

**EMPLOYEES' PERCEPTIONS OF CORPORATE SOCIAL RESPONSIBILITY AND
THE RELATIONSHIP WITH ORGANISATIONAL COMMITMENT AND INTENTION
TO STAY IN A TELECOMMUNICATIONS COMPANY**



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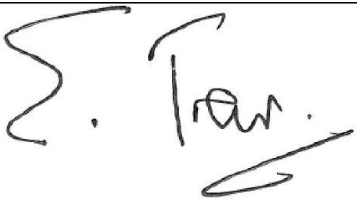
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DEDICATION

The dissertation is dedicated to parents Mr. and Mrs. Ndjama who have believed in my capabilities throughout my academic journey.

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I would like to express my gratitude to my supervisor, Dr Pierre A. Joubert for his patience, advice, support, and guidance from the early stages of this research journey to the very end. He persistently inspired in me the value of excellence in research, which greatly motivated me to complete this study. I attribute a large portion of this work to him because without his guidance and persistence in helping me, this dissertation would not have been possible.

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ABSTRACT

Keywords: corporate social responsibility, corporate sustainability, stakeholders, organisational commitment, intentions to stay, competitive advantage, and turnover.

The purpose of this study is to investigate the perceptions of employees of their organisation's CSR activities and their effects on employees' organisational commitment and intentions to stay. This study advocates that the way employees perceive their organisation's CSR practices influences the types of attachment they have towards their organisation and reinforces their intentions to stay in their current organisation. The fact that employees play a central role in the realisation of an organisation's goals makes it critical for any organisation to have employees who are willing to go beyond what is required of them and who are willing to stay in the organisation at least until the completion of their duties or contracts.

In this study, a quantitative research paradigm and a descriptive research method were used to investigate a sample size of 350 employees working in one of the telecommunication organisations in Cameroon. In order to minimise the study bias, simple random sampling was used to ensure that the sample accurately reflects the larger population (N=670). Data was collected with the aid of a structured questionnaire and the results of the correlation analysis revealed that all four CSR dimensions are significantly and positively related to organisational commitment variables as well as to employees' intentions to stay. CSR also showed strong predictive relationships with the various facets of organisational commitment. Organisational commitment in turn also showed strong predictive relationships with intention to stay within an organisation.

Findings and recommendations of this study are important to employers as it provides crucial information regarding the types of activities organisations could engage in, and for employees to consider them as socially responsible. Such involvement in CSR activities can improve employees' organisational commitment and reinforce their intentions to stay in their current organisation.

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LIST OF ACRONYMS

ALUCAM: Cameroon Aluminium Company

CBI: The Confederation of British Industry

CC: Corporate Citizenship

CCI: Corporate Community Involvement

CELA: Club of Emerging Leaders for Africa

CEO: Chief Executive Officer (CEO)

CGO: Center for Gender in Organisations

CSP: Corporate Social Performance

CSR: Corporate Social Responsibility

ESAEC: Employment and Social Affairs of the European Commission

EVPs: Employee Volunteering Programs

FMECD: Federal Ministry for Economic Cooperation and Development

HS&E: Health, Safety and Environmental

LGBT: Lesbian, gay, bisexual, and transgender

SAP: System Applications Products

SDGE: Strategy Document for Growth and Employment

SMEs: Small and Medium-sized Enterprises

USA: United State of America

WBCSD: World Business Council for Sustainable Development

CHAPTER 1: INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION AND BACKGROUND TO THE STUDY

The impact of an organisation's activities on people's quality of life leads to increased concerns about Corporate Social Responsibility (CSR) (Onlaor & Rotchanakitumnuai 2010:1574). According to Onlaor and Rotchanakitumnuai (2010:1574), CSR is considered by individuals as a necessity, and has resulted in organisations that are expected to define their roles in society to apply social, ethical, and legal responsibilities to their businesses. In the early 20th century organisations were dominated solely by the objective of profit maximisation. In the 1970s, social activists began questioning organisations on their sole objective of profit maximisation, since every organisation gains its existence and momentum from society (Choudhary & Singh 2012:57). Organisations have certain duties towards society in which it operates. Choudhary and Singh (2012:57) posited that CSR was seen as corporate "philanthropy" until the 1990s; and today it is considered as a strategy to gain a competitive advantage. This leads to the question, what does it mean for an organisation to be socially responsible?

CSR is the way in which an organisation manages and improves its social and environmental impact to generate value for both its shareholders and stakeholders by innovating its strategy and operations (CSR Europe 2003). The concept of stakeholder personalises social or societal responsibilities, which delineates specific groups of persons organisations should consider in the orientation of their CSR activities (Carroll 1991:43). Jamali (2008:217) is of the view that the stakeholder theory offers a new way to organise thinking about organisational responsibilities. The author suggests that the needs of shareholders cannot be met without satisfying to some degree, the needs of other stakeholders (Jamali 2008:217). Wood (1991:712) posits that stakeholders are likely to develop different understandings of what CSR means, what they expect from the organisation in relation to CSR and how they assess the concept. The way in which employees as one of the stakeholder groups perceive their organisation affects how they identify with it and their commitment to its goals (Wood 1991:712). The use of standard measures which define what and how CSR should be done has been discouraged but the authors advocate a flexible approach towards CSR where each organisation defines its own CSR initiatives (The Confederation of British Industry (CBI)

2009). The authors specified that the use of standard measures and guidelines for CSR by organisations hinders competition and innovation (CBI 2009). In addition, socially responsible behaviours were reflected on organisations that hold some accountability for the effects of their activities to the environment and their society (CBI 2009). CSR should be voluntary and goes beyond what is required by the legislation. Therefore there are various guidelines that direct organisations on their CSR policies on certain matters, such as waste management, human resources, work place safety, employee health, environment issues and sustainable development. Organisations should be given space to develop and devise customised CSR policies based on their own unique circumstances (CBI 2010).

The simplest and comprehensive definition of the CSR concept is that of the World Business Council for Sustainable Development (WBCSD), which refers to it as the commitment of organisations to contribute to sustainable economic development, working with employees, their families and the local communities (WBCSD 2001). The fundamental idea of CSR, therefore, is that organisations have an obligation to work towards meeting the needs of a wider array of stakeholders. It is important to involve employees in CSR initiatives as this contributes to their personal growth and to the development of the entire organisation. For example, employees can be more committed to their work as they have pride in being associated with their organisation.

Organisational commitment was initially viewed by Meyer and Allen (1984:372–378) as two-dimensional, namely, affective and continuance. Affective commitment was defined as “positive feelings of identification with, attachment to and involvement in the work”; while continuance commitment was identified as “the extent to which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving” (Meyer & Allen 1984:375). After further research in 1990, Allen and Meyer added a third dimension, namely, normative commitment that has been defined as employee’s feelings of obligation to remain with the organisation (Allen & Meyer 1990:6); evolving the concept of organisational commitment to a tri-dimensional concept. More recently, in the twenty first century, Gellatly, Meyer and Luchak (2006:342) have presented the “dual nature” of normative commitment, which resulted in moral imperative and indebted obligation commitments.

In an attempt to define commitment, Cohen (2003:11) stated that it is a force that binds an individual to a course of action of relevance to one or more targets. Arnold (2005:625) further clarified that organisational commitment is a relative strength of an individual's identification with and involvement in an organisation. Organisational commitment from this point of view is characterised by employees' acceptance of organisational goals and their aspirations to maintain memberships in the organisation (Miller 2003:73). In certain cases, the high rate of employees' intentions to stay is associated with the high level of organisational commitment (Morrow 1993:109).

Over the years, staff retention has always been a major concern for organisations. In general, the departure of skilled employees is a significant cost to the organisation. Organisations operating in a highly competitive economic environment cannot ignore the impact of expenses related to the sudden departure of one or more employees on organisational effectiveness. Staff turnover is likely to hinder an organisation in its economic growth and make it lose its competitive advantage. According to Abbassi and Hollman (2000:333-334), employee turnover is the rotation of workers around the labour market: from one organisation to another, jobs or occupations; and between the states of employment and unemployment. The lack of organisational commitment or loyalty is cited as an explanation of employee absenteeism, turnover, reduced effort expenditure, theft, job dissatisfaction and unwillingness to relocate (Cohen & Freund 2005:330). Miller (2003:72) indicated that organisational commitment is regarded as a better predictor of employees' intentions to stay in their current organisation than the far more frequently used job satisfaction predictor. Intention to stay is defined as the degree of likelihood for a member of an organisation to continue his membership in that organisation; it is also a social psychological concept because it deals with the perception of organisational members to stay rather than their actual behaviour (Ochola 2009:9).

This study advocates an understanding of CSR that extends beyond viewing CSR as just a charity or a possibility of boosting profit at the short-run, as it is often portrayed. While the opinion that CSR should meet some social needs and aspirations on the long-run has much credence, this study aims to advance this perspective by placing CSR initiatives within the context of a changing practice. CSR in this context is referred to as a core component of the business model that endeavours organisations to differentiate themselves from their

competitors by enhancing employees' organisational commitment and intentions to stay. For the purpose of this study, company is referred to as "organisation".

1.2 LITERATURE REVIEW

There is now a consensus in the global business community that motivating and retaining talent is the biggest challenge facing organisations (Nxele 2008:1). Nxele (2008:1) is of the view that there is also an acknowledgment of a global talent shortage across nations and across sectors, and the shortage is set to increase. Most technology and telecommunications organisations don't seem worried about the global talent shortage that is looming on the horizon. Their main concern is getting their fair share of talent now. Yet a survey of more than 150 organisations in the United States and Canada conducted by Deloitte Consulting shows that a majority of technology and telecommunications organisations continue to rely on financial incentives and other traditional approaches for luring and retaining talent (Deloitte Consulting 2008:1). These outmoded techniques might work for a while, but they don't address the long-term problem (Deloitte Consulting 2008:1). Even Africa, which has not had a glorious past in terms of economic performance, is today the world's fastest mobile telecommunications growth market, and has occupied this rare pride of place since the turn of the century (Nxele 2008:4). This market expansion requires skills to drive and sustain it.

The issue of sustainable development interests more businesses which have the concept of CSR programmes. However, the issue of CSR and its benefits on the employees' organisational commitment and intentions to stay has not yet been covered as a whole. Previous studies have either demonstrated the links between CSR and organisational commitment (Ferrell, Hult & Tomas 1999:455-469; Branco & Rodrigues 2006:111-132; Maignan, Rupp, Ganapathi, Aguilera & Williams 2006: 537-543; Brammer, Millington & Rayton 2007:1701-1719), or focused on how certain parts of CSR influence the perceptions of internal stakeholders, especially those of employees and how they can possibly change their behaviours within the organisation (Vance 2006:1-5; Korschun, Bhattacharya & Sen 2009:64-66; Turker 2009b:189-204).

There is no doubt that the ability to attract, motivate and retain a talented pool of employees is crucial to any organisation's success (Center for Gender in Organisations (CGO) 2012).

Furthermore, Bowman (2004:5) states that the issue of retaining the right people is high on the agenda of most organisations. Managers face a difficult challenge of enhancing their employees' organisational commitment and retaining them in an environment of increased uncertainties (Mitchell 2002:7). For many organisations the disengagement of employees and a sudden employee's departure can have a significant consequence on the implementation of the business plans and may eventually cause a parallel decline in productivity. Vance (2006:1) is of the view that employees who are engaged in their work and committed to their organisation give to that particular organisation crucial competitive advantages, including higher productivity and lower employee turnover. Commitment requires an investment of time as well as mental and emotional energy; most people make these commitments with the expectation of reciprocation (Vance 2006:4). That is, people assume that in exchange for their commitment, they will get something of value in return.

1.3 PROBLEM STATEMENT

Now that many global organisations are investing millions of dollars in CSR initiatives, it has never been more worthwhile to assess the returns in terms of improved connections with employees (Bhattacharya, Sen & Korschun. 2008:37). The main theoretical contribution of this research is to demonstrate how CSR activities may influence organisational commitment and employees' intentions to stay in the context of developing countries. The Director of Employment and Social Affairs of the European Commission (ESAEC) (2010) posits that many issues need to be tackled in order to raise general awareness of CSR because there is not enough knowledge of the potential benefits of socially responsible practices, and building a solid body of evidence could be a major contribution to a furthering acceptance of CSR in the business world. Thus, this study attempts to fill a gap that exists. Belal (2001:244) noted that most of CSR studies conducted so far have been in the context of developed countries, such as Western, Europe, United State of America (USA) and Australia and that too little is still known about practices in ex-colonial, smaller, and emerging countries. Gond and Moon (2012:174) added that "it goes without saying that there is far more research on CSR in developed countries than is in developing countries." Further, the debate about CSR should be globalised to incorporate developing and emerging countries' (southern) perspectives. They emphasised the necessity of further CSR research in the context of developing countries. Despite the roles played by organisations involved in CSR and the growing importance of social responsibility, the following issues have not been fully addressed:

- What does it mean for employees to work for a socially responsible organisation?
- To what extent does the involvement in socially responsible activities by an organisation affect its stakeholders, particularly employees?
- Does CSR really increase the level of organisational commitment of employees?
- To what extent are employees willing to stay in their current organisation?
- Is there a correlation between someone's pride in working for a socially responsible organisation and their commitment to that organisation?
- Does CSR strengthen employees' intentions to stay in their current organisation?

In view of the above, the researcher investigated employees' perceptions of their organisation's CSR activities and its relationships with organisational commitment and employees' intentions to stay in the selected telecommunication organisation. The extent to which an organisation's involvement in CSR practices and the effects it has on the enhancement of their commitment and the reinforcement of their intentions to stay were fully established. This organisation was chosen based on the results of a recent study undertaken by a university that revealed the best organisation in terms of CSR involvement in 2012 in the country.

1.4 OBJECTIVES OF THE STUDY

The following objectives were formulated for this study:

1.4.1 Primary objective

The main purpose of this study was to provide a complete and elaborate analysis on how employees react towards their organisation's CSR practices and how their perceptions affect their organisational commitment and their intentions to stay in the organisation.

1.4.2 Theoretical objectives

In order to achieve the primary objective, the following theoretical objectives were formulated for the study:

- to conduct a literature review on the conceptual and theoretical framework of CSR in order to understand the nature of the concept;

- to review previous studies on strategic CSR programmes and the reactions of employees towards their organisation's CSR involvement;
- to carry out a literature review on organisational commitment;
- to conduct a literature synthesis on employees' intentions to stay; and
- to conduct a literature review on the effects of CSR on employees' organisational commitment and on their intentions to stay in the current organisations.

1.4.3 Empirical objectives

In line with the theoretical objectives and the primary objective of this study, the following empirical objectives were formulated:

- to identify the different perceptions of employees of their organisation's CSR practices;
- to determine the types of organisational commitment employees have toward their organisation;
- to determine the extent to which employees are willing to stay in their current organisation; and
- to establish the relationships among employees' perceptions of their organisation's CSR activities, and their organisational commitment and intentions to stay in the current organisation.

1.5 RESEARCH DESIGN

The research design is intended to provide a framework for conducting a research study. It ensures that the study becomes relevant to the problem and uses economically sound procedures. Two methods of research were undertaken such as a literature review and an empirical study.

1.5.1 Literature review

A theoretical examination of the different aspects of CSR and the kind of relationships that exist between organisational commitment and employees' intentions to stay was conducted. For this study, primary, secondary and tertiary literature sources were used. For the

definitions and relationships among CSR, organisational commitment and intentions to stay, secondary literature such as journals and books were the main literature sources.

1.5.2 Empirical research design

To gain a deeper understanding of the effects of CSR on employees' organisational commitment and intentions to stay, quantitative research was used. The rationale for selecting a quantitative approach in this study was to find out if the data has an observable relationship that can be further specified in terms of magnitude and/or an increase or decrease (Cohen, Manion & Morrison 2004:141). In line with this, this study determined whether CSR practices undertaken by an organisation influence the organisational commitment and intentions to stay of employees in their current organisation. This study specifically used a descriptive approach through a descriptive correlation method, which utilised questionnaires for the empirical portion of the study. The following steps recommended by Churchill and Iacobucci (2002:449) as well as Malhotra (2004:329) were followed in developing the sampling procedure for the empirical study:

1.5.2.1 Target population

A population sometimes referred to as a target population is the set of elements that researchers focus on and to which the results obtained by testing the sample should be generalised (Bless, Higson-Smith & Kagee 2006:99). In this study, the target population consisted of all employees, both male and female working in the identified telecommunication organisation (N=670). The organisation for this study is selected on the basis of one main criterion, which is an organisation that engages vigorously in CSR practices.

1.5.2.2 Sampling frame

Neelankavil (2007:240) stated that sampling is the only efficient method to obtain information from the population due to the cost and time constraints in conducting a survey of the total population (a census). A sample frame is a representation of the elements of the target population; it consists of a list of elements or individual members of the overall population from which a sample is drawn (Malhotra 2004:316). A list of employees was drawn up from the database of the human resource department of the organisation in question

in order to gain access to a representative sample. The next step in the sampling process involves selecting a sampling technique and determining the sampling size (Neelankavil 2007:240).

