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**AN ANALYSIS OF EMPLOYEE PARTICIPATION IN CORPORATE SOCIAL
RESPONSIBILITY AND ITS IMPACT ON WORK COMMITMENT AND JOB
OUTCOMES.**

BY

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**A LONG ESSAY SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
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DECLARATION

I, **Barbara Kwakyewa Sarpong** hereby declare that this dissertation is my original work apart from quotations, and ideas borrowed from other authors who have been referenced. I, therefore, accept full responsibility for any mistakes it may contain.

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SUPERVISORS DECLARATION

I declare that the preparation and the presentation of this long essay was in accordance with guidelines on supervision of long essay as laid down by the Ghana Institute of Journalism.

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DR STANLEY K. M. SEMARCO
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DATE

DEDICATION

This work is dedicated to my beloved daughter Afia Darkowaa Kyeremateng-Kankam, who did not have enough of me as her mum due to my Masters Program.

And to Honourable Kwame Osei-Prempeh, The MD/GROUP CEO of Goil Company Limited who has been my source of inspiration, gave me strength when I thought of giving up, supported me financially, emotionally and spiritually.

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Abstract

Extant literature suggests that the level of awareness and participation of employees in an organisation's corporate social responsibility is essential in engendering employee commitment and work outcomes. This is essential given the influence of work engagement on both employee health and organisational productivity, as well as the importance of CSR for society. The current essay examines the participation of employees in the CSR activities of organisations in and its effect on workplace commitment and job outcomes (job satisfaction, performance, turnover intentions etc.). The study was conducted by means of secondary/desktop research. Literature was reviewed in relation to the objectives of the study. Result from literature demonstrates a positive relationship between participation in CSR and organisational commitment and job outcome. The essay makes recommendations for future research using primary data.

CHAPTER ONE

INTRODUCTION

1.0.Introduction

This session deals with the introductory aspect of the work. It will discuss the background to the study, problem statement as well as the significance of the study. The chapter will also include the scope of the study and the organisation of the study.

1.1.Background

In today's competitive business environment, the concept of corporate social responsibility (henceforth referred to as CSR) has become the buzz word (or topic) for organisations and society at large. It is a topic that continues to garner debates with diverse opinions. CSR is no longer perceived as optional for an organisation, but an obligation required by society in order to be legitimised. The global world system has made businesses more competitive. Because of these, organisations now rely on relationships with multitudes of stakeholders and stay connected with stakeholders who have the potential to affect the organisation. CSR is regarded generally as both critical and controversial due to the conflicting views it generates (Chandler, 2017). CSR is critical to organisations because the fortunes of an organisation is aligned with its relationship with society. Organisations create mutually beneficial relationships with societies to drive progress and affluence. At the same time, it is viewed as controversial because for some critics, businesses exist purely to make financial gains and not to give anything to society. For instance, whereas people like Friedman, argue that society benefits most when firms focus purely on their financial success, others such as David Packard (co-founder of Hewlett-Packard) take it from a broader perspective with the following comment:

I think many people assume, wrongly, that a company exists simply to make money. While this is an important result of a company's existence, we have to go deeper and find the real reasons for our being. . . . A group of people get together

and exist as an institution that we call a company so that they are able to accomplish something collectively that they could not accomplish separately—they make a contribution to society (Chandler, 2017:54).

Regardless, of the debate concerning the nature of CSR, organisations worldwide now realise its importance to their survival. Many organisations thus make substantial investments in CSR to take care of all their stakeholders and hence remain successful in the market. Many of the reasons given for this new direction include reputation, brand image, economic considerations, ethical considerations, increased shareholder value, improved relationships with suppliers and governments amongst others (KPMG, 2011). Organisations now utilise CSR to increase brand awareness, strengthen their relationship with key stakeholders, and influence the commitment of their employees by engaging them actively in the process (Marsaikahan, 2014). Although organisations are not public entities such as country or region, they are nevertheless to consider the impact of their actions on society since they are part of the societal infrastructure. Organisations impact their environment by adhering to the rules and regulations of society through its contribution towards improving the society in which it operates. They are therefore required to assist in the removal/alleviation of the problems of society (Tench & Yeomans, 2017). CSR advocates argue that organisations should not only be in the business of making profits. Organisations must also consider the social and moral obligations they have towards the larger society (Swann, 2014).

In reviewing the relationship between CSR and stakeholder engagement, CSR can bring organisational and stakeholder values together. This leads to a convergence between the CSR responsibility of the business and the needs of the stakeholders. For an organisation's CSR activities to be successful, it needs its key stakeholders to be involved. According to Saeed and Arshad (2012) opinions of key stakeholders must be factored in any CSR strategy if it is to be implemented successfully. Within the context of

CSR, stakeholders are characterised as individuals/groups who affect and are affected by the activities of the organisation and to whom the CSR activities of the organisation is oriented towards. A CSR activity can therefore never be fully successful without taking into consideration the interest of stakeholders (Sun, Salama, Hussainey, & Habbash, 2010). Frostenson, Helin, and Sandstorm (2011) posit that, the quality of a CSR strategy will depend on how an organisation successfully filters ideas and guidelines geared towards the organisation by the relevant stakeholders in the communication process.

