among
others. The minority who felt that organizations are not required to be socially responsible, were nevertheless supportive of organizations who were socially responsible.

The responses were also indicative of the psychological needs that the employees expected to be fulfilled by their organization by being involved in CSR.

“A great place to work at. The sense of adding value not just for the Company and ourselves, but to all those around us and the ecosystem/environment we thrive in”. Male Officer, less than 30 years, 3 to 5 years in the organization

“If the organization is socially and environmentally responsible, it makes the employees feel good and proud about themselves and give them more knowledge how to be responsible in their own way”. Female employee, 40-49 years, 1 to 3 years in the organization

The key words in the above two excerpts from the open-ended questions, “motivated to work”, “personal growth”, “sense of belongingness” and “pride”, clearly convey the fact that employees really look up to organizations that are socially and environmentally responsible. They feel motivated to work, find opportunities for self growth and feel a sense of belongingness and pride in such an organization.

Further, as depicted in Figure 23, the primary data collection identified that self-enhancement is the psychological need that employees most seek to be fulfilled by their organization. It is followed by work-life balance, reputation shield creation and sense of connectedness. It can be understood that employees give the most importance to their personal growth and look forward to their organization’s support in becoming better than their previous selves.
The qualitative responses were further able to substantiate the highest ranking of “self enhancement” psychological need.

“Grow along with the organization while contributing to the organization and environmental growth”. Female officer, Less than 30 years of age, 1 to 3 years in the organization

“The employee would support and give ideas on the activities conducted by the organization”. Male officer, Less than 30 years of age, 1 to 3 years in the organization

Hence it can be said that employees prefer organizations to be implementers of CSR because they see in it an opportunity for their personal growth and involvement. These factors could help them in attaining self-actualization.

5.2.3 Objective 3
To critically evaluate the impacts of employee awareness and perception of CSR in the emerging economy of UAE.

In chapter Two, the literature on impacts of employee perception of CSR was reviewed and it was identified that employee perception of CSR has a positive relationship with the variables Employee-Company Identification, Job Satisfaction, Work

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![Psychological needs fulfillment](image)

**Figure 23 Psychological Needs Fulfilment**

The qualitative responses were further able to substantiate the highest ranking of “self enhancement” psychological need.

“Grow along with the organization while contributing to the organization and environmental growth”. Female officer, Less than 30 years of age, 1 to 3 years in the organization

“The employee would support and give ideas on the activities conducted by the organization”. Male officer, Less than 30 years of age, 1 to 3 years in the organization

Hence it can be said that employees prefer organizations to be implementers of CSR because they see in it an opportunity for their personal growth and involvement. These factors could help them in attaining self-actualization.

5.2.3 Objective 3
To critically evaluate the impacts of employee awareness and perception of CSR in the emerging economy of UAE.

In chapter Two, the literature on impacts of employee perception of CSR was reviewed and it was identified that employee perception of CSR has a positive relationship with the variables Employee-Company Identification, Job Satisfaction, Work
Meaningfulness, Organizational Citizenship Behaviour and Organizational Commitment. The primary data collection was also able to conclude the same.

When comparing the impact of CSR on each of the variables (Figure 24), it was seen that Employee-Company Identification leads the table. The graph below shows the ranking of each variable on the basis of their relationship with CSR;

![Impact of employee perception of CSR](image)

**Figure 24 Impacts of Employee Perceptions of CSR**

The qualitative responses imply that employees seem to have a positive feeling in being able to work with a CSR implementing organization. The feeling of connection with their organization (Employee-Company Identification) was the one that most employees expressed.

“Absolutely satisfied and proud. It will be fulfilling if I belong to an organization who's making a big impact in our time. Would be very proud of myself”. Female employee, 40-49 years of age, 1 to 3 years in the organization
The feeling of work meaningfulness as a result of employee perception of CSR was also expressed by the employees. The excerpt below points to work meaningfulness and job satisfaction:

“I will be more than satisfied with my job if I am able to make a difference in this world. It will give me more meaning to my life as well as job”. Male manager, 30-39 years of age, 1 to 3 years in the organization

Employees have also expressed a sense of gratitude to their CSR implementing organization which develops Organizational Citizenship Behaviour.