1.5.2.3 Sampling method

It was important that each employee in the population has an equal chance to take part in this study since the results were used to draw certain conclusions (Armstrong & Kotler 2007:111). A probability technique was used (Saunders, Lewis & Thornhill 2009:213) and a simple random sample was drawn from each group (from the managing director, to the chief general manager, marketing operations, procurement and input, finance, administration, materials and engineers).

1.5.2.4 Sample size

A sample size of 350 was deemed appropriate for this particular study. This sample size was the most feasible and also large enough to provide a good representation of employees working in the selected organisation.

1.5.2.5 Method of data collection and measuring instrument

Monette *et al.* (2013:9) point out that a part of any research design is a description of what kinds of data will be collected and how this will be done. The data collected at this stage constitute the basic information from which conclusions are drawn (Monette *et al.* 2013:9). For this study, the researcher chose to use a questionnaire as the data collection method. The survey questions comprised four sections, namely:

- Section A set up the profile of employees by addressing employees' biographical information.
- Section B consisted of questions on employees' perceptions of CSR activities.
- Section C assessed the level of organisational commitment of employees.
- Section D measured employees' intentions to stay in their current organisation.

The details of the items that were included in the questionnaire are fully discussed in Chapter 3, section 3.4.6.2.

1.6 STATISTICAL ANALYSIS

Data processing and analysis followed the survey research. Initially, descriptive statistics were undertaken to scrutinise the composition of the sample and break down the questionnaire responses into meaningful data. A multivariate statistical analysis tool, that is factor analysis, was used to reduce variables into identifiable factors. Furthermore, tests of association as a statistical analysis tool were used to analyse the data, such as correlation and regression analyses. Correlation analysis served to establish the strength and direction of the relationships among variables. Regression analysis helped determine whether the independent variable (CSR) explains a significant variation in the dependent variables (organisational commitment and intention to stay) and how the variation in the dependent variables can be explained by the independent variable. The Statistical Package for Social Sciences (SPSS), version 22.0 for Windows was used in the analysis of the data.

1.7 RELIABILITY AND VALIDITY

Reliability is a major concern when a psychological test is used to measure some attributes or behaviours (Drost 2011:106). Andrew *et al.* (2011:202) define reliability as the consistency of the results obtained and concerns the extent to which an instrument yields the same results in repeated trials. Data obtained from behavioural research studies are influenced by random errors of measurement that come either in the form of systematic error or random error (Drost 2011:106). Cohen, Mannion and Morrison (2007:506) agree that reliability in quantitative analysis takes two main forms, both of which are measures of internal consistency: the split-half technique and the alpha coefficient, and both calculate a coefficient of reliability that can lie between 0 and 1. To assure the accuracy or precision of the measuring instrument (in this instance the questionnaire), the alpha coefficient technique was used. A reliability coefficient (Cronbach's alpha) of .70 or higher is considered by Malhotra (2004:268) as an acceptable reliability.

Thomas, Nelson and Silverman (2011:197) are of the view that a test cannot be considered reliable if it is not valid, so an integral part of reliability is validity. Therefore, Drost

(2011:114) explains that validity is concerned with the meaningfulness of research components and describes the extent to which an instrument accurately measures the target it was designed to measure. Validity helps researchers determine whether or not an instrument addresses its designed purpose (Andrew *et al.* 2011:202). Content, construct, convergent and predictive validities were used in this study.

1.8 CHAPTER CLASSIFICATION

Chapter 1 serves as an introduction, setting out a high level of theoretical overview and a background of the selected organisation. The design of the research is briefly discussed. A brief description of the statistical analysis, reliability, and validity are highlighted. The rest of the chapter referred to the research problem, objectives and the research methodology that are adopted in this study.

Chapter 2 focuses on a literature overview and a discussion on the concept of CSR and its different dimensions and components. The discussion then leads to the determination of the pathway through which CSR practices help develop employees' organisational commitment and reinforce their intentions to stay in their current organisation. The chapter includes a detailed discussion around CSR and describes its relationships with organisational commitment and employees' intentions to stay.

Chapter 3 describes the research methodology applied in this study. The design and method of research utilised in this study are also emphasised. Sampling techniques, methods of data collection, preparation, drafting of the questionnaire and ethical issues pertaining to the study are elaborated in order to perform proper statistics on the data obtained.

Chapter 4 provides an analysis and discussion of the research findings. The results of the empirical study obtained are evaluated in line with previous findings. They help gain an understanding of employees' perceptions of CSR and the positive effects they have on employees' organisational commitment and intentions to stay. During this phase of the study data are captured and checked for accuracy and completeness before analysing them using specific analytical processes and analytical techniques.

Chapter 5 focuses on the conclusions and recommendations of the study. Conclusions are made based on the findings. Limitations and implications for further research are also addressed. Conclusions reached through this study are documented in this chapter and shared with the management of the organisation in question to ensure that it obtains some practical benefit out of this study.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The literature review in this chapter starts by defining the approach required from an internal stakeholder's perspective (that of employees) and establishing the historical perspective of CSR. The dimensions of CSR as well as the Cameroonian context of CSR are then explored with a brief overview of CSR attitudes and practices, leading to the general perceptions of CSR by employees.

The chapter then provides a conceptual definition of organisational commitment, which leads to a review of the different effects of commitment. An overview of the demographic variables of organisational commitment follows, as well as the existing drivers of commitment, with a demonstration of the advantages of having committed employees within an organisation.

The literature review then moves to the definition of employee's intentions to stay and retention and provides a structured overview of the existing retention factors with a concluding view of the cost of an unwanted turnover for an organisation.

This chapter concludes by analysing how the perceptions of employees towards their organisation's CSR activities influence their attitudes, which relate to two key job attitudes, namely, organisational commitment and intention to stay by highlighting the authors who are in support of the relationships among the three variables.

2.2 CORPORATE SOCIAL RESPONSIBILITY (CSR)

In the late seventies it was argued by Friedman (1970:211-227) that the corporation's sole responsibility was to provide a maximum financial return to shareholders. It became quickly apparent to everyone that this pursuit of financial gain had to take place within the laws of the land (Carroll 1991:39). When making money is the ultimate aim of an organisation, the managers' objective is to maximise the wealth or value of the organisation for shareholders and owners, while the improvement of the society in which it operates is not often their priority. Today it is not deniable that organisations must fulfill their shareholders'

expectations to secure financial support; however, they should also satisfy their employees' needs and wants to generate a motivated workforce, which in turn will satisfy more clients (Bauman & Skitka 2012:3). CSR may constitute a helpful tool in order to achieve this goal. To survive in this demanding world of globalisation, the idea that organisations should engage in some form of responsible behaviours has become a legitimate expectation (Brammer, Jackson & Matten 2012:10). This is because organisations today are highly expected to bring some changes and innovations, not only for their clientele but also for their employees and for the entire community in which they operate (Bauman & Skitka 2012:4).

The next section is relevant to this entry's main idea because it provides definitions of CSR in order to understand the concept better.

2.2.1 Definitions of CSR

CSR is often used interchangeably with the terms 'business responsibility', 'business citizenship', 'community relations', 'Corporate Citizenship' (CC), 'Corporate Social Performance' (CSP), 'corporate sustainable development', 'corporate philanthropy', 'Corporate Community Involvement' (CCI), 'community relations', 'public responsibility' and 'corporate engagement', to cite but a few. This variety of themes in itself is interesting and demonstrates the richness of the concept (Ougaard & Nielsen 2002). While each term implies different theoretical perspectives and organisation practices, CSR is used as an encompassing term in this review with corporate sustainability. It can be perceived as a business approach that creates long-term consumers and employees value by considering every dimension of how an organisation operates in the social, cultural and economic environment (Herrmann 2004:208). This approach also formulates strategies to build an organisation that fosters longevity through transparency and proper employees' development. The adoption of socially responsible business behaviours is a way for organisations to become active agents of sustainable development (Wilkinson, Hill & Gollan 2001:1493). The concepts of sustainable development and CSR are closely linked in the sense that "CSR can be understood as the business contribution to sustainable development" (Observatory of European Small and Medium-sized Enterprises (SMEs) 2002:12). In summary, Herrmann (2004:205) specifies that CSR is an initiative that has been touted as a possible remedy for the ills of globalisation that hinder the realisation of sustainable development, that is,

inequities in wealth, environmental degradation, and unfair labour practices endemic of globalisation.

When viewed from the acronymic approach, the concept of CSR can also be discerned from the three words contained within its title phrase: ‘Corporate,’ ‘Social’, and ‘Responsibility’. The corporation is an organisation that is engaged in mobilising resources for productive uses in order to create wealth and other benefits (and not to intentionally destroy wealth, increase risk, or cause harm) for its multiple constituents, or stakeholders (Post, Preston & Sachs 2002:17). Socially responsible organisations represent the idea that businesses should not function amorally, but instead should contribute to the welfare of their communities. Thus, there is a blossoming expectation that organisations should not only be profitable and obey the law, but they should be ethical and good corporate citizens as well. By ethical content, Jamnik (2011:142) refers to issues, decisions or actions which contain matters of right versus wrong, fair versus unfair, or justice versus injustice. Managers in organisations face ethical issues every day of their working lives (Jamnik 2011:141). That is, managers may use their ethical decision making to secure their organisations by making decisions that allow governments to minimise their involvement with organisations. Consequently, Carroll (1979: 497-505) asserts that the four social responsibilities of organisations are as follows: be profitable, obey the law, engage in ethical practices, and be philanthropic, or be a good corporate citizen. Since then, the conception, definitions, practices and adoption of CSR have evolved significantly.

In summary, Masaka (2008:14) states that the term “corporate social responsibility” is a brilliant one. Despite the fact that CSR is one of the most prominent concepts in literature, it remains difficult to provide a precise and commonly accepted definition (Turker 2009:412). Thus Masaka (2008:14) posits that a précising definition of CSR is as elusive as its exact nature and role in the business-society relations. However, the definition provided by Vogel (2006:2) tends to be more appropriate to the context of this study as CSR is described as practices that improve workplaces and benefit society in ways that go above and beyond what organisations are ethically and legally required to do. Therefore, for the purpose of this study, CSR simply conveys the idea of economic, staff development and wellness, ethical and legal responsibilities or liabilities toward stakeholders, especially those of employees.

CSR appears to be a complex concept whose contours still need to be delineated. The next section provides a discussion of its development, and where it might be going in order to enhance an understanding of the notion of CSR.

2.2.2 History of CSR

For many authors, CSR as a practice has been around since commerce began but in that particular period it was not widespread and was considered as a voluntary act perpetrated mostly by larger organisations. Cannon (1992:2) and Slabbert, Prinsloo, Swanepoel and Backer (1998:16-17) trace the origins of CSR back as far as the industrial revolution in the 19th century, when society started questioning the role of organisations. During this early stage of the industrial revolution, few enlightened factory owners introduced workers' welfare funds and supported laws to regulate factories' work (Cannon 1992:2). These factory owners started supervising health and safety policies by emphasising the protection of chimney sweepers from exploitation, and children's education (specifically workers' children) as well as controlling working conditions for poor and young children. The Director of ESAEC (2010) is of the view that there were various motives for these early socially responsible enterprises, such as the fear of labour unrest and social radicalism, the desire to keep the trade unions out of the factories and entrepreneurs' sense of duty dictated by liberal or religious convictions. The desire to attract better workers by sharing their values and be employers of choice was also identified as a motive at that time.

Joyner and Payne (2002:303) wrote: "now that businesses are the most powerful institutions in the world, the expanse of social responsibility has enlarged to include areas formerly considered the domain of governments...The more powerful a business becomes in the world, the more responsibility for the well-being of the world it will be expected to bear". During the early 19th century characterised by the introduction of powerful communication technologies and dramatic globalisation of business, CSR was totally based on the interests of employees and the wellbeing of their families. Employers were providing utopian communities consisting of housing, libraries, churches, parks, and hospitals. However, with the arrival of the first trade unions at the end of the 19th century, increased attention was

given to employees' matters such as wages, working hours and assistance during illness, in old age and in the event of death (Van Gorcum 2005:26).

If the idea that business has duties towards society, and more specifically towards specific, identified constituents (i.e., the stakeholders), is widely acknowledged that it is only since the 1950s and 1960s that society's expectations have dramatically changed, that is, increased (Lantos 2001:601). During that period, the role of stakeholders rose to prominence in CSR debates due to contributions by leading academics such as Peter Drucker (Cronje, du Toit, & Motlatla 2000:273). The term "stakeholder" as it relates to the corporation was created in 1963 and was defined by Gossy (2008:6) as any identifiable group or individual who can affect the achievement of an organisation's objectives or who is affected by the achievement of an organisation's objectives. In a narrow sense, stakeholders are any identifiable group or individual on which an organisation is dependent for its continued survival. The stakeholder concept addresses the issue which business should be accountable to (Kakabadse, Rozuel & Lee-Davies 2005:289).

The view that CSR requires organisations to consider the interests of all stakeholders started to prevail. Viewed from this perspective, Kurucz, Colbert and Wheeler (2008:89) argue that adaptive approaches to building a business case for CSR should focus on building organisations' competitive advantage through strategically orienting and directing resources toward the perceived demands of its primary stakeholders. By primary stakeholders Gossy (2008:6) explicitly cites shareholders, investors, employees, customers, suppliers, governments and communities at large. Stakeholders' demands are viewed less as constraints on the organisation's side, but more as opportunities to be leveraged for the benefit of the organisation (Kurucz *et al.* 2008:89). Carroll (1999:273) supports this view of CSR by arguing that "a socially responsible firm is one whose managerial staff balances a multiplicity of interests". Instead of striving only for larger profits for its shareholders, a responsible organisation also takes into account employees, suppliers, dealers, local communities and the entire nation. Post *et al.* (2002:9) stated that organisations' relationships with its stakeholders have shifted from essentially transactional to truly relational, with these relationships affecting, either positively or negatively the creation of organisational wealth.

In the early 1990s organisations across the globe have been pressurised by multiple constituencies to adopt more socially responsible management behaviours. As it happens, consumers started to avoid what they see as socially irresponsibly made products or services (Observatory of European SMEs 2002). Investors also started to finance socially responsible organisations, while prospective employees started revealing a preference for socially responsible employers (Observatory of European SMEs 2002). Community also followed by demanding organisations to give back and government imposing organisations to embrace international codes of conduct and standards (Observatory of European SMEs 2002). Thereafter, Hemingway (2002:6), trying to redefine or delineate the contours of CSR, stated that “Corporate social responsibility refers to managements’ obligations to set policies, make decisions and follow courses of action beyond the requirements of the law that are desirable in terms of values and objectives of society”. In line with that, Baker declared: “CSR is not philanthropy and it must be more than just obeying the law” (Baker 2001:1) because corporate philanthropy is considered to be just one dimension of CSR. Corporate philanthropy involves giving funds, goods, or services, for the sake of advertisement.

With the introduction of public social security at the end of the twentieth century, the focus of socially responsible organisations shifted from providing welfare services for employees to issues of concern beyond the walls of the organisation itself (European Commission 2010). In other terms, CSR moved from its internal dimension to the external dimension since society, and organisations themselves started to realise how their operations have an increasingly negative impact on the environment, and came to the conclusion that something has to be done in order not only to stop the damages but also to repair the ones that have already been committed. A greater emphasis was put on the level of comfort, material goods and necessities available to a certain socio-economic class in a certain geographic area, social cohesion and other aspects of a society’s quality of life (Cobb 2000:6). In the process of evaluating the quality of life of a particular community, Cobb (2000:6) highlighted that organisations were considering the following factors: income, quality and availability of employment, class disparity, poverty rate, quality and affordability of housing, hours of work required to purchase necessities, gross domestic product, inflation rate, number of vacation days per year, affordable (or free) access to quality healthcare, quality and availability of education, life expectancy, incidence of disease, cost of goods and services, infrastructure,

national economic growth, economic and political stability, political and religious freedom, environmental quality, climate and safety.

In the twenty-first century, as modern organisations continue to develop, CSR became increasingly important and entrenched on managerial strategies. The modern era of CSR began in this decade with the publication of Howard R. Bowen's "Social Responsibilities of the Businessman" (Carroll 1999:272). This and future publications earned him the unofficial title of "Father of Corporate Social Responsibility" (Carroll 1999:272). Bowen's work established the initial definition of "social responsibilities of business" as the obligation of business to operate their activities in line with objectives and values of society (Carroll 1999:272). The idea that managers should think of their actions beyond pure profit means that organisations are expected to take on new social responsibilities today. This new approach of CSR leads organisations to reassess and reorganise their core business activities, and ensure that they manage risks and changes in a socially responsible way.

In summary, the display and content of CSR has changed over time according to each place (for example, each country has its own rules and social problems that differ from one society to another and business owners should help solve those problems according to every society's expectations). The CSR concept has also altered according to organisations' size (big, small and medium); and sectors of activities (for instance, the banking sector has its own way of undertaking CSR activities while the telecommunication sector also has its own activities). CSR practices were tailored according to the reputation of the organisation (well-known or not known because some organisations donate money for charitable or advertisement causes and others to reduce tax burdens). Nevertheless, a well-established history of CSR cannot be entirely done just in this brief analysis; it merely serves to understand the background of CSR, its development, and where it might be going for a better conceptualisation of a successful CSR programme.