The current business environment is such that organisations cannot operate as an island as they influence and are influenced by their stakeholders. Stakeholders can either contribute to the success of the organisation or its failure. Richardson and Hinton (2015), aptly note that in the current business environment, engaging actively with stakeholders to build a mutually beneficial system is essential. Such stakeholders include internal stakeholders or employees.

1.2.Problem statement

Organisations worldwide have realised the importance of CSR to their survival. Many organisations are therefore making substantial investments in CSR to take care of all their stakeholders and hence remain successful in the market. Organisations can utilise CSR to increase brand awareness, strengthen their relationship with key stakeholders, and influence the commitment of their employees by engaging them actively in the process (Marsaikahan, 2014). At the academic level, several studies have been conducted to determine the nature of CSR on organisational performance. A review of research on CSR shows that most studies on the subject tend to focus mainly on benefits to organisational performance and external stakeholders (Porter & Kramer, 2002; Brammer & Millington, 2008). Very little attention has been paid to internal stakeholders,

particularly employees (Im, Chung, & Yang, 2017). An organisation's employees are its most important stakeholders, as the success or failure of any activity, including CSR will depend on them. They consist of groups of individuals whose actions have a direct influence on the business (Mehdi, Clare & Polonsky, 2015). Employees are important in any business venture as they directly participate in the formation, design, structure, and conduct of the business. Employees are expected to have opinions about their organisation's CSR activities which can affect their level of participation and involvement. Literature (Im et al, 2017; Moon, Hur, Ko, Kim, & Yoon, 2014; Wang, Tong, Takeuchi & George, 2016) has shown a link between CSR and organisational outcomes including job satisfaction, organisational commitment, organisational engagement, and loyalty. However, the extant literature on CSR in Ghana provides little or no evidence of the link between CSR and employee commitment to work in Ghana. This study, therefore, seeks to contribute to literature and fill the gap identified by investigating the influence of employee participation on organisational commitment and job outcomes by conducting a cross-sectional survey of employees of a selected oil marketing company.

1.3. Research Objectives

The overarching goal of the study is to examine the accrued knowledge of the level of participation of employees in CSR activities (if any) and how they influence commitment and job outcomes. Specifically, the study aims to:

- Investigate the level of awareness of CSR activities of organisations by employees
- Determine the level of participation (if any) of employees in the CSR activities of organisations

- Establish whether active participation in CSR leads to organisational commitment.
- Determine whether active participation in CSR leads to positive job outcomes

1.4. Research questions

Based on the research objectives, the following research questions will guide the study

- What is the level of awareness of employees of organisations regarding CSR activities?
- To what extent do employees of organisations participate in CSR activities?
- Does active participation in CSR activities result in organisational commitment?
- Does active participation of CSR lead to positive job outcomes (job satisfaction, organisational performance)

1.5. Significance of the study

The contribution of the study will be three. First, it will aim at filling the gap identified earlier in the problem statement regarding employee participation in CSR; second, the research can give insights into management of organisations with regards to influencing and motivating their employees to effectively participate in the organisation's CSR activities, third, it will serve as a reference guide for students who wish to investigate similar topics.

1.6.Scope of work

The study will be limited to the employees of an organisation in Accra. Staff from selected departments within the organisation will be selected for the study.

1.7.Organisation of the study

The study will be structured as follows:

Chapter one: **Introduction**. This will include an introduction, background of the study, statement of the problem, objectives, research questions, significance of the study, the scope of the study, and organisation of the study.

Chapter two: **Literature review**. This chapter will look at the theoretical framework, overview of the CSR concept, employee commitment, CSR and employee commitment and related literature and their outcomes. The chapter will discuss the Social Identity Theory and the Stakeholder Theory.

Chapter three: **Methodology**. This chapter will discuss the research method to be employed for the work. It will look at the research design, population, sampling techniques, method of data collection, data instrument and analysis.

Chapter four: **Discussion**. This chapter will look at the findings in relation to the research objectives and literature. Possible explanations of findings linked to the literature review will be offered and the conclusion drawn. It will also give recommendation and suggestion for future studies.

CHAPTER 2

LITERATURE REVIEW

2.0. Introduction

The previous chapter discussed the background to the study including the objectives, research questions and significance. The current chapter will review the relevant concepts that relate to the study. It will review existing theories concerning the subject, concepts related to CSR and related studies in the area. The process will start with a review of the theoretical framework.