“Highly satisfied and will be thankful to the organisation for that opportunity”. Female assistant manager, less than 30 years of age, 1 to 3 years in the organization

Most interesting of the findings was the least score for Organizational Commitment as an impact of employee perception of CSR. While many employees felt that they will be more committed to their organization;

“Understanding that my organization contributes and cares well enough, not just about me but is also socially responsible and environment friendly, makes me feel more committed and bonded to the organization”. Male officer, less than 30 years of age, 3 to 5 years in the organization

“Definitely. Yes, employees’ commitment will increase towards an organisation which is socially responsible. They will have a feeling that the organization which takes good care of the society will take care of the employees the same way”. Female assistant manager, less than 30 years of age, 1 to 3 years in the organization

A minority (23.1%) of employees responded that their level of commitment will not change upon realizing that their organization is CSR implementing. More interestingly, it was found that the respondents who chose disagreement were all male respondents. This can be supported by the findings of Stawiski et al. (2010) & Brammer et al. (2007)
which state that CSR’s relationship with organizational commitment is less strong for men than women.

This could also mean that there are other factors of more priority that the employees’ organization commitment could depend on. Stawiski et al. (2010) state that CSR’s contribution on Organizational Commitment is smaller than the contribution of basic job satisfaction, implying that if employees are not generally satisfied with their job, CSR can only do little in enhancing their experience with the organization and thus improve their organizational commitment.

“No never, socially will always be a part of the organization”. Male officer, less than 30 years of age, 1 to 3 years in the organization

But the results (Table 5) show that employees’ response received a higher score for job satisfaction as an impact of CSR than organizational commitment. It could be because that the statement corresponding to the analysis of Job Satisfaction in the questionnaire conveyed a different meaning to the respondents. It is also possible that results are biased owing to the fact that more than half of the respondents (58.8%) are those who have joined the organization less than 3 years ago. Also, a very huge proportion (88.3%) of the respondents is below 40 years of age, with 41.2% less than 30 years. It could be that more number of responses from the younger generation of employees has resulted in the inconsistency of responses with the literature reviewed.

The CSR activities of interest of the employees were found to be in the following order of importance (1- most important, 6- least important):

1. Projects with children
2. Environmental projects
3. Medical camps
4. Projects with under-privileged adults
5. Projects with disabled people
6. Sports related projects

This finding can help managers to devise CSR programs that will result in the maximum involvement and engagement of the employees.
The study was also able to identify that 52.9% of the employees have participated in CSR activities hosted or supported by their organization while 47.1% have not. Even though more than half of the participating employees had participated in CSR events, a higher percentage of employee involvement will help the organization to reap the benefits of CSR in terms of employee engagement.

5.3 Research question and corresponding conclusions
The main research question this study aimed to answer was “What are the impacts of employee awareness and perception of Corporate Social Responsibility (CSR) within the banking sector?” The employees of the case organization belonging to the banking sector of UAE were studied to identify that employee awareness and perception of CSR is crucial for the organizations of today because a good CSR program helps the organization in attracting and retaining talents. The CSR elements of an organization are attractive to potential job seekers. It has also been found that employees seek psychological needs fulfilment through their organization which can be accomplished by CSR. Employee perception of CSR has been found to impact an employee’s Employee-Company identification, Job Satisfaction, Work Meaningfulness, Organizational Citizenship Behaviour and Organizational Commitment positively.

Hence it can be concluded that developing CSR programs that involve employees can help organizations safeguard their valuable talent pool and also attract potential employees to their firm by having an edge over the rest. In short, organizations can, to an extent, win the war over talent by simply doing good.

5.4 Limitations
The most critical limitation of this study is that the research was conducted only on a small sample of employees of the case organization which is not representative of the UAE banking sector. Had there been no time constraints, the sample could have been increased to include more employees of the case organization and a number of other banks in the region and probability-sampling techniques be used rather than the convenience sampling enabling equal representation of all sub-groups. The researcher realizes that the non-probability, convenience sampling technique used resulted in unequal representation of employees based on gender, age and seniority. A better sample would have better enabled the researcher to externally validate or generalize the findings obtained to a larger population.
Time constraints also prevented the participants from being interviewed in a face-to-face setting. Qualitative data collection was limited to open questions on the survey questionnaire. Face-to-face interview would have resulted in obtaining more complete qualitative data as the researcher interviewing would have received the opportunity to probe deeper with her questions.

As discussed earlier, the researcher did not consider the role of mediating factors in the impact of employee perception of CSR. This would have required the use of in-depth micro-employee-level analysis, which was outside the scope of this MBA level dissertation.

5.5 Opportunities for further research

A research with a substantially larger sample consisting of employees from different CSR implementing banks in the region with more qualitative data collection can be conducted.

As rightly stated by Bhattacharya et al (2008), stakeholders in general are supportive of an organization’s CSR programs but their responses are affected by their own as well as the company’s individual characteristics and additionally, the macro-environmental background and broader industry of operation. Also, CSR perception hugely depends on the first-party justice experience and moral identity of the employees and hence CSR perception of employees is a phenomenon that needs to be investigated at the micro-employee-level (Rupp et al, 2013). Such outlooks open opportunities for further research.