While this section clearly summarised the literature on the history of CSR, the next section focuses on the dimensions of the concept.

2.2.3 Dimensions of CSR

Many organisations now recognise that they need to do more than what is required of them by regulations with respect to how their operations impact on the wider community. Not only must they look closely at the impact of their operations on the community but they must also take an active interest in the internal areas of the organisation and its social concerns. Moir (2001:22) stated that "...there is an increasing focus both by business on CSR and also by society on the actions of business". It is not surprising that so many organisations engage in diverse CSR initiatives today. Indeed, many organisations, big or small, view employees' engagement in CSR practices as a "strategic imperative" (Bhattacharya *et al.* 2008:37). CSR often serves as a genuine point of differentiation for the organisation because of the different forms it can take (Bhattacharya *et al.* 2008:37). In line with this, Neves and Bento (2005:303) argue that socially responsible strategies, programmes and practices developed by organisations can assume many different forms, which depend on the particular situation of each organisation and the specific context in which it operates. Therefore CSR has internal and external practices (Ali, Nasruddin & Lin 2010:263).

2.2.3.1 External CSR

External CSR refers to corporate socially responsible actions for the local community, business partners and suppliers, customers, public authorities and Non-Governmental Organisations (NGOs) representing local communities, and the environment (European Commission 2001). CSR efforts are discretionary to a certain extent. However, organisations have started putting their concern in issues that are beyond discretionary, such as philanthropy, volunteerism and protection of the environment (Ali *et al.* 2010:263). These three issues are examined below.

i. Corporate philanthropy

With the advent of CSR, corporate philanthropy is gaining much recognition and is often included within the aims and objectives of organisations (Ali *et al.* 2010:263). It is synonymous with monetary and non-monetary contributions, corporate sponsorship of communities, non-profit events, and donation of material or services in kind. Since organisations are basically economic institutions where most of the important CSR activities are driven, and where it is imperative for managers to also satisfy communities' expectations.

Ali *et al.* (2010:263) state that organisations may be involved in corporate philanthropy for many reasons. Mostly, they are engaged in some corporate philanthropy for advertisement reasons. For instance, some business owners who practise corporate philanthropy are of the opinion that philanthropy can benefit top managers themselves by enhancing their reputations within their social circles or furthering their political and career agendas (Werbel & Carter 2002:47). In addition, Lev, Petrovits, and Radhakrishnan (2011:1) discovered that corporate involvement with philanthropic actions has led to a positive image and an improved reputation for the organisation concerned. It was also proven that such positive social image and reputation lead to an higher morale among employees and greater loyalty among suppliers and customers; and they may also influence regulators and government officials in ways that benefit organisations financially (Choi & Wang 2007:345).

As a result, CSR programmes should be planned in such a way that they improve brand-name recognition, activate productivity of critical employees, enhance corporate reputation among investors, moderate regulatory scrutiny, and ensure community cooperation (Lev *et al.* 2011:1). Ali *et al.* (2010:263) conclude that corporate philanthropy is definitely a catalyst for positive development for both the organisation and the community concerned.

ii. Environmental protection

Today's current situation of the environment is a matter of concern with all the natural disasters that affect the environment, human lives and their natural resources such as climate change, energy destruction, environmental degradation, ozone depletion, water and air pollution, desertification and over-exploitation of natural resources, to cite but a few. More people are pushing towards efforts to protect the environment and the same concern is gradually being realised at the organisational level (Rondinelli 2004:6). Reinhardt and Stavins (2010:164) argue that business leaders, government officials, and academics continue to focus considerable attention on the concept of CSR, particularly in the realm of environmental protection. Rondinelli (2004:6) is of the opinion that a complex set of forces now drive corporate executives to promote voluntary environmental management. Among the most important seem to be: the need to respond proactively to external challenges and forces; the ability to see the financial benefits of social responsible programmes; an understanding of the competitive advantages of environmental sustainability; the compulsion to satisfy internal

and external stakeholders; and the foresight to link environmental and quality-management (Rondinelli 2004:6).

In summary, studies reveal that environment protection undertaken by organisations have led to many favorable outcomes such as an enhancement of organisations' reputation, a reduction of advertisement costs, a management of the risks associated with environmental problems, and an improvement of financial performance (Schiebel & Pöchtrager 2003:116-121).

iii Corporate volunteerism

Employee volunteerism (known also as corporate volunteerism) is not a recent phenomenon; it has a long history and constitutes an integral component of strategic CSR (Idowu, Frederiksen, Mermoud & Nielsen 2014:120). Ali *et al.* (2010:263) defined corporate volunteerism as the contribution of human resources, time and skills to benefit the community and non-profit organisations or events. According to Idowu *et al.* (2014:127) corporate volunteerism appears to be most popular CSR activities in the case of organisations which are owned by foreign investors and operate as subsidiaries. Based on the fact that corporate volunteerism is capable of offering many benefits, many organisations today have established diverse programmes to encourage employees to volunteer in the communities in which they live. Corporate volunteerism may involve organisations direct volunteerism to participate in community initiatives or even where employees themselves volunteer out of their own accord (Ali *et al.* 2010:263). Involving employees in CSR activities has the objectives of building goodwill for the organisation in the community, providing employee training and skill-building experience, and strengthening employees' morale and loyalty.

Employee volunteering reveals similarly to other CSR related activities, a wide range of both internal and external positive effects (Idowu *et al.* 2014:120). Ali *et al.* (2010:263) specify that the effects of volunteerism are positive and can lead to higher employee morale, which in turn leads to higher productivity. In addition, "giving back" to the local community might make it easier to attract desirable employees. In their research, Bhattacharya *et al.* (2008:43) seem to emphasise the importance for an organisation to undertake CSR initiatives in the community in which it operates by stating that "it may be necessary to run CSR programmes that not only have great social impact in those particular markets but also have high external

visibility". These initiatives will be absolutely helpful for employees who live where their organisations are viewed unfavorably by the local population; one of the most measurable impacts Employee Volunteering Programs (EVPs) have is on the attitudes, productivity and job satisfaction of employees (Junior Achievement 2009:2). Organisations may encourage their employees to get involved in voluntary work by providing a range of incentives for volunteering including paid time off, organisation wide volunteer days or weeks, recognition programmes, and matching contributions to non-profit organisations where volunteers contribute (Ali *et al.* 2010:263).

External CSR activities are not the only activities that carry various benefits for organisations. Internal CSR also provides some advantages, which are explored in the next section.

2.2.3.2 Internal CSR

There is mounting evidence that organisations increasingly recognise the importance of identifying and measuring their employee-focused CSR activities. Internal CSR practices refer to employee-oriented CSR activities which are directly related to the physical and psychological working environment of employees concerning their health and well-being, their training and participation in the organisation, equal opportunities and work-life balance (Polák-weldon, Balogh, Bogdány & Csizmadia 2013:756). The next section explores the critical role that non-discriminatory policies play in an organisation.

i. Written policies on non-discrimination in the workplace

Several organisations have recognised and attempted to respond effectively to the demographic shifts of the workforce by launching diverse initiatives, hiring various consultants, and offering an array of numerous training programmes (Stevens, Plaut & Sanchez-Burks 2008:117). Diversity within an organisation's workforce has always been considered as a massive advantage because it ensures that talent and potential are properly identified and developed. The ability to perform a task should be the primary consideration in the progression or promotion of employees within a workplace; it should be determined only by personal merit and the application of criteria which are related to the duties of each particular post and the relevant salary structure. Consequently, no applicant or employee

should be treated less favourably than another because of his or her sex, marital status, sexual orientation, racial group, or disability.

- **Discrimination based on sexual orientation and gender identity**

The most commonly cited economic benefit of sexual orientation and gender identity inclusive non-discrimination policies and/or a diverse workforce is that by promoting inclusiveness and equal opportunity, employers are able to recruit and retain the best talent, which in turn makes the organisation more competitive (Sears & Mallory 2011:5). By promoting inclusiveness and equal opportunity, each employee will feel valued, honoured and comfortable at work and these different feelings will help the organisation increase its productivity. If diversity exists within a workplace, the organisation will be able to serve a diverse customer base.

Paludi (2012:39) stated that significant sociopolitical progress has been made in affording equal rights to sexual minorities such as Lesbians, Gay and Bisexual and Transgender (LGBT) individuals in the workplace. Every day homosexual and transgender employees face alarmingly high rates of discrimination in the workplace, especially transgender people (Hunt 2012:1). According to Hunt (2012:20), this practice is not appropriate within a workplace because everybody deserves a fair chance at earning an honest living that allows one to support himself and his family. More than ever, consumers are sending a message to organisations that they are watching (Cooper 2013:1). They are watching to see if the organisations they patronise understand and honor issues important to them, giving buying power to issues ranging from LGBT inclusiveness to environmental protection (Cooper 2013:1). Thus, by including gays and transgender people in equal employment opportunity policies and diversity training schemes, organisations are sending a strong message (that stands like a warning) to employees that they are radically against any kind of sexual discrimination, and they will not also tolerate any other discriminatory behaviour among co-workers (Hunt 2012:20).

- **Discrimination based on disability**

People with disabilities are often underemployed or unemployed, compared with their non-disabled peers and the disabilities covered could be physical, sensory, or mental (Bruyère,

Erickson & VanLooy 2004:1). This disparity is a result of inequities in a variety of areas including social policies, access to education, training, employment, and society's attitudes (Bruyère *et al.* 2004:1-2). Many people might be honoured to work for an organisation that includes some qualified disabled people. It demonstrates the degree of involvement of that organisation in the battle of reducing any kind of discrimination within the workplace. Bruyère *et al.* (2004:1-2) agree that for the full impact of disability non-discriminatory legislations to be realised, it is imperative that many people in the organisation be aware of the existence of the law and its implications on hiring and employee advancement processes.

ii. Equal opportunity statements and implementation plans

Every organisation should ensure good working conditions for all its employees and pay particular attention to any unlawful discriminatory behaviour within the workplace, including harassment or bullying by individuals or groups. These inappropriate behaviours should be regarded as grounds for disciplinary action, which may result in expulsion or dismissal of the offender (Hunt 2012:20). A good workplace promotes good relationships between colleagues by putting in place procedures to ensure that such additional monitoring is properly undertaken by every employee.

iii. Statement on normal working hours, maximum overtime and fair wage structures.

In Cameroon, employees' compensation and their working conditions are governed by the Labour Code established by Law No. 92/007 of 14 August 1992, and the application texts of this law. Working time is 40 hours per week for business, public, private non-farm establishments; 48 hours per week or 2400 hours per year for agricultural or similar businesses (Section 80). Weekly rest is mandatory and must amount to at least 24 consecutive hours; it corresponds in principle to Sundays and may under no circumstances be replaced by a compensatory allowance (Section 88).

Overtime is paid according to a fixed schedule and can be carried out under conditions and circumstances prescribed by the regulations in vigor, especially 95/677/PM Decree of 18 December 1995 concerning the derogations of the statutory working time. In addition,

subject to an express and special inspector's work agreement, the total working time may not exceed 60 hours per week and 10 hours a day.

Unless more favorable collective agreements or individual contracts of employment are arrived at, a worker is entitled to a day and half working days of leave per month of actual work. The right to a leave is acquired after a period of one year (Section 89).

iv. Staff development, learning and vocational training

Investments in CSR have been cited to help organisations develop new capabilities, resources, and competencies which eventually show up in organisations' structure, technology, culture and human resources (Vance 2006:1-5; Korschun *et al.* 2009:64-66; Turker 2009b:189-204). They also develop learning mechanisms like better scanning skills, processes and information systems and other internal resources, which facilitate better preparedness and adaptation to changes in the environment (Nurn & Tan 2010:363). An organisation's efficient utilisation of resources is mostly dependent on the skills and abilities of employees.

Furthermore, it has been demonstrated by Nurn and Tan (2010:363) that when CSR is pre-emptive and undertaken in a dynamic environment, CSR may help develop employees' competencies. Since pre-emptive efforts require significant employee involvement, organisation-wide coordination and a forward-thinking managerial style, the competencies would then lead to a more efficient utilisation of resources by the organisation (Nurn & Tan 2010:363).

v. The right of freedom of association, collective bargaining and complaints procedures

The Cameroonian Constitution in its preamble recognises the freedom of association and the freedom of assembly as inalienable and sacred rights. However, the Labour Code No. 92/007 of 14 August 1992 also tries to do the same by reserving an important place to trade unions and by granting them numerous prerogatives. The Code protects the freedom of association under its article 3 by stating that the formation of a union is no more subject to prior authorisation, and prohibits workers against any act of discrimination tending to undermine it.

Collective bargaining is defined in the article 52 of the Labour Code as an agreement designed to regulate professional relationships between employers and workers within an organisation or group of organisations, or one or more branches of activities. According to Baker (2001), many organisations have made efforts to implement their codes; they have taken the important step of making CSR programmes based on universal standards and policies throughout their organisations and by incorporating them in their managerial systems. In recent years, progress has been made in terms of what is considered acceptable for the content of the codes of conduct and any other code that does not include freedom of association and collective bargaining cannot even pretend to be credible (Baker 2001).

vi. The protection of human rights within the organisation's own operations

All organisation's stakeholders, ranging from employees and consumers to shareholders and governments, expect and demand that organisations integrate human rights in their business practices because when they are well implemented they can help attract more investors and prospective employees (Business & Human Rights Initiative 2010:6). They can also assist organisations in the process of understanding employees' needs and consequently constitute a good retention factor. In an effort to respond to these calls, organisations have committed themselves to voluntarily implement such initiatives by referring to human rights in their codes of business principles (Business & Human Rights Initiative 2010:6). Organisations must normally be aware of the existence of a variety of human rights in order for them to establish policies to prevent and mitigate adverse human rights impacts. Human rights is defined as the basic standards aimed at securing dignity and equality for all; they are universal, indivisible, inalienable and written down in international agreements that help protect business value by maintaining reputation, avoiding strikes, boycotts and protest, and prevents disputes from becoming costly law suits or damaging public campaigns (Business & Human Rights Initiative 2010:3).

vii. Health and safety practices

When running a business, managers must ensure the health and safety of employees as a priority in their business practices. This is critical because it is necessary for an organisation to record no lost time due to injuries, especially for the high risks industries such as mining, blasting, health and construction sectors. Management should implement a comprehensive risk management programme that addresses all major categories of risks such as strategic,

financial, technology, marketing and even operational, to cite but a few. CSR activities based on Health, Safety and Environmental (HS&E) as well as good management systems help organisations promote an ongoing development of a positive health, safety and environmental culture through a development of policies and procedures, and the promotion of those policies through the organisations' intranet and via training and monitoring programmes (Nurn & Tan 2010:363).

Schwartz and Carroll (2003:504) proposed that CSR is made up of an economic dimension, followed by legal and ethical dimensions before an organisation attempts philanthropic activities. Profitability and obedience to the law are the basic conditions when it comes to evaluate the ethics of businesses and the way in which they invest in the society in which they operate. Although there is convergence on the concept that CSR refers essentially to an organisation's commitment to improving societal well-being through discretionary business practices and contributions of corporate resources, there is great divergence on how it is executed and therefore on how effective CSR can be for talent management (Bhattacharya *et al.* 2008:38). Bhattacharya *et al.* (2008:38) are of the opinion that a key task for managers is to incorporate CSR into job products that are tailored to diverse employees' needs. However, few managers are clear about how to identify and understand the needs of different employee segments and subsequently configure their CSR efforts to address the unique needs of each segment (Bhattacharya *et al.* 2008:38).

A key to a successful CSR programme involves taking into account different organisational stakeholders. The next section explores the different perceptions that employees may have about their organisation's CSR activities.

2.2.4 Employees' perceptions of CSR

According to Luthans (2005:168), perception is a unique interpretation of a situation and not actually an exact recording. It is largely learned and because no one has the same learning experience, that perception differs from one person to another. Employees see their organisation's CSR activities in their own unique way and respond behaviourally according to their interpretation. Hellriegel and Slocum (2004:66) are of the view that "different people perceive a situation differently, both in terms of what they selectively perceive and how they

organise and interpret the things perceived. People's interpretations of their environments affect their responses".