2.1. Theoretical framework

The concept ‘theory’ is used in different ways, but it is commonly defined to mean an explanation of observed regularities. Barbbie (2013, p. 8) defines it as “providing systematic explanations for the observations that relate to a particular aspect of life.” In other words, a theory allows a researcher to understand why a certain phenomenon occurs. Bryman (2012) notes the essence of theory by arguing that it provides a background and a rationale for the study that is being conducted. A theory also provides the framework within which a social issue can be understood, and the research findings interpreted (p. 20). In effect, theories are essential to understanding issues. For this study, the stakeholder theory and Social identity theory will be used.

2.1.1. The stakeholder theory

Much has been discussed about the importance of developing CSR policies within a stakeholder perspective. Although organisations primarily exist for economic goals, scholars believe that the most effective way to achieve these goals is by considering the needs and values of the broad range of players who have a stake in the organisation’s pursuit of profits (Chandler, 2017). Bhattachary, Korschun, and Sen (2009) opine that the long-term survival of any organisation hinges on the ability of the organisation to garner the support of its stakeholders. In this regard, the stakeholder theory attempts to show how individuals and

groups affect an organisation and the managerial behaviour taken in response to those groups and individuals (Frooman, 1999). It provides a theoretical grounding for organisations to expand their understanding about how they have an impact on and are affected by different stakeholders including, vendors, employees, customers, and stockholders. The theory posits that organisations need to look beyond just their stockholders and expand their view of critical relationships if they want to be successful (Ulmer, 2001). Freeman (1984) postulate that where an organisation ignores a group, that group can hurt the organisation. In other words, a stakeholder is one that has a self-defined interest in the activities of an organisation and can therefore not be ignored. Chandler (2017) therefore argues that for strategic CSR to be effective, it will be in the best interest of the organisation to meet the needs and expectations of as many broad arrays of stakeholders (p. 151). Literature on the stakeholder theory (Roeck&Delobbe, 2012; Donald & Preston, 1995; Kakabadse, Rozuel, & Davies, 2005) have identified the relevance of the stakeholder to organisational success.

The CSR-stakeholder relationship has been discussed for years mostly with a focus on communication with stakeholders (Basu& Palazzo, 2008; Choi and Wang, 2009; Sen, Bhattacharya &Korschun, 2006). One of the key stakeholders of any organisation is the employees. Research demonstrates that the CSR activities of an organisation influence the overall attitude and behaviours of employees. Within the stakeholder perspective, employees are regarded as key organisational stakeholders within the CSR context. Collier and Esteban (2007) highlighted the dependence of organisations on employee responsiveness to, and engagement with CSR for effective delivery of CSR activities. Employee cooperation in the implementation of CSR activities is thus essential. Scholars have investigated the relationship between CSR and various job outcomes including organisational commitment (Stites& Michael, 2011) job satisfaction (De Roeck, Marique, Singhlhamber, &Swaen, 2014),

organisational citizenship behaviour (Rupp, Thornton, & Skarlicki, 2013), and organisational performance and turnover intentions (Sinha & Israel, 2018). Im, Chung, and Yang (2016) posited that CSR had a positive influence on workplace attitudes and behaviours such as trust, commitment, job satisfaction, organisational identification, relationship with the organisation, turnover intentions, and compassion. The theory is appropriate for the study as it describes the relationship between the organisation's CSR and stakeholder engagement.

2.1.2. Social Identity Theory (SIT)

Tajfel (1982, p. 24) conceptualised Social Identity as "...that part of the individuals' self-concept which derives from their knowledge of their membership of social group (or groups) together with the value and emotional significance of that membership." The social identity theory is premised on the fact that individuals classify themselves into social groups driven by their desire to establish and support their self-identity (Ashforth & Mael, 1989). They, therefore, identify themselves through social groups such as their organisations (Samanta, Kyriazopoulos, & Pantelidis, 2013). Employees try to be associated with organisations that are deemed to have a positive reputation (Brammer, Millington, & Rayton, 2007). Organisations that are perceived to have positive social performance eventually attracts and retains quality staff and influence their attitudes towards work (Peterson, 2004). SIT can, therefore, be used to explain the relationship between CSR activities and the commitment of employees (Turker, 2009a)

2.2. Corporate Social Responsibility – a brief overview

The term corporate social responsibility has been subjected to different definitions for several decades. These definitions have ranged from moral, ethical, legal, economic and social grounds. Within the management discipline, CSR has been associated with various themes including marketing, social obligation, stakeholder-relations, and leadership (Wang, 2015).

There is very little agreement on the definition of CSR. Kakabadse, et al., (2005) attributes this to the fact that people within (and outside) of the field employ, promote and defend different interpretations that have emerged over the years. Bowen (1953, p.6), widely regarded as the father of CSR, was the first to attempt a definition: "...the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society." Carroll (1979, p. 500) also described it as "the social responsibility of business encompasses the economic, legal, and discretionary expectations that society has on organizations at a given point in time." Carroll later represented the four components – economic, legal, ethical, and discretionary, as a pyramid. Chandler (2017) after reviewing the debate on the definition of CSR, made the following observation, which he described as a new definition of CSR:

The entirety of CSR can be discerned from the three words this phrase contains. CSR covers the relationship between *corporations* (or other for-profit organizations) and the *societies* with which they interact. It also includes the *responsibilities* that are inherent on both sides of these ties. CSR defines society in its widest sense, and on many levels, to include all stakeholder and constituent groups that maintain an ongoing interest in the firm's operations.p. 56

The author concludes that even though CSR definitions continue to evolve, it is linked with at least five dimensions identified across the many different published definitions: environmental, social, economic, stakeholder, and voluntariness.