Gupta (2015) opine that the organization’s values and acts are of little influence to employees who are intrinsically motivated and passionate about their work. For such employees, Gupta suggests that, a two-group test can be done separately. Hence, this research can be redone by others interested in this field by surveying the passionate employees using a different set of questions.

The questions used for the primary data collection were mostly phrased in an imaginative stance urging the participants to imagine the scenario in their CSR implementing organization. Hence, this research can also be redone by rephrasing the questions to analyze the employee perception of their current organization’s CSR programs by selecting case organizations that have wide-scale CSR participation.
References


Appendix 1- E-mail to organization

Subject: Request for permission to conduct research

From: Fardin Afthab (fardin_afthab@yahoo.com)

To: fareeda.afthab@fgb.ae

Date: Friday, January 13, 2017 11:08 AM

Dear Ma'am,

Hope this mail finds you well.

I'm writing to request permission to conduct a research study at your organization.

I'm a registered MBA (Strategic Management and Leadership) student at the Cardiff Metropolitan University (Student Id: s120114340, email id: F.Afthab@outlook.cardiffmet.ac.uk). I'm currently in the dissertation phase of my MBA. The proposed topic of my research is "To evaluate employee awareness and perception of Corporate Social Responsibility (CSR) within the banking sector: A case study on First Gulf Bank, Abu Dhabi." The objectives of the study are:

1. To investigate the role of employees in successful CSR implementation.
2. To detail significance of employee awareness of CSR in the banking sector.
3. To investigate the antecedents of employee perception of CSR in the banking sector.
4. To investigate the consequences of employee perception of CSR in the banking sector.
5. To analyse the awareness and perception of CSR among the employees in First Gulf Bank, Abu Dhabi.

FGB was chosen to conduct this study because of its successful track record of Corporate Social Responsibility initiatives and sponsorship programmes when compared to the other banks in the region.

I am hereby seeking your consent to the participation of employees of your organization in a survey questionnaire taking no longer than 10 minutes which will be electronically administered.

Should you require any further information, please do not hesitate to contact me or my programme-in-charge whose contact details are as given below;

Dr. Mr. Mukul Madahar
MBA Programme Director
Cardiff Metropolitan University (Principal Lecturer)
Email id: mmadahar@cardiffmet.ac.uk
Phone: +44 (0) 29 2041 6307

Upon completion of the study, I undertake to provide you with a bound copy of the dissertation.

Your permission to conduct this study will be greatly appreciated. If you are not the right person, request you to kindly direct me to the concerned person.

Looking forward to your reply.

P.S. An Ethics Clearance Certificate will be issued by the University, a copy of which will be forwarded to you as soon as received.

Thank you and regards,

Fardin Afthab
Contact Number: 00919207026014

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Appendix 2- Questionnaire

School of Management, Cardiff Metropolitan University

Evaluation of the impacts of employee awareness and perception of Corporate Social Responsibility (CSR) within the banking sector

Section A: Background Questions

1. How long have you been working in this organization?
   - □ Less than 6 months
   - □ 6 months-1 year
   - □ 1-3 years
   - □ 3-5 years
   - □ More than 5 years

2. What is your job role?
   - □ Officer
   - □ Senior Officer
   - □ Assistant Manager
   - □ Manager
   - □ Other

3. Gender
   - □ Female
   - □ Male

4. Age
   - □ Less than 30 years
   - □ 30 to 39 years
   - □ 40 to 49 years
   - □ 50 to 59 years
   - □ More than 60 years
Section B

5. How familiar are you with the term Corporate Social Responsibility (CSR)?
   - □ Very familiar
   - □ Somewhat familiar
   - □ Not familiar

6. I feel organizations should take care of the environment and community apart from making profit.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
</table>

7. Imagine you are a job applicant. Please indicate the extent to which you agree/disagree that the following attributes of the organization will motivate you to apply for a job there:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. A constant participator in social welfare programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Known to take measures to reduce the organization’s negative impacts on the environment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Fosters a healthy and nurturing working climate.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Follows ethical and sustainable policies.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
e. Maintains good relationship with customers and the community.

f. Follows good corporate practices.

g. Offers good employee benefits and packages.

8. Please indicate the extent to which you agree/disagree to the following;

“As an employee, it is important for me that;”

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>h. My organization values causes that I hold close to.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. The work I do is meaningful.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>j. My organization follows ethical practices.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>k. My organization gives utmost importance to employee welfare.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>l. My organization’s works impact peoples’ lives positively.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Imagine that the organization you are working for donates regularly to charities, sponsors community and environmental welfare events (like run-for-causes/blood donations/tree planting/clean-up drives/donation of old clothes or toys or books) and encourages employees to volunteer for the same. In addition, the organization also has an excellent working climate and a system that prioritizes the welfare, safety and security of employees. The organization also makes it a point to use sustainable resources in its day-to-day operations.