2.2.4.1 General perceptions of CSR activities by employees

Organisations may be driven by numerous reasons to integrate CSR into their operations. Consequently, Branco and Rodrigues (2008:685) argue that organisations are considered to engage in CSR activities and disclosure because of two kinds of motivations. Firstly, employers expect that having good relations with their stakeholders will lead them to an increase of their financial returns by assisting in the development of valuable intangible assets (resources and capabilities) (Branco & Rodrigues 2008:685). Secondly, employers want to conform to stakeholders' norms and expectations. Since perceptions change from one person to another, the growing pressure on organisations to promote CSR may come from institutional forces such as employees, government, local communities, customers or investors (Branco & Rodrigues 2008:685). Foremost, the responsibility of an organisation towards its employees is analysed in the next section.

i. Responsibility towards employees

Núñez (2008:9) stated that the internal aspect of an organisation's CSR programme includes treating workers respectfully, fairly and equitably; and ensuring that good governance includes guarding against corrupt practices. For example, organisations could base their recruitments on merit first; other aspects including gender and ethnic balance may come into consideration later on (Núñez 2008:10). The important point is to show employees that the organisation cares about their welfare; that the organisation values their efforts and work. Sen and Bhattacharya (2001:234) have also shown that where there is overlap between organisational and employees' values, employees demonstrate a preference for, and commitment to that employer. They also refer to "employee identification", whereby employees "incorporate favourable aspects of the organisational identity into their own for self-consistency and self-enhancement purposes" (Sen & Bhattacharya 2001:234).

ii. Acting responsibly/ethically

The idea that organisations have some responsibilities towards the society in which they operate, beyond that of making profits for shareholders and should progressively adopt a

more humanistic, ethical, responsible, and more transparent way of doing business has been around for decades (Matten, Crane & Chapple 2003:109-120; Van Marreijck 2003:95-105; Bakker, Groenewegen & De Hond 2005:283-317). Stancu *et al.* (2011:11-14) discovered that the majority of respondents considered that respecting employees' rights, fair wages and safety at work were the most prevalent dimensions in the image of a responsible employer.

Other main motivators of CSR in organisations include improving employees' situations and gaining competitive advantages over competitors. Ellen, Webb and Mohr (2006:149) identify different motives that employees ascribe to organisations. They view organisations as "truly caring or as getting involved because the managers of the organisation believed that they were morally obligated or at least expected to help". Johnson, Scholes and Whittington (2006:54-55) divide business ethics into three levels: the macro level, the industry, or sector level and finally the competitors and markets level. According to the authors, the macro level concerns business ethics and roles in the national and international society (Johnson *et al.* 2006:55). CSR as a part of the macro level; it concerns activities and strategies undertaken by organisations beyond the minimum legal and corporate obligations and how conflicting stakeholders' demands are conciliated (Johnson *et al.* 2006:55). There is a top-down approach to CSR foundations. Núñez (2008:9) argues that the relatively lower ranking of competitive advantage as a CSR motivator may be the result of the weak link that organisations make between CSR and competitiveness.

iii. Financial improvement

The experience of the last decades shows that the main reason organisations involve in social initiatives is because of a whole range of bottom-line benefits that could be associated with a responsible practice (Iamandi 2007:9). Falck and Heblich (2007:247) argue that CSR is not altruistic do-gooding, but rather a way for both organisations and societies to prosper, especially when socially responsible initiatives are conceived as a long-range plan of actions. Furthermore, the study undertaken by Orlitzky, Schmidt and Rynes (2003:403-441) showed a positive correlation between a social and financial performance of an organisation. Schmeltz (2012:30) added that consumers, especially young consumers, today are much more willing to accept CSR positively even if the motive for engaging in it is not merely perceived as being for "the greater good". CSR activities give some credit and credibility to organisations. However, in order to achieve that, organisations should communicate or disclose their

activities directly to the public so that the public knows exactly the degree of their involvement in the community in term of socially responsible activities as well as the nature of these activities.

iv. Responsibility towards government

To increase transparency, many organisations have adopted new practices, management tools and resources related to how they deal with CSR issues. These include embracing international codes of conduct and standards, presenting sustainable reports, and using independent services of monitoring, validation and certification as evidence that they are really doing what they say they will do in CSR domains (Waddock 2008a:88).

Due to an extensive focus on CSR in society today, it is generally accepted that organisations are responsible for more than simply making a profit, although the motivation for organisations in engaging in CSR activities may vary. In line with this, Masaka (2008:14) stated that CSR means something, but not always the same to everybody. Garriga and Mele (2004:51-52) specified that to some CSR conveys the idea of legal responsibility or liability; to others, it means socially responsible behaviours in the ethical sense. To still others, the meaning transmitted is that of 'responsible for' in a causal mode; many simply equate it with a charitable contribution. Some take it to mean socially conscious; many of those who embrace it most fervently see it as a mere synonym of legitimacy in the context of belonging or being proper or valid. A few see a sort of fiduciary duty imposing higher standards of behaviors on businessmen than on citizens at large. Today organisations are expected to assume a more proactive approach by improving the environment, supporting charities, helping solve problems in society, gaining competitive advantage, modernising customers' service systems, treating workers respectfully, fairly and equitably.

CSR practices vary from one place to another and the next section presents how CSR is carried out in Cameroon by focusing in CSR practices in the Cameroonian context.

2.2.5 CSR in Cameroon

Dahlsrud (2006:13) stated that a successful CSR strategy has to be context specific for each individual business by understanding what the specific CSR issues are and how to engage with the stakeholders. In other words, CSR has to be constructed within a specific context in

order to be successful. From a developing world context, Hamann's (2006:177) view is that despite the importance of universal principles of CSR for both organisations and diverse stakeholders groups, there is a recurring tension between universal expectations and local challenges and opportunities.

In Cameroon, CSR simply means that an organisation must not only worry about its profitability and growth, but it should also care about its social and environmental impacts and be more attentive to the needs of its various stakeholders (Martinet & Payaud 2013:7). Today, organisations are starting to realise how this approach can increase their performance and moderate environmental risks, enhance their image and competitiveness only by mobilising all stakeholders around a truly sustainable societal project (Martinet & Payaud 2013:7). It results from the survey conducted in Cameroon by the Club of Emerging Leaders for Africa (CELA) (2009:1-11) that almost all big organisations have a satisfactory overall performance. The scores of the first seven organisations located around or above average (that is fifty percent) reflect the existence of CSR practices embedded within their practices (CELA 2009:9). However, in Cameroon, industrial organisations seem to be the most advanced in the implementation of CSR policies with ALUCAM (Cameroon Aluminium Company) and SCRM CIE Sa occupying the first two places (CELA 2009:9). Regarding business services, Colina Insurance Ltd. and the carrier-SDV SAGA CI appear respectively in 3rd and 4th place in the standings. These organisations have certainly realised that the reinforcement of their corporate commitments to civil society not only allows the promotion of ethical values, but also contribute to the development of skills and talents of local people.

Cameroon is not on the fringes of major social, societal and environmental factors that have arisen in the world. Ultimately, the Federal Ministry for Economic Cooperation and Development (FMECD) (2013:35) published a list of challenges that Cameroon faces:

- The need for administrative reform, as evidenced by the fight against corruption. The latter has deep roots in society and is also practised at most levels of government – a fact illustrated by the Cameroonian courts' sentencing of high-ranking officials for this very issue.
- The need to act more effectively against pandemics, such as HIV/AIDS by mostly improving access to medicines, researching poverty-related diseases, integrating

people living with HIV into national and international organisations as well as malaria.

- The need to promote private investments by removing obstacles for business owners (high taxes rates).
- The need to effectively protect the environment (including indigenous peoples, soils, water and basic necessities) and forest resources in particular.
- The need to create formal employment for young people as a measure to fight poverty, as set out in the Strategy Document for Growth and Employment (SDGE).
- The need to improve the legal framework regarding CSR by including all human rights in accordance with the guiding principles for transnational organisations and human rights.

In Africa, different CSR practices exist and they differ from one country to another in their involvement with stakeholders, organisation commitment, the degree of integration in the organisation's activities, the complexity of their designs and implementation. Indeed, the economic aspect presents a transparency of the business both in the ownership structure and in the reporting of financial statements (CELA 2009:9). The only downside to this level corresponds to the part of the premises open to employees who remain absent for almost all business ownerships. The scores at the environmental level show some weaknesses of undertakings in consideration and especially awareness of the impacts of their activities on the environment (CELA 2009:9). Only a few organisations like ALUCAM have a very satisfactory rating with the strategy of integrating tangible environmental indicators, and it owns an international certification for its environmental management system. Concerning the impact on local communities, it is clear that all organisations have similarities with a high overall rating. This trend demonstrates the integration of strong social policies within organisations (CELA 2009:9).

Many organisations have realised the importance of getting beyond the basics in term of CSR activities. Although it is true that these organisations are still very resistant in translating CSR into sustainable actions that will benefit the entire community, they still have a long way to go before integrating CSR as an important part of their business strategy.

Rather than concentrating only on profit maximisation, organisations will benefit more by adopting these proactive approaches, and should also consider the consequences of CSR disclosure. Sheikh and Beise-Zee (2011:28) pointed out that “disclosing social responsibility practices may provide benefits to an organisation in the form of enhanced reputation, market value, supportive communities, increased customer loyalty, improved quality and productivity, and greater employee commitment and retention”.

While this section depicts CSR in the Cameroonian context, the next section explains what organisational commitment is.

2.3 ORGANISATIONAL COMMITMENT

Commitment in the workplace is a concept that has attracted a great deal of attention from scholars in many disciplines including industrial psychology, industrial sociology, management, business administration, and public administration (Cohen 2007:3). The extensive interest in the concept seems to be related to its diversity and complexity. As Feldman (2004:514) stated, there are several forms of engagement such as: commitment to the job, the workgroup (and/or the union), the organisation, and the profession. Individuals hold multiple commitments in the workplace, and these various foci of commitment have different consequences for workplace behaviours. As part of this study, the researcher only focuses on the commitment of employees to the organisation (organisational commitment), which treats the relationship between employees and the organisation. The discussion includes the following aspects of the study: definition of the concept, the advantage of having committed employees, drivers of employee organisational commitment, and the antecedents of organisational commitment.

2.3.1 Definition of organisational commitment

Organisational commitment has attracted the interest of many researchers over the years. One of the reasons for this enthusiasm is probably the fact that many aspects of the concept of organisational commitment have been developed. That is, commitment has been defined and measured in many different ways and the upcoming sections explain the diverse natures of the concept by presenting first the one-dimensional aspect of the construct.

2.3.1.1 Commitment as a one-dimensional construct

Starting by Buchanan and Huczynski (2004:764) who referred to commitment as a “state of being in which individuals become bound to their actions and, through these, to their beliefs. Commitment sustains action in the face of difficulties”. In other words, it is an employee’s alignment with the goal, missions and values of the organisation in relation with his degree of involvement and loyalty within the organisation. From this point of view, commitment is typically defined as a one-dimensional concept. In fact, the author does not take into account the emotional aspect of organisational commitment. Greenberg and Baron (2003:160) collaborate by stating that organisational commitment can be seen as employees’ attitudes towards an organisation, which influence their behaviours.

While the one-dimensional approach demonstrates a more simplistic view of the concept of commitment, many other authors as a result of their research, recognised the bi-dimensional and multidimensional nature of the construct (Cohen 2007:337). The next section explores the bi-dimensional nature of commitment.

2.3.1.2 The bi-dimensional nature of commitment

Another perspective of organisational commitment is the one that embraces both motivation (actions to make people work more effectively) and self-motivation or empowerment (getting people to motivate themselves). The concept of organisational commitment as a two dimensional construct underlies two major but contradictory approaches. First, there is a behavioural approach that relates to the process by which individuals become locked into a certain organisation and how they deal with the situation (Cohen 2007: 342). Conversely, Cohen (2007:342) stated that the attitudinal approach focuses on the process by which people come to think about their relationship with the organisation. In many ways, it can be thought of as a mindset in which individuals consider the extent to which their own values and goals are congruent with those of the organisation. This perspective is supported by Luthans (2005:217) who argues that commitment is an attitude reflecting employees’ loyalty to their organisation, which is also seen as an ongoing process through which organisational participants express their concern for the organisation and its continued success and well-being. In this context, attitudes shape the behaviours of individuals in the organisation (Luthans 2005:217). Attitudes represent a psychological tendency that individuals express by

evaluating a particular entity with some degree of favour or disfavour (Ashkanasy, Hartel & Zerbe 2012:213).

Allen and Meyer (1990:1-18) updated the conceptualisation of commitment, originally developed by Mowday, Porter and Steers (1982:1-253), specifying the nature of the boundaries between the different modes of engagement. The following section provides more details on the three-dimensional conceptualisation of commitment.

2.3.1.3 The three-dimensional nature of commitment

Allen and Meyer (1990:1-18) were inspired by the work of Mowday *et al.* (1982:1-253) to study organisational commitment. Indeed, it is from the attitudinal component that they have developed their three-dimensional concept of commitment. Overall, these theorists argued that organisational commitment is a psychological state that "(a) characterises an employee's relationship with the organisation, and (b) has implications for the decision to continue membership in the organisation" (Meyer & Allen 1991:67). This model, therefore, has three distinct constructs. These three components refer to a relationship between an individual and the organisation.

The first dimension regards commitment as an instrumental exchange. It is similar with continuance commitment which focuses on employees' perceptions of the costs of leaving the organisation. Continuance commitment is defined as a desire to remain a member of an organisation (Chien-Hung & Wen-Cheng 2012:89). Chien-Hung and Wen-Cheng (2012:89) explained that employees are likely to exhibit continuance commitment when they have achieved personal investment (such as pensions) in their employing organisation or when they have developed an emotional attachment to their organisation.

The second, an emotional commitment (affective commitment), reflects the commitment of an individual to an organisation (Meyer, Stanley, Herscovitch & Topolnytsky 2002:21). An employee with this type of commitment is emotionally committed to the job or organisation since his relationship with the organisation is good and wants to stay because he feels good in the organisation. The emotional value is reflected in the commitment of the individual to the goals and values of the organisation by their acceptance and integration.

The third and last dimension, a normative commitment, is based on a sense of obligation. It is a commitment influenced by societal norms about the degree to which individuals should be committed to the organisation. It can be described as the belief by an individual that one has; a moral obligation to engage in a mode of conduct reflecting loyalty and duty in all social situations in which one has a significant personal involvement (Cohen 2007:343). Cohen (2007:343) specified that such a person tends to believe that it is “right” to be loyal, for example, to one's family, country, friends, and quite likely to one's work as well. An employee who demonstrates such commitment perceives an obligation to stay in the organisation because he feels responsible for the success of the organisation and adopt appropriate behaviours based on this idea. This dimension relates more to the character of the individual, that is to say that the individual would feel obliged to remain within an organisation because it is the right thing to do.

For an organisation to have committed employees, it must present policies, working environment and conditions that empower and motivate its employees not to leave. Researchers also recognise the four dimensional nature of organisational commitment and the subsequent section provides information on this nature of the construct.

2.3.1.4 The four-dimensional nature of commitment

Gellatly *et al.* (2006:342) have recently presented the “dual nature” of normative commitment. More specifically, the authors considered that the nature of normative commitment changes and strengthens the function of the other two commitment components (affective and continuance commitments) (Gellatly *et al.* 2006:342). They posit that when employees feel a strong sense of affective commitment, obligation might be experienced as a moral imperative (i.e., “this is the right thing to do and I want to do it”). In this instance, employees may be inclined to do whatever it takes to achieve organisational objectives even if it is not required by the terms of the contract (Gagne 2014:40). In contrast, when affective commitment is low and continuance commitment is high, normative commitment might be experienced as an indebted obligation (i.e., “something one has to do to meet obligations and/or save face”) (Gellatly *et al.* 2006:342).

Bergman, Benzer, Kabins, Bhupatkar and Panina (2012:9) argue that instrumental values of work are likely to be the values that are linked to elements that cause exchange-based commitments (e.g. indebted obligation) whereas psychological values for work are likely to be the values that are linked to elements that cause value-based commitments (e.g., moral imperative). Klein, Becker and Meyer (2012:227) added that indebted obligation is fulfilled by meeting expectations such as those defined via the form of reciprocity. Bergman *et al.* (2012:9) refer to reciprocity as an exchange-based implicit agreement that investments will be repaid and is therefore an instrumental value. Employees with this type of attachment attend to organisational events that signal whether the organisation also values reciprocity (Gagne 2014:40). Such events could include: (a) supervisors using performance appraisals to acknowledge hard work; or (b) employees trading multiple shifts in ways that differentially benefit each of the trading partners for the different trades (Bergman *et al.* 2012:9). Klein *et al.* (2012:227) stated that moral imperative commitment occurs when one wants to do what is right, and what is perceived as “right” is aligned with organisational values, programmes or goals; it is perceived as a match of an organisation’s values with an employee’s own idiosyncratic values. For example, employees might believe that they (in collaboration with the organisation) should contribute to the local community, be environmentally responsible, or avoid using international outsourcing labour practices (Bergman *et al.* 2012:10).

While several types and definitions of organisational commitment have been proposed, there is still not a commonly acceptable definition of the construct (Khalili & Asmawi 2012:101). This lack of consensus in the definition of the term has greatly contributed to its treatment as a multidimensional construct (Khalili & Asmawi 2012:101). However, the general conceptualisation of the construct assumes that organisational commitment reflects a multidimensional psychological attachment of an individual to the organisation (Walsh & Taylor 2002:10). The four-Component Model developed by Gellatly *et al.* (2006) has become the dominant model of many studies of organisational commitment today. Therefore, it has been selected as the proper theoretical framework for this study.

Of the above forms of commitment, affective commitment is considered the most desirable profile of organisational commitment amongst employees, and the most prevalent theme in the Meyer and Allen model (Meyer *et al.* 2002:38). As employees with high levels of

affective commitment are more likely to contribute to the organisational performance and productivity and even do more than what is expected from them (Hafer & Martin 2006:4).

The next section presents the advantages for an organisation to have committed employees.