2.3. Key elements of corporate social responsibility

Despite the different viewpoints regarding the meaning of CSR, a review of the definitions shows some key elements that run through including corporate philanthropy, accountability, long-term perspective, and social contract:

- *Corporate philanthropy*: CSR and corporate philanthropy are sometimes discussed in the same breath although there are marked differences. Corporate philanthropy consist of an organisation giving back some of its wealth to society. philanthropy does not

mean the organisation will develop a broad societal strategy to assess its effect on society and to design policies and tools to improve its impact on society. CSR on the other hand, as discussed earlier, views issues from ethical, legal, economic and philanthropic responsibilities (Carroll, 1991). Carroll argues that philanthropy is an aspect of CSR and does not, in itself, constitute CSR. “In fact, it would be argued here that philanthropy is highly desired and prized but actually less important than the other three categories of social responsibility,” the author concludes (p. 42).

- *Accountability*: from the perspective of CSR, organisations are deemed accountable to their stakeholders who can affect and are affected by the activities of the organisation (Jones, 1999).
- *Social contract*: CSR has been described as a ‘social contract’ or ‘license to operate.’

Kilcullen and Kooistra, 1999, p. 74) therefore define a corporation as:

an entity created and empowered by a state charter to act as an individual. This authorisation gives the corporation the right to own, buy and sell property, to enter into contracts, to sue and be sued, and to have legal accountability for damages and debt only to the limit of the stockholders’ investment.”

What this means is that society empowers organisations to operate when they view the behaviour of the organisation as being in sync with societal expectations. Society expects businesses to behave fairly and show accountability for their actions beyond the legal requirement. Hence when this is achieved, stakeholders will approve of the actions of the organisation.

- *Long-term perspective*: CSR is generally regarded as a long-term perspective of economic gain. This may not be measured in financial terms but it has the ability to provide an important asset for profitability in future (Carroll, 1999). The long term perspective is crucial to knowledge-based society where assets of organisations are viewed in terms of reputation, technology, and know-how.

2.4. Dimensions of CSR

Similar to the key elements of CSR, literature has identified some dimensions that affect the way organisations behave. These dimensions enable organisations to effectively plan their CSR activities. There is, however, a lack of consistency regarding the exact number of dimensions. Whereas Carroll (2016), for instance, discussed four ‘inter-related’ dimensions – economic, legal, ethical, philanthropic – which she presented in the form of a pyramid, Arsic, Stojanovic, and Mihajlovic (2017) mentioned economic, social, environmental, as well as stakeholders and voluntariness as the most important dimensions of CSR. Their conclusion was based on the work of Dahlsrud (2008). Dahlsrud (2008) reviewed several definitions of CSR and developed five dimensions of CSR – environmental, social, economic, stakeholder, and voluntarism. Finally, Gonzalez-Rodriguez, Diaz-Fernandez, and Simonetti (2015) developed three dimensions, which they referred to as the ‘triple-bottom-line approach to developing a model that examines the drivers that influences consumers’ and entrepreneurs perception of CSR. The three dimensions are financial, social and environmental. Social and economic dimensions appear to be common within all the dimensions reviewed.

2.5. Employees level of awareness of CSR activities

Level of awareness of CSR activities by employees in any organisation is the first step in engendering commitment and job satisfaction. When employees are aware of what an organisation is doing with regards to helping society, they are likely to get involved. Schaefer, Terlutter and Diehl (2020) have noted the importance of increasing CSR awareness among employees in order to increase CSR commitment. The authors opine that raising awareness of ongoing CSR activities among employees will lead to support for such projects by employees. Choi, Myung and Kim (2018) also recommended increasing CSR awareness among employees in order to engender involvement. Brunton, Taskin and Eweje (2015) also

suggested the need to heighten employee awareness of CSR activities. The few studies done, as demonstrated in the reviewed literature clearly shows a relationship between awareness of CSR and participation. This also has an influence on commitment and job outcomes. . Chong (2009) explained that individuals who are aware of an organization's CSR initiatives tend to show more positive associations with the organization, greater identification, and commitment. Ellis (2008) posits that awareness of CSR can lead to the development of a bilateral psychological contract between the employees and the organisation. Guest (Cited in Alfaro-Barrantes, 2012) describes psychological contracts as being made up of employees beliefs about the reciprocal obligations between them and their organisations. In this situation, employees expect the organization to have beneficent motives and be committed to a valued social cause (Ellis, 2008; Handelman, 2006; Turker, 2009). In return, employees will also support the cause even if it involves some sacrifice on their part (Thompson & Bunderson, 2003).