Please indicate the extent to which you agree/disagree to the following statements:

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. I am more likely to feel proud of the organization.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. I will be excited to go to work there.</td>
<td></td>
<td></td>
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<td>c. I will be more inspired to meet my goals at work.</td>
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<td>d. I will be very happy to talk about my organization to outsiders.</td>
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<td>e. I will be delighted to spend the rest of my career at this organization.</td>
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</tbody>
</table>

10. I have participated in social initiative events hosted/supported by my organization.

☐ Yes
☐ No
11. Please select the types of volunteer activities you are interested in (tick all that apply):

- Projects with disabled people
- Projects with children
- Projects with under-privileged adults
- Environmental projects
- Medical camps
- Sport related projects

Section D

12. How do you think employees feel about their organization which is socially and environmentally responsible?

13. Will your commitment towards your organization change if it is a socially and environmentally responsible one? Please elaborate.

14. How satisfied will you be with your job if you are able to make a difference in this world with the help of your organization?

Thank you for taking the time to complete this survey
Appendix 3- Design of Questionnaire
The questions to collect the quantitative data in sections A, B and C are as follows:

Section A:

Background questions (Q1-Q4): - number of years of experience in the organization, job role, gender, age

Section B:

Q5:- Familiarity of the term Corporate Social Responsibility (CSR)
Q6:- Agreement/disagreement to organizations involving in CSR
Q7:- Statements a,b,c,d,e,f,g measure the desirability of an organization to a job applicant having the following CSR elements
   a. Socially responsible
   b. Environmentally responsible
   c. Employee welfare
   d. Corporate governance
Q8:- Analysis of employee’s psychological needs fulfilment from their organization

Section C:

Q9:- Statements a to e measure an employee’s organizational commitment, work meaningfulness, employee identification, organizational citizenship behaviour with respect to their perception of CSR in their organization.
   a. Employee Identification
   b. Job Satisfaction
   c. Work Meaningfulness
   d. Organizational Citizenship behaviour
   e. Organization Commitment
Q10:- CSR participation
Q11: CSR activities of interest

The open-ended questions on the questionnaire to collect qualitative data are as follows;

Section D:

Q12: Employees opinion of socially responsible organizations

Q13: Organizational Commitment towards a socially responsible organization

Q14: Job satisfaction on working for a socially responsible organization and making a difference
Appendix 4- Participant Consent Form

Cardiff Metropolitan University Ethics Reference Number: 2016D0477

Participant name or Study ID Number:

Title of Project: To evaluate the impacts of employee awareness and perception of Corporate Social Responsibility (CSR) within the banking sector: A case study on First Gulf Bank (FGB), Abu Dhabi.

Name of Researcher: Fardin Afthab

**Participant to complete this section:** Please initial each box.

1. I confirm that I have read and understand the information sheet for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily. [  ]

2. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason. [  ]

3. I agree to take part in the above study. [  ] Yes No

4. I agree to the use of anonymised quotes in publications [  ] [  ]

_______________________________________   ___________________
Signature of Participant  Date

_______________________________________  ___________________
Name of person taking consent  Date

____________________________________
Signature of person taking consent

*When completed, 1 copy for participant & 1 copy for researcher site file.*
Appendix 5-Participant Information Sheet

Evaluation of Employee Awareness and Perception of Corporate Social Responsibility (CSR) within the Banking Sector: A Case Study on First Gulf Bank, Abu Dhabi

Cardiff Metropolitan University Protocol Number: 2016D0477

Project summary
The purpose of this research project is to evaluate the impacts of employee awareness and perception of Corporate Social Responsibility (CSR) within the banking sector.

Why have you been asked to participate?
You have been asked to participate because you are an employee of the case organization.
Your participation is entirely voluntary and you may withdraw at any time, if you wish to.

Project risks
The research involves the completion of a questionnaire. We are not seeking to collect any sensitive data on you. We do not think that there are any significant risks associated with this study. However, if you do feel that any of the questions are inappropriate then you can stop at any time. Furthermore, you can change your mind and withdraw from the study at any time – we will completely respect your decision.

YOU WILL BE OFFERED A COPY OF THIS INFORMATION SHEET TO KEEP

If you require any further information about this project then please contact:

Fardin Afthab, Cardiff Metropolitan University
Cardiff Metropolitan University email: st20114340@outlook.cardiffmet.ac.uk
Ethics Approval Number: 2016D0477

**Word Count:** 12,785 (excludes tables, contents, references and appendices)