2.3.2 The advantages of having committed employees within an organisation

In today's rapidly changing corporate environment, organisations from all around the world want to use maximum potential of their workforce to stay ahead of the fierce competition and survive in the middle of the quest (Mohsan, Nawaz, Khan, Shaukat & Aslam 2010:226). Organisations need employees who are willing to go beyond the call of duty and engage in extra-role behaviours. Organisations want employees who are devoted to their work and willing to go beyond what is expected of them; and employees who possess the sense of innovation, creativity and willingness to take some risks. Organisational effectiveness depends on more than simply maintaining a stable workforce; employees must perform assigned duties dependably and be willing to engage in activities that go beyond the requirements (Mohsan *et al.* 2010:226).

i. Commitment and work behaviours

Organisational commitment is critical for any organisation's success (Mohsan *et al.* 2010:226). According to Cohen (2003:18), "organisations whose members have higher levels of commitment show higher performance and productivity and lower levels of absenteeism and tardiness". This implies that highly committed employees generally tend to take greater efforts, willingness and initiatives to perform and invest resources in the organisation. Meyer and Allen (1997:67) in line with Cohen (2003:18) stated that organisational members who are highly committed do not leave the organisation because they are dissatisfied but rather tend to take challenging work activities and engage in improving performance and in innovative activities. Committed workers are genuinely and consequently productive because they are able to release their creativity and contribute towards organisational development initiatives. Meyer and Allen (1997:67) stated that affectively and normatively committed employees are more likely to maintain organisational membership and contribute to the success of the organisation than continuance committed members.

ii. Business impact of commitment

Great organisations are built on the inherent value of their human resources of motivated and committed employees who allow organisations to grow faster than similar competitive organisations (Dordević 2004:117). Highly committed employees feel that their organisation values them and that they are playing an essential role, which significantly enhances both their organisational commitment as well as organisational performance (Mohsan *et al.* 2010:226). Dordević (2004:117) supports this by stating that employees with high emotional attachment to organisation have strong motivation to contribute to the organisation's goals, because they see them as theirs. The performance benefits accrued from an increased employee's organisational commitment have been widely demonstrated in the literature. These include: increased job satisfaction (Vandenberg & Lance 1992:161); increased job performance (Mathieu & Zajac 1990:180); increased total return to shareholders (Walker Information Inc. 2000); increased sales (Barber, Hayday & Bevan 1999:39); decreased employee turnover (Cohen 1991:262); decreased intention to leave (Balfour & Wechsler 1996:269); decreased intention to search for alternative employments (Cohen 1993:151) and decreased absenteeism (Cohen 1993:149; Barber *et al.* 1999:26).

In conclusion, organisational commitment ameliorates a friendly atmosphere within an organisation, making the entire workforce enthusiastic to work together in order to achieve individual goal as well as organisational goals (Mohsan *et al.* 2010:227). In such way, it is right to speak about organisational commitment as an excellent uniting factor that enhances work effectiveness of employees. It therefore leads to a positive and long lasting organisational outcome, not only through higher motivation of employees (Mohsan *et al.* 2010:227) but also through creation of a positive and cooperative atmosphere, uniting motivated and committed employees in their work for the improvement of overall functioning of an organisation. In fact, organisational commitment may be considered as a key factor that determines the success of any organisation in today's modern business world. In line with this, Mohsan *et al.* (2010:228) argue that in the situation of increasing competition and constant technological advancements, organisations need to have skilled, reliable and committed human resources to maintain its competitive position in the market. At the same time, Tella, Ayeni and Popoola (2007) claim that the effectiveness, quality and productivity of employees' work still remain the major contributing factors to the growth of an

organisation and organisational commitment is considered as a key to quality and productivity improvements.

From an organisational point of view, organisational commitment is a valuable asset (Hafer & Martin 2006:4). Hafer and Martin (2006:4) indicated that organisational commitment has a strong correlation with job performances, absenteeism, motivation, and creativeness. In summary, employees with a high emotional attachment to the organisation have strong motivation to contribute to organisations' goals because they see them as theirs.

From the analyses of the above, there is no doubt that committed employees show good work performances, and many authors have tried to identify the drivers of such commitment. The next section discusses the existing drivers of organisational commitment.

2.3.6. The existing drivers of organisational commitment

The sources of organisational commitment may vary from person to person. According to Hellriegel (2001:54) employees' initial commitment to an organisation is determined largely by their individual characteristics such as personality, attitudes and personal aspirations and how well their early job experiences match their expectations (work culture, reward systems, performance management, training and development). When the reasons for entering an organisation diverge from the reasons of staying, organisational commitment cannot be met and there are many chances that employees lose their motivation (Bragg 2002:18). It is advisable for managers to always stimulate the commitment of their employees. Bragg (2002:18-19) indicates that commitment depends on three main drivers, namely, fairness, trust and concern for employees. Foremost, fairness is discussed in the following section.

i. Fairness

Workplace concerns about fairness over pay systems, managerial favouritism and equal recognition are challenging for any organisation and can be frustrating for employees and leaders alike (Erb 2013). Organisational fairness can be conceptualised as having two dimensions – procedural justice and distributive justice (Friend, Bellenger & Boles 2009:29-30). Friend *et al.* (2009:30) further explains the two dimensions by identifying their traits. Procedural justice includes pay administration, rule extensions and latitude; while distributive

justice includes more outcome based traits such as pay rules, distributing tasks and pay levels (Friend *et al.* 2009:30). Organisational fairness can also be studied in the context of internal equity, which is positively related to commitment, but demonstrates varying degrees of strength (Friend *et al.* 2009:30). Concerning the transparency in the process of rewarding or paying employees for their services, Erb (2013) clarifies that when it comes to a sense of fair play, it's not just about the amount of the paycheck that matters; the transparency of the compensation system and a clear commitment to equity by organisations are critical in ensuring that people feel fairly paid.

In conclusion, in the absence of fair treatments, employees seek to be compensated through litigation, and grievances (Erb 2013). Today, leaders in organisations will have greater success if they proactively treat people fairly; since unjust treatments activate disgusting reactions in the brain (Buch 2010).

ii. Trust

Trust in organisational authorities has been shown to influence a variety of subordinate's work attitudes and behaviors (Chughtai & Zafar 2006:43). According to Rogers and Riddle (2003:3), trust means confidence: (1) confidence that others' actions are consistent with their words; (2) confidence that people with whom you work are concerned about your welfare and interests apart from what you can do for them; (3) confidence also means that the skills one has developed are respected and valued by co-workers and by the organisation at large; (4) and confidence that who you are and what you believe in truly matter in the workplace (Rogers & Riddle 2003:3). Trusted leaders obtain many rewards such as committed employees, retention of top talent, positive work culture, and the most exceptional results (Rogers & Riddle 2003:3). Friend *et al.* (2009:28) further explain the relationship between trust in one's supervisor and commitment by noting that individuals prefer trusting work relationships, and will commit themselves to the organisation at a greater degree when this trust exists. Employers should work hard to build trust within their organisation so that their employees can feel comfortable.

Friend *et al.* (2009:28) conclude that a trust construct can act as a mediator between fairness and organisational commitment as well as job satisfaction and commitment.

iii. Concern

Scott (2013) points out that all employees have the right to do their jobs in a safe and comfortable surrounding as employees are sometimes exposed to potentially dangerous hazards such as health issues, office violence, safety enforcement, injuries and illnesses. Hazardous toxins present in workplaces are a matter of concern if they are capable of causing injuries or harm to employees (Scott 2013). In fact, poor hygiene practices present in workplaces may affect the health and safety of everyone working or in touch with the environment. In addition, in order to prevent workplace violence, employers should implement violence prevention practices to protect employees from injuries. In summary, employers are required to have policies in place that explain safety procedures in the event of emergencies. Safety programmes help employers analyse potential hazards and address any dangers before they cause injuries.

Vermeulen (2013) indicates that money certainly plays a part in building organisational commitment; however, it is clearly not enough in today's work environment. A large measure of organisations' success derives from its management of people and from creating a climate for employees to feel comfortable in. Employers who wish to build organisational commitment should create an environment of fairness, trust, concern and care by acting consistently in such a way that employees perceive them as they really care for them. Now the question is: What can be the antecedents of organisational commitment?

2.3.7 Antecedents of organisational commitment

Hornby (2005:53) defines the word "antecedent" as an event that exists or comes before another, and may have influenced it. Ashkanasy, Wilderom, and Peterson (2000:344) refer to antecedents of commitment as intervening variables that channel the occurrence and strength of different commitments. Thereafter, Hellriegel and Slocum (2004:94) pointed out that an antecedent precedes and is a stimulus to behaviour. Bearing this in mind, organisational commitment can be seen as a function of individual characteristics such as age, seniority, education, climate, job satisfaction and organisational characteristics. Meyer *et al.* (2002:28) divided these variables into four groups: demographic variables, individual differences, work experiences, and alternatives/investments, which are discussed in details below.

i. Demographic variables

A variety of demographic variables have been identified to enhance the organisational commitment of employees such as age, marital status and gender.

- **Age**

Many studies have found that commitment is positively related to age (Kacmar & Carlson 1999:976-994; Lok & Crawford 1999:365). As Mathieu and Zajac (1990:171) suggest, the older the employees become, the less alternative employment options are available. In addition, Kargar (2012:5018) suggests that older labourers, due to more job satisfaction, have greater attitudinal commitment because they have a stronger investment in and a longer history with their organisation. Meyer *et al.* (2002:28) also found that age correlates positively with all three components of organisational commitment namely continuance, affective and normative.

- **Gender**

With regard to gender, a number of past studies (Mathieu & Zajac 1990:171; McFarlin & Sweeney 1992:626) have reported women as being more committed than men. Kargar (2012:5018) also found that females are more committed than males to their organisations, although the difference is negligible. The reason is that to be members of an organisation female employees have to break down more barriers than male employees and therefore their membership becomes more important to them (Kargar 2012:5018).

- **Marital status**

Marital status has also been shown to positively relate to organisational commitment. Married employees usually show more commitment than the single ones (Mathieu & Hamel 1989:299; Mathieu & Zajac 1990:171; Kacmar & Carlson 1999:976). Chughtai and Zafar (2006:43) who share this view, indicated that married people have more family and financial responsibilities and need more stability and security in their jobs, and are, therefore likely to be more committed to their current organisation than their unmarried counterparts.

ii. Satisfaction with work and working conditions

Research has indicated that satisfaction with work itself is positively related to commitment (Chughtai & Zafar 2006:45). Chughtai and Zafar (2006:45) wrote that organisations have a greater chance of retaining their employees if they offer them jobs that are interesting, challenging, and give them a sense of accomplishment. In other words, satisfaction with the actual work undertaken can foster organisational commitment. Employers should also ensure that when recruiting, they should advertise the post internally first by giving opportunities to current employees to apply for the post so that they can reach their desirable jobs, be able to grab some advancement opportunities or possible growth within their organisation. By doing so, employers will be able to enhance their employees' organisational commitment. Vance (2006:12) argues that by directly recruiting from outside the organisation while qualified internal candidates are available, employers might unwittingly suggest to current employees that the organisation is not willing to reciprocate their commitment.

Organisational commitment is a dynamic reciprocating concept; it means that if employees are committed to their organisation, they expect their organisation to be committed to them as well (Dordević 2004:113). Figure 1 represents these reciprocal relationships.

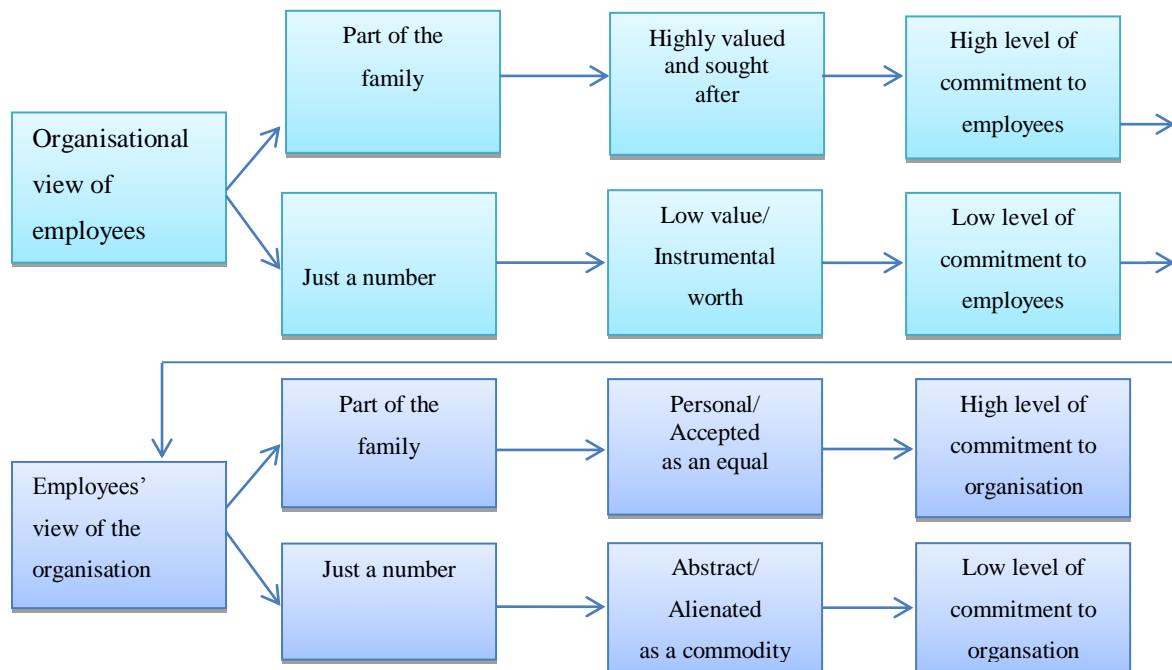


Figure 1: Psychological attachment and commitment (Organisation and employee viewpoints) (Dordević 2004:113)

In summary, good working conditions such as clean, attractive surroundings enable employees to perform their work smoothly and they are likely to have a positive impact on employees' organisational commitment too.

iii. Induction and training

Induction programmes and training are two important components attributed to higher levels of organisational commitment. For the newly employed, training usually begins with orientation and presents several important opportunities that include explaining pay, work schedules and organisation policies. Most importantly, it is vital for employees because it develops their production and dedication by giving them the knowledge and skills they need to perform their new jobs. It also gives employers a chance to boost their employees' confidence by explaining how the employee's new job contributes to the organisation's goal, value and missions, organisational structure, working environment, safety regulations and procedural matters as well as introducing the newcomer to his colleagues (Vance 2006:13).

Chughtai and Zafar (2006:45) conclude that the provision of training and development sends a message to employees that the organisation cares for them and supports them, which is likely to lead to an increase of organisational commitment. Training also enhances employees' value to an organisation as well as their own employability in the job market (Singla 2010:38). Vance added that new employees, who receive a satisfying training experience, feel better about their ability to perform the tasks expected of them (Vance 2006:13).

iv. Promotion

According to Chughtai and Zafar (2006:44), policies and practices concerning the movements of employees, particularly upward movement, once they are engrained in an organisation's practices might also affect their organisational commitment. The authors have also shown that commitment was greater among employees who have been promoted, which was also positively related to employees' perceptions that the organisation has promotion policies (Chughtai & Zafar 2006:44). Such policies might be perceived by employees as evidence of organisational support, which in turn instills a greater commitment to the organisation.

v. Job satisfaction

Hellriegel and Slocum (2004:52) stated that job satisfaction refers to feelings that reflect employees' attitudes towards a job. Greenberg and Baron (2003:146) explains that job satisfaction exists to the extent that the job outcomes (such as rewards) that an individual receives match those that are desired. A positive relationship between job satisfaction and organisational commitment, using a variety of satisfaction and commitment measures, has been consistently reported in the literature (Balfour & Wechsler 1996:256; Green, Anderson & Shivers 1996:203). How happy an employee is in a job has profound effects on his behaviour and commitment in the workplace. From the analyses of the above, it is clear that employees who enjoy their jobs will work harder and stay longer with their employers than employees who do not.

vi Pay and reward

Nowadays it is evident that financial stimuli alone can hardly inspire and motivate employees to do their part of work more effectively and productively (Mohsan *et al.* 2010:228). Mohsan *et al.* (2010:228) argue that in such a situation, the only factor which tends to be of a paramount importance is employees' organisational commitment since good organisational productivity and performance is attributed to highly committed employees. Chughtai and Zafar (2006:44) state that providing high compensation could lead to higher organisational commitment based on a variety of reasons. Firstly, it allows organisations to attract a larger pool of applicants from which to selectively recruit. Secondly, a high compensation serves as an indication of how much employers value their workers, thereby enhancing their self-worth and feelings. Finally, tying compensation to performance motivates employees to exert more effort on behalf of the organisation. For these reasons, Chughtai and Zafar (2006:44) conclude that high compensation that is tied to organisational performance is predicted to lead to employees' high level of organisational commitment.

The previous section presented the benefits for organisations to instigate their employees' organisational commitment. This section provides a literature on employees' intentions to stay in their current organisation by focusing on the definitions of turnover and intention to stay, assessing the existing retention factors and by evaluating the cost of an unwanted turnover in an organisation.