2.6. Participation of employees in CSR activities of an organisation

Employee involvement in organisational activities is perceived as the most important element of organisational success. The success and sustainability of any organisation are dependent on how the organisation relates to its employees. This is because employees can be affected by and also affect the activities of their organisations' activities. Involvement or participation occurs when employees feel an emotional connection and commitment towards the organisation and its objectives. it is an approach designed to ensure that employees are committed, motivated to contribute towards the success of the organisation, respects the organisational values, and can improve their sense of connectivity and well-being (Bapat & Upadhyay, 2017). Literature on employee involvement in organisational programmes demonstrates common themes dealing with increased trust, sensitivity to work, job satisfaction, connection with the company, and pride at being part of the organisation. These

concepts ultimately contribute, directly or indirectly, towards increasing employee commitment and job outcomes. Extant literature shows that employee participation in CSR has several outcomes. Participation is, therefore, not reviewed in isolation as it is linked to other variables. The next session will discuss two key outcomes in relation to the rest of the research objectives. Employee CSR participation is important in that it can make CSR a part of an organization's actions derived from its culture or values rather than an outcome of external pressure (Chen & Hung-Baesecke, 2014), . Furthermore, organizations are dependent on employee responsiveness to and participation in CSR for the effective delivery of CSR activities (Collier & Estaben, 2000). Thus, employees play key roles as the enactors of organizational CSR (McShane & Cunningham, 2012). Vlachos, Panagopoulos, and Rapp (2013) suggested that the perceptions and participation of employees in CSR have different psychological mechanisms in explaining the impact of CSR on employees. They found that CSR participation increases organizational identification, in turn, influencing organizational commitment whereas CSR perceptions did not directly affect organizational identification

2.6.1. Participation in CSR and organisational commitment.

Gond, Akremi, Swaen and Babu (2017) stress the importance of understanding why people become involved in CSR activities. Knowing and understanding such motives will enable organisations to know why people participate in CSR activities. Rupp, Williams and Aguilera (2011) therefore suggest that potential benefits reaped by employees and organisations from their involvement in CSR initiatives are linked to the extent to which those involved see their compliance with, participation in, and advocacy for CSR as self-determined. Samanta et al., (2013) suggests a positive relationship between commitment and CSR beliefs. They opine that the self-respect of employees are strengthened when they perceive the organisations CSR programmes positively. Employees become emotionally

attached to the organisation, described by Meyer and Allen (1997) as *affective commitment*. The authors also found that CSR programmes can be more effective in increasing employee commitments where there is low job satisfaction. According to Bhattacharya and Korschun (2012), CSR activities are most effective when employees are involved in the process of planning, designing and applying the CSR initiatives whilst the employers are acting as enablers. Because employees know what they need best, they are more likely to develop CSR programmes that will, in turn, bring the most sense and purpose and potentially job satisfaction to them. Amarsaikhan (2014) also found a significant relationship between the involvement of employees in CSR activities and employee organisational commitment. Wang (2017) demonstrated that employee perception of involvement in CSR had an indirect relationship with turnover intention, in-role job performance, and helping behaviour. Marquis, Glynn and Davis (2007) are of the view that initiating employee volunteering programmes leads to the development of vibrant corporate social action plan which, in turn, promote behaviours seeking to improve social conditions of communities. Sinha and Israel (2018) therefore conceptualised employee involvement in CSR activities as, the actual time and effort one contributes, involves oneself in and participates in CSR activities, p. 179. Tyler and Blader (2003) posit that an individual need to be psychologically engaged with an organisation so that the membership of the organisation adds on to be a positive social identity. They argue that the development of a positive identity is dependent on the extent to which a person derives pride from the organisation and the respect they receive within the organisation. Commitment is therefore linked with CSR. Meyer and Allen (1997) identified three main dimensions of commitment: Affective, Continuance and Normative. Affective, as noted earlier, has a link with CSR since it deals with identification, involvement with, and emotional attachment to an organisation. This result in a desire of the employee to stay with the organisation, (p. 93).

2.6.2. Participation in CSR and positive job outcomes (job satisfaction, organisational performance).

Extant research has associated employee participation in CSR activities to positive job outcomes including job performance (Rodrigo & Arenas, 2008), organisational citizenship (Rupp et al., 2013), organisational performance (Wang, Fu, Qiu, Moore, & Wang, 2017) and turnover intentions (Hansen, Dunford, Boss, Boss & Angermeier, 2011). Kim, Lee, Lee, and Kim (2010) for example, assert that CSR communicates the underlying values of the organization that can increase an employee's morale, self-esteem, and fulfilment of higher-order needs and values with one's organization, which then triggers prosocial attitudes and behaviours toward the organization. Therefore, CSR enhances organizational outcomes such as job satisfaction, organizational identification, and organizational commitment. In the same vein, Koh and Boo (2001) argue that job satisfaction increases when employees perceive their organisations are engaging in ethical practices such as CSR activities. Zhu, Yin, Liu, and Lai (2012), demonstrated the significant relationship between employee participation in CSR and satisfaction. Similarly, Glavas and Kelly (2014) found that CSR participation is positively related to job satisfaction. Schaefer et al. (2020) also acknowledged the positive link between employee CSR participation and job-related outcomes such as organisational pride, job satisfaction, and positive word-of-mouth about the organisational CSR engagement. In general, literature (as reviewed) shows that the level of participation in CSR activities by employees influences their attitudes and behaviours to support the organisation in accomplishing its social and economic goals.

2.7. Related studies

This section will discuss empirical studies conducted in the area. Research on CSR is not a new phenomenon. However, it has gained prominence in the last few years, especially in emerging economies. The section will review empirical studies on CSR and employee participation from other parts of the world before looking at Ghana.

Ramasamy and Ting (2004) conducted a comparative analysis of employee level of awareness about CSR activities in their organisations. The result showed a low level of awareness of CSR activities among employees in Singapore and Malaysia. Raub and Blunschi (2014) found employees' awareness of CSR activities is positively related to job satisfaction, engagement in helping and voice behaviour, and personal initiative, and CSR awareness is negatively related to emotional exhaustion. Aderum and Bejnarowicz (2018) found that employees tend to take CSR related actions without being fully aware of their organisation's CSR. Choi, Myung and Kim (2018) noted a casual relationship between employees' awareness of CSR activities and employee deviance in organisations. In other words, awareness of CSR activities decreases employee deviance. Similarly, Auguinis and Glavas (2017) postulated that increased employee awareness of CSR initiatives can lead to enhanced employee meaningfulness. Awareness of CSR initiatives has also been linked to employees' increased morale and performance (McWilliams & Siegel, 2001). Hence, CSR initiatives can have a positive impact on employees' perceptions. Bhattacharya & Sen, (2004) therefore conclude that for this to occur, however, employees must be aware of the CSR initiatives

In their study on employee participation in CSR and its impact on employee engagement, Bapat and Upadhyay (2017) found a correlation between involvement in CSR and organisational trust, sensitivity towards work, and connection with the organisation. Hautala (2016) demonstrated that employee participation in CSR programmes aids managers to

understand how effective engagement with stakeholders can enhance the development of such activities. De Melo (2016) contend that participation of employees is likely to lead to the identification of (social) issues that otherwise could have been neglected. Baric (2017) also suggests that there is a natural connection between CSR and employees. Baric concludes that the quality of the relationship between an organisation and its employees is an important factor in the success of the organisation, especially as the organisation seeks to be seen as unique from its competitors. Again, Cheng and Ahmad (2010) found that including the views of internal stakeholders into CSR activities ultimately alters the fundamental process of evaluation among such stakeholders. Finally, Rupp, Shao, Skarlicki, Paddock, Kim, and Nadisic (2018) found that employees' perception of an organisation's socially responsible actions can have a positive effect in terms of increased work engagement.

Concerning employee participation and its effect on organisational commitment and work outcome, Im, Chung, and Yang (2016) found that employee participation in CSR is positively related to organisational identification, job satisfaction, and organisational commitment. What this means is that CSR has a positive effect on job outcomes. Similarly, Amarsaikhan (2014) demonstrated that CSR to social and non-social stakeholders, CSR to employees, and CSR to customers were all significant factors in influencing employee organisational commitment. Several other studies have found a positive relationship between CSR and workplace attitudes and behaviours such as job satisfaction (Vlachos, Panagopoulous, & Rapp, 2013), organisational identification (Lee, Park & Lee, 2013; Kim, Lee, Lee & Kim, 2010), commitment (Bhattachary et al, 2009), trust (Hensen, Dunford, Boss, Boss, & Angermeire, 2011), job performance (Korschun, Bhattacharya, & Swain, 2014), attractiveness to prospective employees (Greenin& Turban, 2000), and turnover intentions (Hensen et al., 2011).

In Ghana, Amo-Mensah (2019) reviewed over 47 published academic papers on CSR in Ghana and concluded that CSR research in Ghana was skewed towards multinational or internationally connected organisations. Moreover, research papers tended to focus on online communication (Boateng, 2016), CSR information needs of customers (Okoe& Boateng, 2016), Customer preferences and reactions to CSR (Hinson, Renner, & Van Zyl, 2016), CSR and financial performance (Ofori, Nyuur& Darko, 2014). None focuses on employee participation and the effect on outcomes. This makes the current research timely and important.

Summary

The literature review shows that employee participation in CSR programmes is important in generating a positive reputation of the organisation and positive job outcomes including commitment, accountability, trust, job satisfaction, and turnover intentions. The research intends to establish whether these variables will have a positive rating with the organisation to be studied.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

Research methodology describes the methods/techniques used in the gathering of research data. It is a general plan that consists of several procedures to be used in the research process (Rajaesekar, 2013). The research methodology displays the sort of information needed, methods to be used in collecting the data and how all the processes will answer the research questions (Richards & Morse, 2012). It can be concluded then that research methodology deals with the step by step process of conducting research.