2.4 EMPLOYEES' INTENTIONS TO STAY

Organisations that face a shortage of talents due to the sudden departure of their best employees should consider developing effective conservation strategies. This emphasises even more that once organisations employ people, retaining them is of a paramount importance. Collins (2001:41) describes an organisation as a bus and employees as the riders, and the author specifies that, "If we get the right people on the bus, the right people in the right seats, and the wrong people off the bus, then we will figure out how to take it someplace great". The following section addresses the definitions of turnover and intention to stay.

2.4.1 Definitions of intention to stay and turnover

Employees and their aptitudes or skills have become even more critical to any organisations' success today. The emphasis has shifted to how winning organisations manage their human capital and build their organisational capabilities to gain and sustain their competitive edge (Dell 2002). Consequently, developing and retaining talents is a key challenge facing many organisations.

i. Intention to stay

Many organisations today are challenged to retain their best employees. A study conducted during the 2001-2003 recession revealed that 90 percent of 109 executives surveyed indicated that they were finding it difficult to attract and retain the best people (Dell 2002).

Intention to stay mirrors employees' level of commitment to their organisation and their willingness to remain employed (Mustapha, Ahmad, Uli & Idris 2010:61). The concept has been defined by Ochola (2009:9) as the degree of likelihood for a member of an organisation to continue his membership in that organisation. Intention to stay is also a social psychological concept because it deals with the perception of organisational members to stay rather than their actual behaviour (Ochola 2009:9). The concept is clearly the most important determinant of turnover (Mustapha *et al.* 2010:61). Kudo, Satoh, Hosoi, Wiki, Watanabe, Kido and Aisawa (2006:511) argued that employees' intentions to stay on the job were significantly associated with the conditions of employment. The conditions of employment are composed of salary, welfare, and fair salary raise; they are hygiene factors that are associated with the security and stability of the lives of employees (Kudo *et al.* 2006:511).

To keep employees in the organisation, people need to feel that their contributions to the organisation are valued; that they are part of the organisation (Johari, Yean, Atnan, Yahya & Ahamad 2012:398), and a failure to do so may result in turnover.

ii. Turnover

Nawaz *et al.* (2012:46) reflects that success is always backed by human power and strength, which is dependent on the selection of a competent person in a particular area, after which a visualisation of an organisation can be pursued. Turnover is used to describe an unplanned loss of workers who voluntarily leave and whom employers would prefer to keep (Waldman & Arora 2004:6). Sumarjan, Zahari, Radzi, Mohi, Hanafiah, Bakhtiar and Zainal (2014:81) defined turnover as the movement of people in and out of employment within an organisation. In addition to this, Nawaz *et al.* (2012:45) state that a disproportionate turnover is usually an indicator of basic problems that prevail within organisations. In the process of identifying the meaning of the concept of “turnover”, a number of researchers such as Wood *et al.* (2004:116) and Robbins (2005:28) have provided their inputs. For instance, turnover is defined by Wood *et al.* (2004:116) as the decision by workers to terminate their employment. Robbins (2005:28), on the other hand, defines turnover as “a voluntary and involuntary permanent withdrawal of an employee from an organisation”. In this study, only a voluntary decision of an employee to leave an organisation is considered. Involuntary withdrawal of an employee is caused by dismissal or lay-off, for example, and does not form part of this study.

In summary, turnover intention involves an employee’s willingness to leave his current work situation, or more specifically, the likelihood that a person will leave his job within a foreseeable future.

The next section is about determining the existing retention strategies.

2.4.2 Existing retention strategies

When considering decreasing the incidents of turnover, managers need to identify the factors that impact on the ultimate decision of employees to leave and evaluate the cost of this phenomenon for the organisation. Eweje and Bentley (2006:9) state that there are many internal drivers of employees’ decisions to leave the organisation, and each driver depends on

every organisation's culture and climate as well as its management. According to Eweje and Bentley (2006:9), the existing retention strategies are as follows:

- compensation (salaries and wages, performance-based rewards, benefits and retirement plans);
- work environment (health and safety, work-life balance, diversity and team building);
- appreciation and respect (leadership, acknowledgement, empowerment, ethics and trust and job-security);
- development and career growth (induction, new skills acquisition, education, training and career development plan); and
- communication (organisational culture, information access, meetings and feedbacks).

Eweje and Bentley (2006:9) add that most of these strategies cited above are affected and reinforced by an organisation's CSR performance. Consequently, when employees are provided a working environment characterised by positive employment conditions, it is often expected that employees' turnover intentions will be tempered.

The next section is relevant to this entry as it evaluates the cost of an unwanted turnover.

2.4.3 The cost of an unwanted turnover

Unwanted turnover is one of the biggest and most costly business problems organisations face today (Johari *et al.* 2012:397). Turnover adversely affects organisations in several ways, such as tarnished image, high cost due to re-staffing, and re-training (Sutherland 2002:710), and declining productivity (Bigliardi, Petroni & Dormio 2005:424), as well as reduced service to clientele, lost business to competitors, reduced employee morale and increased turnover among remaining staff, and potential loss of future leadership (Griffeth & Hom 2001:4).

2.4.3.1 Separation costs

Turnover has indirect costs for an organisation. Besides losing the costly knowledge base when an employee leaves, that organisation will have to re-organise its resources so that business plans and goals will continue to stay the course (Jackson, Schuler & Werner 2009:193). It may also cause disruption within an organisation, thereby causing employees' performance to decrease (DeConinck & Bachmann 2005:87). In line with this, Johari *et al.*

(2012:397) state that for any team or organisation, which is tightly or thinly staffed, losing a member of the team or member of the staff would cause major agony, increase work pressure, drop in employee morale and in extreme cases, failure to achieve desired results.

Turnover also has dysfunctional consequences for employees such as loss in benefits, friendships, and perhaps a disruption for the family. Sometimes underestimated by many employers, Johari *et al.* (2012:397) specified that employee turnover, (especially the departure of talented employees) will cause the loss of client resources, core skills and knowledge, and further create huge negative economic impact on the organisation. The negative economic impact of turnover not only includes the existing compensation costs, but also the recruitment and training costs of the new recruit (Jackson *et al.* 2009:193).

2.4.3.2 Replacement costs

To hire or get a replacement of a former employee will normally take some time. Furthermore, the work that needs to be put in before hiring or getting a replacement, requires a great deal of efforts and involves substantial amount of efforts (Johari *et al.* 2012:397). Johari *et al.* (2012:397) are of the opinion that besides effort and time, replacement activities (recruitment and training a new employee) would also require substantial costs. If key employees (with critical skills) suddenly resign, it is difficult for an organisation to replace him, at least in the short run. Costs for the employer may include loss of productivity and diminished services as new employees getting up to speed (Makhbul, Rahid & Hasun 2011:13). Griffeth and Hom (2001:2) report that turnover costs can run as high as 200 percent of an existing employee salary, depending on his skills level.

In conclusion, an unwanted turnover can be very expensive. It is estimated by Mohonathan (2007:22) that turnover costs range from a conservative 30% of an annual salary plus benefits to as much as 150% of a worker's yearly pay. Ivancevich, Konopaske, and Matteson (2005:223) also agree that a high turnover rate means more expenses for an organisation.

The next section explores the relationships between the perceptions of employees of their organisation's CSR activities with organisational commitment and employees' intentions to stay.

2.5 THE RELATIONSHIPS AMONG CSR, ORGANISATIONAL COMMITMENT AND EMPLOYEES' INTENTIONS TO STAY

CSR literature in this section is anchored by three major academic points of view: those who are in support of the relationship between CSR and employee commitment; then between CSR and employee intention to stay; and finally, those who support the existence of a direct relationship among the three constructs.

2.5.1 The relationship between CSR and employee commitment

The study of Kim *et al.* (2010:557-569) suggests a positive relationship between perceived CSR by employees and their commitment to the organisation. Brammer *et al.* (2007) also found that employees have a stronger commitment to their organisation when they perceive it as socially responsible. An improvement in the working conditions of employees that results from the implementation of internal CSR practices could be perceived by employees as the recognition of their investment and efforts, and thus increase their feelings of loyalty and duty of reciprocity inherent to normative commitment (Millington & Rayton 2007). In order to understand the link between employees and their bond to the organisation, Maignan and Ferrell (2004:7-8) stated that socially responsible activities are likely to generate organisational commitment; firstly, because they make work activities more enjoyable for employees, and secondly, because they translate into visible operations that are likely to generate a feeling of pride among employees.

CSR increases employees' organisational commitment level because CSR interventions include activities for the welfare of employees and their families (Ali, Rehman, Ali, Yousaf & Zia 2010:2797). The way in which employees perceive their organisation affects how they identify with the organisation and their commitment to its goals. Ali *et al.* (2010: 2797) also add that the engagement in socially responsible practices might be a source of pride and thus enhance employees' ties to the organisation, especially affective and normative commitment, particularly if organisations' external prestige is interpreted as a source of corporate distinctiveness by employees. Baltazar (2011:85) in support of Ali *et al.* (2010: 2797) argues that employees' general image of an organisation and perceived organisational support predict affective commitment by significantly increasing the affective bond between employees and their employer. Maignan and Ferrell (2004:6) state that commitment is a

likely result of specific managerial practices representative of CSR toward employees. Moore and Moore (2014:120) argue that it could be expected that employees particularly appreciate CSR programmes that satisfy their own demands, such as no lay-off policies or a pleasant work environment (Maignan & Ferrell 2004:9). For example, there are certain practices such as ethics, training practices, job equity policies, engaging in long-term planning, avoiding discrimination in hiring and compensation process as well as incorporating integrity in employees' performance evaluations, supporting employee training and education and work-family programmes that have positive effects on organisational commitment (Maignan & Ferrell 2004:7).

Employers may consider promoting CSR volunteerism within their organisation by encouraging employees to participate in some CSR activities that allow organisations to develop a strong relationship with its internal stakeholders (Liao-Troth 2008:214). When relationships between an organisation and its employees improve, customer satisfaction increases as well; this cycle of success then leads to a high profit margin (Stancu *et al.* 2011:12). In addition, when employees' personal needs are fulfilled at work, they are likely to identify themselves with the organisation that reflects how well employees feel a sense of self match with their organisation (Bhattacharya *et al.* 2008).

In summary, Choi and Hu (2014:351) suggest that the better the reputation employees make with their organisation' CSR activities, the more they identify with it, which eventually affects their organisational behaviour.

The following section analyses the relationship between CSR and employees' intentions to stay in their current organisation.

2.5.2 The relationship between CSR and employees' intentions to stay in their current organisation

There is growing evidence that organisations' CSR practices comprise a legitimate, compelling and increasingly important way to attract and retain good employees (Bhattacharya *et al.* 2008:37). For example, in a bid to furnish their images as socially responsible organisations and thereby attract and retain talent, many Chief Executive Officers (CEOs) of high-profile organisations such as Home Depot, Delta Air Lines and System,

Applications and Products (SAP), eight years ago pledged to deploy millions of employee volunteers to work on various community projects (Grow, Hamm & Lee 2005:76-78). Their efforts appear to make sense; Copeland (2005), former CEO of Deloitte Touche Tohmatsu, puts it this way: “the best professionals in the world want to work in organisations in which they can thrive, and they want to work for companies that exhibit good corporate citizenship”. In certain cases, a high rate of staff turnover is often associated with low level of employees’ organisational commitment. Cohen (2003:11) motivates that “the lack of organisational commitment or loyalty is cited as an explanation of absenteeism, turnover, reduced effort expenditure, theft, job dissatisfaction and unwillingness to relocate”.

In the literature, it has not yet been proven how CSR can directly influence employees’ intentions to stay in their current organisation. Nevertheless, in the past many authors have described how organisational commitment led to a reduction of turnover rate since employees who are committed to their organisation will have “a strong desire to maintain membership with their organisation” (Khalili & Asmawi 2012:101). The lack of commitment seems to correlate significantly with employees’ turnover intentions to search for job alternatives and firm intentions to leave their job.

2.5.3 The relationship between CSR, organisational commitment and intentions to stay

The positive effects of CSR on employees is becoming more present in the business world, one of the reasons being the fact that responsible organisations successfully attract and retain the best workforce (Bhattacharya *et al.* 2008:37). Stancu *et al.* (2011:12) point out that when an organisation provides good working conditions to its employees (opportunity, collegiality or interesting job assignments, for example), individuals often react in a favourable way with positive feelings and thoughts that often lead to beneficial courses of action. Alternatively, when employees experience negative experiences at work (for example, poor leadership, low recognition or incivility), they can be expected to react in a negative way and with poor work attitudes. If employees feel satisfied at work and attached to the organisation’s values and goals, they will recommend the organisation to friends and family as a good employer (Stancu *et al.* 2011:12). This point of view has been supported by Mueller, Boyer, Price and Iverson (1994:128) who stated that “when employees are both satisfied with their jobs and committed to their organisation, the bond with the organisation will be strengthened and will result in greater cooperation and a reduced likelihood of quitting”. Similarly, Gibson,

Ivancevich, Donnelly and Konopaske (2006:184) assert that “committed people are less likely to quit and accept other jobs. Thus, costs of high turnover are not incurred”.

Organisational commitment has always been associated with decreased intentions to leave but it is not yet proven how CSR activities undertaken by an organisation can directly influence employees’ intentions to stay in their current organisation. It appears that an employee’s decreased intention to leave the organisation is simply the result of a high organisational commitment.

To further illustrate the degree to which organisational commitment decreases employees’ turnover intentions within an organisation, The Hay Group (2006:22) indicated that in organisations with high turnover, people can assume higher than normal levels of commitment than employees with low level of commitment whose attitudes and behaviours affect the bottom line. Similarly, DeConinck and Bachmann (2005:87) noted that increasing employees’ organisational commitment is important to organisations. By increasing the organisational commitment of employees, turnover can consequently be reduced (DeConinck & Bachmann 2005:87). Organisations at large have gained increasing awareness of the business benefits resulting from the implementation of socially responsible programmes but an emphasis has mostly been put on the relationship between employees’ organisation commitment and turnover intentions. Hellriegel and Slocum (2004:54) explain that managers are interested in relationships between organisational commitment and job behaviour because the lack of commitment often leads to turnover. The authors added that “the stronger the commitment to the organisation, the less likely the person is to quit” (Hellriegel & Slocum 2004:54).

2.6 CONCLUSION

The first part of this chapter explores the definition of CSR and the motivations of implementing CSR programmes. Even though the literature reveals contradictory interpretations regarding what CSR is and what it involves the fact remains that CSR can mean different things to different people. As a relatively narrow definition, CSR can be interpreted as a modern day manifestation of the notion of business sustainability or competitive advantage. It could be argued that the motivation for organisations to engage in CSR activities is always driven by some kind of self-interest first, followed by the commercial purposes and finally by an individual’s personal altruistic concerns such as

aligning with the regulations in vigour, acting ethically and simply being responsible. Nevertheless, the consensus appears to converge upon caring for all organisations' stakeholders and above all for employees in order to increase their degree of organisational belonging.

The second part of this study is a contribution to a conceptual and methodological refinement of the study of organisational commitment by analysing its meaning, dimensionality and operationalisation. In order to evaluate the advantages which result from having committed employees within an organisation, it was equally vital to identify the drivers and antecedents of organisational commitment.

The third part of this chapter provides a necessary theoretical background of employees' intentions to stay in a particular organisation and the definition of turnover. An evaluation of the cost of an unwanted turnover is critical to this study as well as the existent retention strategies.

This chapter is a prelude of an empirical investigation currently underway to address how CSR is interpreted within the telecommunication sector in Cameroon and how it positively affect employees' organisational commitment and intentions to stay in their current organisation. Still, profuse challenges remain and additional investigation is needed to deepen the understanding of the concept CSR. The agenda for this research includes the identification of the possible relationships among employees' perceptions of CSR, the level of their organisational commitment and their intentions to stay in their current organisation. The next chapter therefore presents the methodology used in this study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The previous chapter presented the literature review on employees' perceptions of CSR, organisational commitment and intentions to stay. This chapter describes the research methodology used in this study. The geographical area where the study is conducted, the study design, the population and sample are also described. The instrument used to collect the data, including methods implemented to maintain validity and reliability of the questionnaire are described as well as ethical considerations and data analysis are also discussed.

3.2 RESEARCH DESIGN

A research design is defined as a mapping strategy, which is based on a sampling technique and it essentially includes objectives, sampling, research strategy, tools and techniques for collecting the evidences, analysing the data and reporting the findings (Singh & Bajpai 2008:129). Additionally, Singh and Bajpai (2008:129) refer to research design as the statement of the object of the inquiry and how a satisfactory culmination is affected. Research designs vary depending upon the type of research; research can be grouped into exploratory, descriptive and hypothesis testing types (Sahu 2013:26-27). Research that is descriptive examines the relationships among variables (correlational). For the purpose of providing a complete and elaborate analysis of how employees react to their organisation's CSR practices and how their perceptions affect their commitment towards organisations' objectives and their intentions to stay in their current organisation, a descriptive approach was followed. Burns and Grove (2004:201) are of the view that descriptive research is designed to provide a picture of a situation as it naturally happens. This method is selected because it provides an accurate portrayal or account of the characteristics (behaviours, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group); it also allows researchers to study larger groups of individuals more easily (Jackson 2012:17). A descriptive survey design is used in this study in order to measure the level of organisational commitment and intention to stay of employees through CSR. The types of research used in this study follow the steps outlined below by Kumar (2014:12) as depicted in Figure 3.