Research methodology consists of quantitative – which deals with descriptive analysis of data, numbers/statistical tools – and qualitative – which analyses data through the use of words or usage of thematic concepts and interpretation.

Because the research is based on secondary data, the structure of the methodology will be different. It will start by briefly discussing the methodology used for the long essay, including the design that guided the study. It will be followed by how the articles reviewed were sampled and the number of articles reviewed. A proposition will then be made for methodology to be used in future when primary data is to be collected

3.2. Methodology for the current research

3.2.1. Design that guided the study

A desktop literature review was utilised in the development of the research. The desktop research reviews existing research for information relevant to a study. The purpose is to identify gaps in existing data that requires further research and also understand how a research work may contribute back to a larger body of knowledge (Stacks 2017). Desktop research, also referred to as secondary research, allows the researcher to draw inferences

found in literature. Curtis and Curtis (2011) posit that secondary research can be sourced from several places including libraries, internet, databases etc. The use of the secondary data has become necessary due to the inability of the researcher to gather primary data necessitated by the Covid-19 pandemic.

3.2.2. Sampling technique

Because the study was on employees' participation in CSR and its effect on commitment and job outcomes, the researcher focused on articles related to the key indicators. To this effect, the study purposively sampled several research articles and books related to the topic under investigation. The articles were sampled by reviewing books, journal articles, essays, dissertations related to the study. more than a 100 documents were reviewed in relation to the study. A number of areas were reviewed in relation to literature. This included a background review on employee participation in CSR, theories aligned to the work, various definitions of CSR, dimensions of CSR and review of literature based on key thematic areas such as the level of awareness of CSR, employee participation in CSR activities of organisations and effective of employee participation in CSR on commitment and job outcomes. Similar studies related to the study was also reviewed.

3.3. Proposed methodology for future research on the study

3.3.1. Research design.

The research design refers to techniques used in data gathering, analysis and reporting. It involves a number of processes including the population, area of study and the various sampling and methods of data collection. All these come together to address the research problem (Gravetter & Forzano, 2017). Harwell (2011) notes the importance of research

design due to its ability to communicate information concerning the essential aspects of the study. The research design refers to the plan for connecting research problems to empirical research. It is regarded as the “blueprint” for gathering data that answer specific research questions or test hypotheses (Bhattacharjee, 2006). This means that the research design puts out the sort of information needed, methods to be used in collecting the data and how all the processes will answer the research questions (Richards & Morse, 2012). According to Creswell (2018), there are three approaches to research design: quantitative, qualitative and mixed methods.

The current research was developed using the secondary literature review. This does not follow any of the format discussed above. However, future studies on the subject will recommend using the quantitative design to gather data (The choice of quantitative is further explained below).

3.3.2. Study Population

A population refers to the set of individuals or groups that a researcher is interested in (Gravetter & Forzanno, 2017). Wimmer and Dominic (2014) also define it as “a group or class of subjects, variables, concepts, or phenomena, p. 89.” There are two main categories of population: the target population and the accessible population. The target population refers to the actual population the researcher wants to study. It is the population of theoretical interest, However, sometimes circumstances will not permit this. In such a situation, the researcher focuses on the accessible population; that is, that part of the population who are reachable and can be picked for the study (Gravetter & Forzano, 2017). The accessible population is thus an offshoot of the population.

The current study did not use any research population. Nevertheless, future studies on this will consider gathering primary data using employees of an oil marketing company. This will be in the form of a case study

3.3.3. Sampling study

Sampling is described as the cluster of people or events from or about which a researcher will actually gather data. Sampling, once properly done, allows the researcher to make claims about the populations that are much larger than their actual sample with a fair amount of confidence (Blackstone, 2012). Dawson (2009) regards it as selecting a smaller, more manageable number of people to take part in a research. In a typical research, the ideal situation is to use the entire population in order to achieve objectivity. Populations are however huge, containing far too many individuals to measure and study. Researchers are therefore allowed to carefully take a sample from the population to investigate (Schutt, 2019). Sampling is therefore considered a means to an end: to learn something about a large group without having to study every member of that group. In quantitative research, it is believed that if the sample is selected carefully using the correct procedure, it is possible to generalise the results to the whole of the research population. In view of this, selected staff from different departments will be used to represent the population for the study.

There are two types of sampling, the probability and the non-probability. In probability sampling, every element/individual within the population has a chance of being selected. It follows the principle of randomness. In nonprobability sampling, the population is not known, and members of the population have no equal chance of being selected for the study (Wimmer & Dominick, 2014). Primary data collection in future will use the probability sampling method. The probability sampling method will be used to determine the sampling for the internal stakeholders because the population of the study is known.