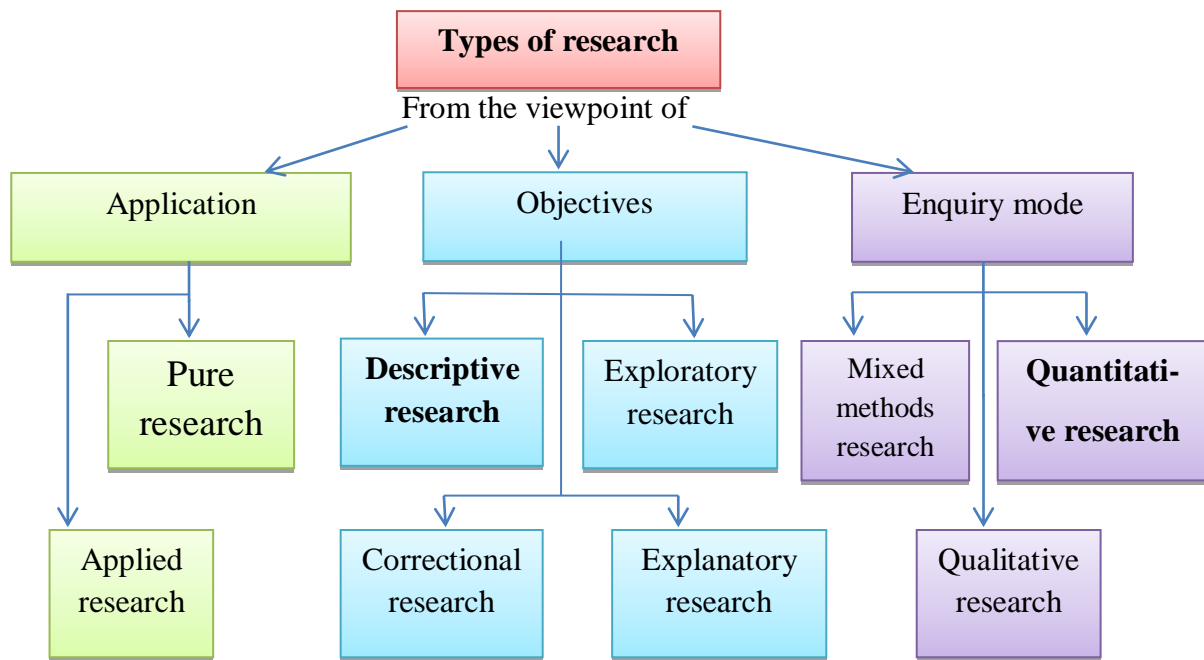


Figure 2: Types of research (Kumar 2014:12)

3.3. QUALITATIVE AND QUANTITATIVE RESEARCH APPROACHES

Three types of research approaches exist, namely, quantitative, qualitative and the mixed-method. Quantitative research produces results that can be used to describe or note numerical changes in measurable characteristics of a population of interest, in general to other similar situations, provide explanations of predictions and explain causal relationships (Salkind 2010:1166). Salkind (2010:1158) noted that research may also be qualitative; it is also known as qualitative inquiry used to cover a wide variety of research methods and methodologies that provide holistic, in-depth accounts and attempt to reflect the complicated, contextual, interactive, and interpretative nature of our social world. Broadly, a qualitative method is a generic term denoting a range of techniques, such as participant observation, interviews, focus groups, which seek to understand the experiences and practices of key informants and to locate them within their settings and context (Kura 2012:9). Both types of research are valid and useful; they are not mutually exclusive so it is possible for a single investigation to use both methods (Hughes 2006). Quantitative research was deemed appropriate for this study and aimed at establishing the effects of the perceptions of employees of their organisation's CSR activities on their organisational commitment and intentions to stay in their current organisation. The researcher chose this specific method because it usually deals

with large samples (in this case 298 respondents); thus, large amounts of data which are easily subjected to statistical techniques of analysis.

3.3 RESEARCH SETTING

The study was conducted in a telecommunication organisation in Cameroon, at the main office situated in the economic capital of Douala. The group was present, especially in Europe and in Africa (with its presence in 21 countries in Africa and in Middle East) in 2011; and the group has invested almost Euro 800 million in these regions as its strategy of contributing to the economic and social development of emerging countries. The organisation's annual report of 2012 describes over 140 achievements and performance indicators covering the group's CSR commitments. The organisation's CSR programmes comprise various actions such as recognising and supporting its employees; ensuring transparency, quality, security and safety for its customers; making benefits of the digital world accessible for the greatest number of people; and finally, finding innovative solutions for a greener world.

3.4 THE SAMPLING DESIGN PROCEDURE

In the social sciences, it is not possible to collect data from every respondent relevant to the study but only from a fractional part of the population (Singh & Bajpai 2008:137). The process of selecting the fractional part is called sampling. Sampling is fundamental to all statistical methodologies of behavioural and social research (Singh & Bajpai 2008:137). Sampling design refers to the technique or procedure researchers adopt in order to select items for the sample (Kumar 2008:38). To accomplish the aim of this study the design was presented and explained as follows: target population, sampling frame and procedure adopted for drawing the sample from the universe, sample size and sampling criteria.

3.4.1 The target population

Whitley and Kite (2012:485) refer to a target population as a group of people to whom the results of the research will be applied. The study population consists of employees working in the following departments of the selected telecommunication organisation in Cameroon: managing director, chief general manager, marketing operations, procurement and input, finance, administration, materials and engineering. All levels were also included in this study

starting from the entry level or junior positions, individual contributors (or subcontractors who are employees participating in the organisation's team but work independently), professional senior, managers or seniors technical professional, senior staff specialists to consulting engineers.

3.4.2 The sampling frame

To facilitate the sampling, researchers must work with a sampling frame, that is, an exhaustive list of all the units that comprise the research population; it is critical to probability sampling (Salkind 2010:1215). Similarly, Welman (2005:57) stated that a sampling frame is a complete list in which each unit of analysis is mentioned only once. A list of employees was drawn up from the human resource database of the selected organisation in order to gain access to a representative sample.

3.4.3 The sampling procedure

Sampling is the process of selecting a few (a sample) number of respondent from a bigger group (the sampling population) to constitute the basis for estimating or predicting the prevalence of a piece of information, situation or outcome regarding the bigger group (Gupta & Gupta 2011:41). Koerber and McMichael (2008:459) distinguished between probability and non-probability sampling technique. Bryman (2012:187) defined non-probability sampling as a sample that has not been selected using a random selection method. Essentially, this implies that some units in the population are more likely to be selected than others (Bryman 2012:187). Teddlie and Yu (2007:77) specified that non-probability sampling techniques are primarily used in qualitative studies and can be defined as selecting units (individuals, groups of individuals, institutions) based on specific purposes associated with answering the research study's questions. Probability sampling on the other hand has been defined by Bryman (2012:187) as a sample that has been selected using random selection so that each unit in the population has a known chance of being selected. Andrew, Pedersen and Mc Evoy (2011:48), state that probability sampling technique is the best way of obtaining a representative sample, but it requires researchers to specifically define the population and ensure that each member has an equal chance of being selected. In this study, a probability sampling method was used and aimed at minimising the study bias by ensuring that the sample accurately reflects the larger population from which it was drawn and to achieve

representativeness which is the degree to which the sample accurately represents the entire population.

In response to the growing awareness that quantitative and qualitative research demand different sampling methods (Higginbottom 2004:13), simple random sampling was deemed appropriate for this study. Andrew *et al.* (2011: 207) defined simple random sampling as the strategy whereby the sample is chosen by a simple random selection and every member of the population has an equal chance of being selected. This technique was selected because: firstly, it is the least sophisticated of all sampling designs (Andrew *et al.* 2011:207) and secondly, the researcher wanted to select a sample that represents a broader group of persons as closely as possible. To select a sample of 350, the researcher needed to identify the number of employees working in the organisation in question ($N=670$). The researcher received a permission from the head of the human resource department to view the list of all employees as the researcher was interested in all of these employees. Each employee was then assigned a consecutive number (from 1 to 670), a list of random numbers was then obtained by using random number tables and the researcher was able to select which of the 670 employees was invited to take part in this research.

3.4.4 The sample size

A sample in research terms refers to a finite part of a statistical population whose properties are used to make estimates about the population as a whole (Singh 2007:88). Andrew *et al.* (2011:49) state that researchers' goal should be to collect a sample that is large enough to be representative of the population but not too large as to incur unnecessary cost. A representative sample is one that accurately reflects the distribution of relevant variables in the target population and is considered as a small reproduction of the population (Monette, Sullivan, DeJong & Hilton 2013:131). Several strategies are available to select an accurate sample size, namely, census data, the literature in the field, published formulas and tables (Andrew *et al.* 2011:49). In this study, a historical evidence method (comparison of past research studies) was used to choose the size of the sample. Based on the studies of Ganga (2012:44-45), Kim (2011:27), Kim *et al.* (2010:562) and Stancu *et al.* (2011:13), a sample of 350 subjects was used and was expected to mirror the total population from which it was drawn.

3.4.5 2.4.5 Inclusion criteria

Subjects included in the sample were selected to meet the following specific criteria:

- They have worked in the organisation for more than 6 months (since trainees and interns were not included in this study).
- They were willing to participate.

3.4.6 Data collection method and the questionnaire

The data was collected by means of a survey. Malhotra (2004:115) defines a survey as an interview with a large number of respondents using a predesigned questionnaire. Babbie (2011:304) indicated that surveys are particularly useful in describing the characteristics of a large population as they make large samples feasible; they allow researchers to ask many questions on a given topic by offering considerable flexibility in the analyses. A carefully selected probability sample in combination with a standardised questionnaire offers a possibility of making refined descriptive assertions about a large population (Babbie 2011:304) This survey was conducted by means of a fully structured questionnaire that comprised a compilation of close ended questions with multiple options for respondents to choose from

3.4.6.1 Questionnaire design

McNabb (2013:12) defines a questionnaire as a survey research design that uses lists of questions to collect quantitative data and it is designated as the most popular way to gather primary data. Data were collected with the aid of a questionnaire to determine the perceptions of employees about their organisation's CSR activities and the relationships with employees' organisational commitment and intentions to stay in their current organisation. The following steps outlined by McNabb (2013:149) as depicted in Figure 3 were followed when designing the questionnaire:

- **Establish what information must be gathered:** in order not to waste time by asking questions to gather unnecessary information, the researcher at this stage, reviewed the literature in the field. This literature review began by looking at a broad overview of existing surveys based on the three variables namely: employees' perceptions of CSR, employees' organisational commitment and employees' intentions to stay in their

current organisation. Reviewing other surveys, particularly surveys exploring variables of interest, provided appropriate ideas to the researcher.

- **Specify the appropriate data gathering method:** it was important to the researcher to consider how information of this study must be collected in a way that preserves the quality of the information, makes it appropriately detailed and useful, and preserves the integrity of those from whom the information came. Since one of the objectives of this study was about assessing the level of commitment employees have towards their employing organisation, it was important that employees give their honest opinion on the matter. Thus, it was critical to increase the sense of privacy when answering the questions.
- **Specify the procedure analysing the gathered data:** An important consideration in the choice of the questionnaire was validity. Validity is the extent to which results from a study permit researchers to draw warranted conclusions about the characteristics of the individuals studied (Drost 2011:107). Drost (2011:107) argues that a reliable instrument is one that gives consistent results.
- **Select the best wording for each individual question:** the researcher ensured that the questions being asked meant the same thing to everyone who was taking the survey by using the services of a translation expert. The questionnaire was then translated into French so that in revisiting the questions offered, every respondent may understand them.
- **Organise the questions into a logical order:** when constructing questionnaire, the researcher ensured that each part corresponds to one (and only one) variable of the research topic in order to sort questions in a logical order.
- **Pilot test the questionnaire and revise if necessary:** the researcher considered alternate readings of the questions by pilot testing the questionnaire on forty-four subjects. The questions were then adjusted as necessary prior the final study.
- **Write the question and administer the questionnaire:** this step required the selection by the researcher of specific question types. It also involved a decision on the question structure; this included a discussion of open and closed questions. The researcher took into account the reasons why each type of question may not be appropriate in a surveying situation, as well as considerations of what data analysis for each kind of survey entails. The final study was then done and 298 questionnaires were filled and returned.

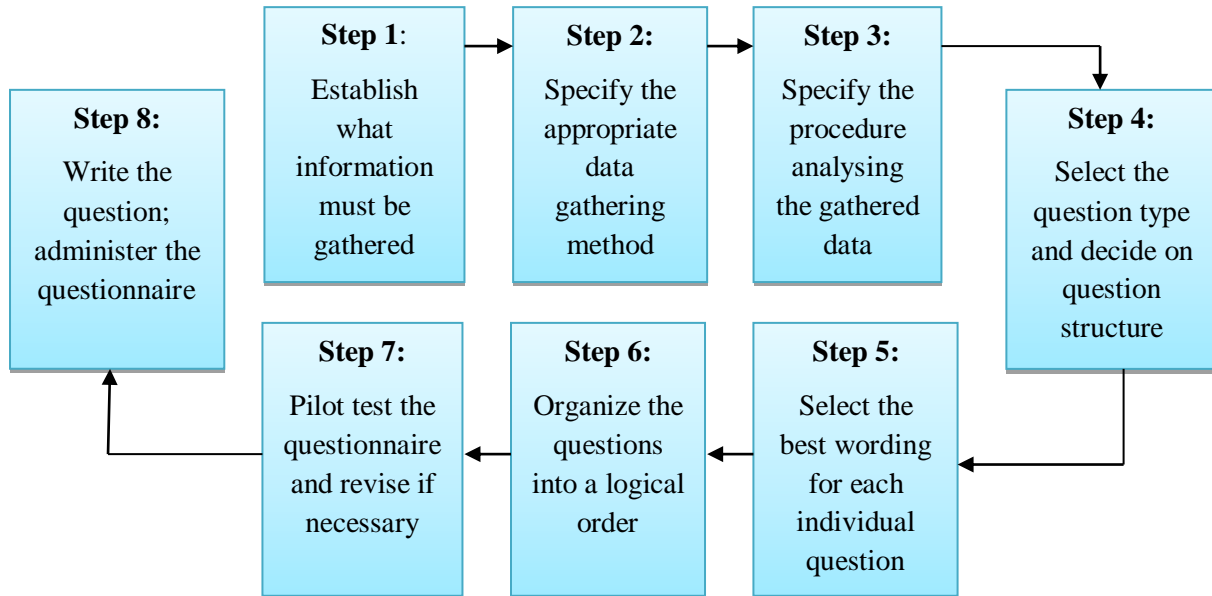


Figure 3: The questionnaire construction procedure (McNabb 2013:149)

3.4.6.2 Questionnaire format and layout

Walden (2008:59) argues that the administration of an appropriate questionnaire when attempting to measure a phenomenon for diverse groups for which the instrument was not designed, significantly increases the likelihood of obtaining flawed data. Three guidelines are offered for developing a culturally appropriate measuring instrument: (1) become familiar with the language and cultural point of view of the target population; (2) determine whether the research goals are operational or comparative; and (3) match the translation method to the goals of the study by utilising simple language, briefly written items, and clear terminology with back translation and double-back translation (Walden 2008:59). Due to the great number of a non-English-speaking population in Cameroon, the researcher decided to have the questionnaire translated from English to French to enable those who could not understand or speak English to complete it in French. The questionnaire was translated into French by an authorised translation office. Harkness (2013) argues that if it was suspected that some words in the English formulation of the questionnaire were difficult to translate without distorting the essence of the question or the statement, therefore such word(s) were avoided. The questionnaire was then translated back into English by a third party and finally translated again into French to achieve a specifically stated translation purpose that is literal and conceptually equivalent (Harkness 2013).

Respondents were given the assurance that their information will not be disclosed. The questionnaires consisted of the four following sections:

- **Section A** aimed at gaining demographic data such as age, number of children, level of education, income and gender.
- **Section B** intended to determine the perceptions of employees of their organisation's CSR practices and the questions were adapted from Turker (2009a:411-427). Respondents were given multiple alternatives of responses to choose from and were grouped into ethical, legal, training and wellness and economic variables. Instruction guidelines were attached to the questionnaire to guide the subjects as whether to circle or tick appropriate responses.
- **Section C** aimed at determining the level of organisational commitment and was adapted from Allen and Meyer (1990:1-18). Employees were required to identify the kind of attachment they have towards their organisation (affective, continuance or normative commitment).
- **Section D** attempted to determine the intentions to stay of employees in their current organisation by determining the extent to which they are willing to stay in the current organisation. The questionnaire used was adapted from Lambert and Hogan (2009:114).