3.3.4. Sampling procedure and sample size

In future studies to gather primary data, the stratified sampling method will be employed to sample from the population. In stratified sampling, the researcher divides the study population into relevant subgroups and then draw a sample from each subgroup (Blackstone, 2012). The selected organisation is categorised into various operational areas. It is also recommended that future studies use the quota sampling technique to select respondents to represent each department. However, as some populations will be larger than others, the size of the quota for each department will be dependent on the population size in each department. Which means that the sample population is likely to be unequal as some population members will be more than others. Below is a breakdown of the various departments and quota to be selected.

Table 1: breakdown of department in the OMC.

Department	Total staff	Sample selected @ 50% of each dept.
Corporate Affairs	15	8
Audit	15	8
Marketing	60	30
Planning & IT	15	8
HR/Admin	15	8
Legal	6	3
Finance	15	7
Health, Safety, Security & Environment	30	15
Technical and special products	30	15
Operations	19	10
Total	220	112

Further studies on this propose to use a sample size of 112 respondents from among the internal stakeholders for the research. The researcher believes that a sample size of 122 is sufficient to make meaningful analysis, especially in lieu of the overall population of the administrative staff, which is 220.

3.3.5. Data Collection method

It is further proposed that future research will employ both primary and secondary data. Data collection methods refer to the approach used in gathering information on a subject of interest. Data collection techniques allow the researcher to learn about a phenomenon by gathering information from individuals, groups, and text in any medium (Nagy, Biber & Leavy, 2011). One can collect data using observation, personal one-on-one interview or group settings (Kothari, 2004). It is proposed that the survey method of data collection be used to gather information on the subject under study. A survey is a quantitative method that allows a researcher to pose set of predetermined questions to an entire group, or sample of individuals. Survey uses questionnaires or interviews (usually telephone) to collect data from a sample usually selected to represent the population (Martella, Nelson, Morgan, & Marchand-Martella, 2013).

3.3.6. Data collection instrument

Any future research proposes to use questionnaire to seek the views of staff of the selected organisation on their engagement in CSR policies and practices of the organisation. Questionnaires allow a researcher to gather a large amount of data. It consist of a number of questions usually with close ended responses. The responses provided allows for easy analysis as well.

3.3.7. Data Analysis Method

The recommended analysis of future research will be descriptive in nature. Frequencies, percentages, bar charts and pie charts will be used to explain the relationships and responses of respondents. Data analysis will be done using the Statistical Package for Social Sciences (SPSS) software. Data analysed recommended to be presented using tables, charts and graphs.

3.4. Summary

The chapter examined the recommended research design to be used in gathering and analysing the data. It discussed the various techniques including the study area, study population, sampling, data collection methods and data analysis.

CHAPTER FOUR

CONCLUSION

4.0. Introduction

This section discusses how the research will contribute to literature. It will give a summary and then discuss the conclusion.

4.1. summary

The study sought to investigate the participation of employees of an organisation in CSR activities and how this leads to work commitment and job outcomes, if any. The study used secondary research by reviewing literature on the subject under investigation. Literature on CSR from different jurisdictions including the various reasons people undertake CSR. The literature further reviewed internal stakeholder participation in CSR and its impact on job outcomes. The literature reviewed showed a strong link between CSR and employee engagement. It demonstrates clearly that a significant relationship exists between the involvement of employees in CSR and organisational commitment and job outcomes. This is because employees feel a part of the organisation when they are involved in the development and implementation of CSR policies.

A review of research on CSR in Ghana also found that focus is mainly on health, youth empowerment, poverty alleviation, community development, online communication, information needs, etc. involvement of internal staff in CSR and its effect on job outcomes and organisational commitment is, however, not focused on in Ghana, leaving a gap in research which needs to be filled.

4.2. contribution to knowledge

Given findings from literature, it is clear there is a gap in literature as far as research on CSR in Ghana is concerned. The research will therefore contribute to the literature available by looking at CSR from an internal point of view. As the literature demonstrated, research on

employee involvement in CSR and its moderated effect on job outcomes and organisational commitment is a topical issue that has been studied worldwide, especially in the last two decades. However, the publication of such studies from an African, and that matter Ghanaian perspective is severely missing. Sriramesh, Rhee and Sung (2013) called for a greater number of research from different socio-cultural environments, especially Africa and Latin America. This research is therefore in line with what Sriramesh et al. (2013) and other scholars have said regarding the need to contribute to the little literature available on the continent in order to expose Africa to the global discussion on issues such as CSR. This research will therefore contribute to the research on CSR in Ghana, and Africa in general, by looking at it from an area that has never been looked at in the country. Insight will be gained into whether the result will be the same as it is elsewhere, or other factors influence job outcomes and organisational commitment.

4.3. Conclusion

The research looked at employee participation in CSR and its effect on organisational commitment and job outcome. Overall, the secondary research has demonstrated a lack of research on the topic in Ghana.

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