3.5 PILOT TESTING THE QUESTIONNAIRE

A pilot study is defined by Monette *et al.* (2013:9) as a small-scale trial run of all the procedures planned for use in the main study that might include a test of procedures for selecting the sample and an application of the statistical procedures to be used in the data-analysis stage. Fink (2010:184) argues that the aim of the pilot test is to maximise reliability. When a questionnaire is used as a data gathering instrument, it is necessary to determine whether respondent biases, which arise from the interpretation of the questions and the cognitive processes undertaken in answering the questions are clearly identified (Fink 2010:184). The researcher pilot-tested the questionnaire on forty-four (44) respondents (employees) working in the selected organisation in order to check the difficulty, clarity, originality of items content as well as translation biases. An analysis was done and some suggestions were taken into account, and the final draft was prepared in order to check the reliability of the final questionnaire. The results of the pilot test are reported in section 4.2 of the following chapter.

3.6 DATA PREPARATION

Kothari (2004:122) stated that data after collection has to be processed and analysed in accordance with the outline laid down for the purpose at the time of developing the research plan. This is essential for a scientific study and for ensuring that all relevant data for making contemplated comparisons and analysis are available. Processing implies editing, coding, classification and tabulation of the collected data so that it is suitable for analysis (Kothari 2004:122). In this section, editing and coding are addressed.

3.6.1 Editing

Editing is the first step in data processing and it is defined as the process of examining the data collected in the questionnaire to detect errors and omissions and to see if they are corrected and the schedules prepared for tabulation (Sam & Sam 2011:178). Khan (2011:189) defined editing of data as the process of examining the raw data collected (especially in surveys) to detect errors and omissions and to make correction prior to analysis of the data. Completed questionnaires were scrutinised to ensure that data were accurate, uniformly entered as complete and arranged in order to facilitate coding and tabulation (Kothari 2004:122).

3.6.2 Coding

Coding in essence entails the attribution of a number to a piece of data with the express aim of allowing such data to be analysed in quantitative terms (Denscombe 2005:239). Singh (2007:82) states that coding is “the process of conceptualising research data and classifying them into meaningful and relevant categories for the purpose of data analysis and interpretation”. Coding errors were eliminated with the use of both pre-coding and hand coding. The questionnaire was hand coded in the margin with a colored pencil from 1 to 44 for the pilot test and from 1 to 298 for the final study by giving a code number to each respondent for identification. Section A (biographical information) of the questionnaire was also hand coded from question A1 to A9 by giving numbers to each response, for example, gender was coded (1=male and 2=female). The pre-coding procedure was used throughout the questionnaire by providing a set of response options to the respondents and by assigning a code number to each respective question and response of Sections B, C and D of the questionnaire. A five point Likert scale was used ranging from “Strongly Disagree” on one

end to “Strongly agree” on the other end. This method was helpful for computer tabulation, as presented in Chapter 4.

3.7 STATISTICAL ANALYSIS

Eysenck (2004:14) is of the view that various ways in which data from a study can be presented are all useful in that they give researchers convenient and easily understood summaries of what they have found. However, to have a clearer idea of what the findings mean, it is generally necessary to carry out one or more statistical tests (Eysenck 2004:14-15). Singh (2007:125) identified two methods of statistical analysis, namely, descriptive and inferential methods, as depicted in Figure 4. In the following sections, descriptive statistics and inferential analysis are discussed.

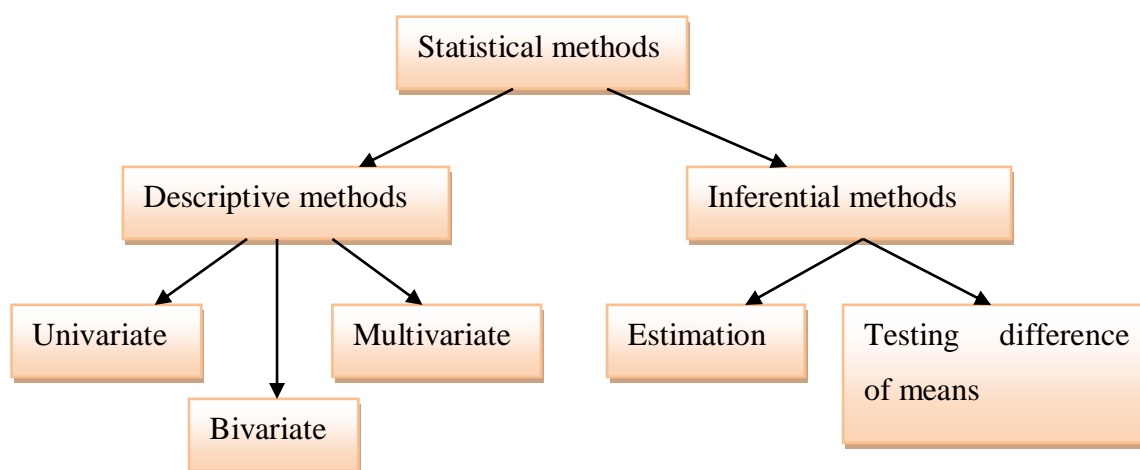


Figure 4: Statistical methods (Singh 2007:125)

3.7.1 Descriptive statistics

Descriptive statistics describe a body of data that determine three elements that researchers may want to know about a data set: point of central tendency, amount of variability and the extent to which different variables are associated with one another (Leedy & Ormrod 2010:265). According to Burns and Burns (2008:7), the term descriptive statistics also relates to the process of collecting, organising, and presenting data in some manner that describes these data; and the numbers that reduce a large amount of data to one or two relatively easily understood values, such as averages, percentages and frequency. Univariate analysis as a descriptive method of data analysis was performed using the software SPSS version 21.0 and was used in the description of the sample in terms of biographic information (Section A) of the questionnaire.

3.7.1.1 Factor analysis

Factor analysis is a collection of methods used to examine how underlying constructs influence the responses on a number of measured variables (Wesley (2006:4). Factor analysis attempts to identify underlying variables, or factors, that explain the pattern of correlations within a set of observed variables (Meyers, Gamst & Guarino 2009:77). Meyers *et al.* (2009:77) added that factor analysis is often used in data reduction to identify a small number of factors that explain most of the variance observed in a much larger number of manifest variables. Wesley (2006:4) specified that there are two main types of factor analysis: exploratory factor analysis and confirmatory factor analysis. Exploratory factor analysis is used when researchers need to explore a new field, while confirmatory factor analysis is used when there is a need to test which hypothesis is able to better explain the data obtained (Wesley 2006:4). In this study, exploratory factor analysis was selected and used in Section B (perceptions of employees of CSR) and Section C (employees' organisational commitment) of the questionnaire as presented in section 4.4 of Chapter 4.

The next section provides an overview of inferential analysis used.

3.7.2 Inferential analysis

Inferential analysis is the process of deducing properties of an underlying distribution by analysis of data (Ho 2006:1). Ho (2006:1) added that inferential statistical analysis infers properties about a population: this includes testing hypotheses and deriving estimates. According to Bernhardt (2013:73) inferential statistical methods consist of analyses of variance, Pearson correlation, Spearman correlation, Chi-square, paired T-test, independent T-test, simple regression, multiple regression, Wilcoxon rank-sum test, Wilcoxon sign-rank test and sign test. In this study, correlation and regression analyses are used.

The next section further explains correlation and regression analyses.

3.7.2.1 Correlations

Pearson's or the Product-Moment correlation coefficient was used for interval and ratio data to establish the strength and direction of the relationships (Rasli 2006:32). Pearson correlation coefficient r ranges between positive and negative relationships. According to

Rasli (2006:29), the critical value of the Pearson correlation coefficient is 0.196 (for alpha level = 0.05). This method was suitable for this study as it permitted the measurement of employees' perceptions of their organisation's CSR activities with organisational commitment and employees' intentions to stay and their interrelationships simultaneously in a realistic setting (selected organisation). It also indicated the degree of their relationships (Sam & Sam 2011:29) by means of linear correlations and the results are reported in the section 4.5 of next chapter.

According to Salkind (2010:1171), correlation analysis is used to explore relationships between or among two or more variables. Singh (2007:146) defines correlation as one of the most widely used measures of association between two or more variables and it signifies the relationship between two or more variables. Sam and Sam (2011:28) added that the purpose of correlational research is to investigate the extent to which a variation in one factor corresponds with variations in one or more other factors based on correlation coefficients. Kline (2014:3) stated that correlation is a numerical measure of the degree of agreement between two sets of score that runs from +1 to -1; where +1 indicates full agreement, 0 no relationship and -1 complete disagreement.

While this section described what correlation analysis is, the following section explains regression analysis in depth.

3.7.2.2 Regression analysis

Regression analysis is applied for deriving an appropriate functional relationship between variables. Khan (2011:187) defines regression analysis as a mathematical measure that express an average of relationship between two or more variables. When two variables are known to be related, the relationships between the two variables are established; one of the two variables is a dependent variable while the other is an independent variable. In this study, the independent variable is CSR while the dependent variables are organisational commitment and intentions to stay.

Singh (2007:151) identifies two methods in the study of regression analysis: through linear regression (graphics) and through algebraic regression methods. In this study, linear regression method which is defined as straight lines which are constructed by means of the method of least squares is used (Singh 2007:151). When the relation between variables is established, its plot is a curve; when the curve is as straight line, then there is a linear regression but on the other hand, when the curve is not in a straight line, then the regression is non-linear (Khan 2011:187). The advantage of using this method was to establish a functional effect of the perceptions of employees of their organisation's CSR activities on employees' organisational commitment and intentions to stay, as presented in section 4.6 of Chapter 4.

The following section shows how the reliability and validity were all along established in this study.

3.8 RELIABILITY AND VALIDITY

Reliability and validity are tools of an essentially positivist epistemology (Winter 2000:7) and each tool is explained below.

3.8.1 Reliability

Somewhat confusing to the novice researcher is the notion that a reliable measure is not necessarily a valid measure (Drost 2011:107). Reliability is simply that part of a measure which is free of purely random error; nothing in the description of reliability requires that the measure must be valid (Drost 2011:107). Cohen *et al.* (2007:506) argue that reliability in quantitative analysis takes two main forms, both of which are measures of internal consistency: the split-half technique and the alpha coefficient and both calculate a coefficient of reliability that can lie between 0 and 1. To assure the accuracy or precision of the questionnaire, the alpha coefficient technique was used in this study to enhance the reliability of the survey instrument. According to Malhotra (2004:268), Cronbach alpha coefficient values range from 0 to 1; Cronbach values ranging from 0.60 and greater indicate moderate reliability, as shown in section 4.7.1 of Chapter 4 for Sections B, C and D of the questionnaire. Hence the higher the correlation coefficient, the greater the reliability of the measuring instrument (Malhotra 2004: 267). Thomas *et al.* (2011:198) indicated that it is not surprising for a researcher to have a very reliable measure that is not valid.

The next section not only describes what validity is but it also shows the types of validity methods that were used in the section of the next chapter.

3.8.2 Validity

Drost (2011:114) explains that validity is concerned with the meaningfulness of research components and describes the extent to which an instrument accurately measures the target it was designed to measure. In quantitative data, validity might be improved through careful sampling, appropriate instrumentation and appropriate statistical treatments of data (Cohen *et al.* 2007:133). Validity of the questionnaire was yielded in this study through content, construct, convergent and predictive validities. The next section provides the definition of content validity and explains how this method was yielded in Chapter 4.

3.8.2.1 Content validity

Content validity refers to the extent to which a measure thoroughly and appropriately assesses the skills or characteristics it is intended to measure (Fink 2010:116). Wynd, Schmidt and Schaefer (2003:509) identified two interrelated steps in this process. It starts by identifying the entire domain of content related to the phenomena of interest with a thorough review of literature; it then follows with a development of the instrument (items content) associated with the identified domain of content (Wynd *et al.* 2003:509). Cohen *et al.* (2007:137) added that to demonstrate this form of validity the instrument must show that it fairly and comprehensively covers the domain or items that it purports to cover. To achieve content validity in this study, the questionnaire included a variety of questions that adequately assessed all aspects of the perceptions of employees of their organisation's CSR practices, their level of organisational commitment and their intentions to stay in the current organisation. Questions were based on information gathered during the literature review to ensure that they were representative of what employees should know about the three constructs. After conducting a pilot test, some questions (A5 and A8) were re-phrased to clarify the sense and meaning, and more appropriate alternative response choices were added for a meaningful data analysis.

The next section shows how construct validity was established in this study.

3.8.2.2 Construct validity

Construct validity is a type of validity neither purely judgmental nor absolutely empirical that aimed at determining the extent to which the constructed tool is able to measure a construct (hypothesised idea to describe or explain the behaviour under measurement) (Mangal & Mangal 2013:586). In this study, employees were expected to have a high degree of commitment towards their organisation and strong intentions to stay in their current organisation when they perceive their organisation as being socially responsible. The indication of construct validity was based on a reliable and structured questionnaire that measured the different categories of an organisation's CSR activities and compared them to different levels of commitment that employees have towards their organisation and how that compliments their intentions to stay in the organisation. Thomas *et al.* (2011:197) are of the view that correlation can be used in establishing construct validity. Thus, construct validity were ascertained in this study through correlation, factor analysis and Cronbach alpha coefficients of the pilot test and main study.

To show the existence of relationships among CSR, organisational commitment and intention to stay, convergent validity was used. The section below presents the definition of the concept.

3.8.2.3 Convergent validity

Carlson and Herdman (2012:17) are of the view that using different measures of constructs in research to develop robust evidence of relationships and effects is seen as good methodological practice. Agarwal (2011:9) agrees with this point of view and states that “when working with multiple constructs in a survey study, it is important to satisfy convergent validity”. Convergent validity implies that different methods for researching the same construct should give a relatively high inter-correlation (Cohen *et al.* 2007:138). In this study, convergent validity was yielded through correlation analysis. To establish convergent validity of the measuring instrument, the researcher simply needs to show that the measures that should be related are related in reality (Borghese 2009:21-22).

The following section defines predictive validity and shows how it was ascertained in this study.

3.8.2.4 Predictive validity

Predictive validity of survey instruments and psychometric tests is a measure of agreement between results obtained by the evaluated instrument and results obtained from more direct and objective measurements (Mangal & Mangal 2013:583). In this study, predictive validity was assessed by indicating that CSR predicts organizational commitment and intention to stay. Predictive validity is often quantified by the correlation coefficient of the regression analysis between the two sets of measurements obtained for the same target population (Mangal & Mangal 2013:583). Thomas *et al.* (2011:195) state that multiple regression analysis is often used to ascertain predictive validity because several predictors are likely to have a greater validity coefficient than the correlation between one test and the criterion. Thus, predictive validity was ascertained in this study through the results of the regression analysis.

In summary, in order to ascertain validity in this study, the researcher made use of four methods of validity, namely: content, construct, convergent and predictive validity. Content validity was assured by careful sampling all the items to ensure their representativeness. While construct validity was yielded by factor and correlation analyses, convergent validity was ascertained through correlation coefficient, and predictive validity through regression analysis. Many other precautions were taken into account to ensure and enhance validity in this study such as: choosing an appropriate time scale, selecting appropriate instrumentation (questionnaire) for gathering the type of data required (quantitative), using an appropriate sample size (298 subjects) which is a good representative of the population (not too small or too large).

The following section deals with the ethical issues of this study.

3.10 ETHICAL CONSIDERATIONS

The conduct of research requires not only expertise and diligence, but also honesty and integrity (Resnik 2011). Resnik (2011) added that this is fundamental to the ethical conduct of research and it is of particular importance in researchers' duties to protect the rights of human subjects. To render the study ethical, respondents' rights to anonymity, confidentiality and informed consent were observed. Confidentiality was assured by not disclosing participants' information without permission and by not revealing participants' identities when reporting the results. No identifiable information about participants, such as names or staff numbers was entered on the questionnaire; questionnaires were only numbered after data were collected.

Written permission to conduct the research study was obtained from the managers of the organisation. Subjects' verbal consent was obtained before they completed the questionnaires. Subjects were informed of their rights to voluntarily consent or decline to participate, and to withdraw participation at any time without penalty. Subjects were informed about the purpose of the study, the procedures used to collect data, and were assured that there was no potential risk of disclosure.

3.11 CONCLUSION

Quantitative and descriptive survey designs were used in this study. The questionnaire was administered to collect data from a convenient sample of two hundred and ninety eight (298) respondents. Questions were translated from English to French using double-back translation in order for all the participants to be able to understand and answer the questions.

The sample characteristics included employees working in the selected telecommunication organisation that is highly involved in CSR practices. Permission was obtained from the managers of the organisation and verbal consent was obtained from the participants themselves before completing the questionnaire. Anonymity and confidentiality were ensured during the administration of the questionnaire. Reliability and validity were further increased by conducting a pilot study prior to the final study. This chapter described the research

methodology by providing the baseline for data gathering, while the next chapter focuses on presenting, analysing and discussing the results.

CHAPTER 4: DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION

The previous chapter outlined the methodology and the design. It provided the baseline for data gathering by providing details regarding the population, the size of the sample, the sampling techniques, the measuring instrument and the procedure used to collect data, as well as a description of the statistical techniques and the measures to ensure reliability and validity of the questionnaire. This chapter reports on the analysis of data and discussion of the results. In order to achieve this aim, SPSS version 21.0 for Windows was used in the analysis of the data. The following aspects are addressed in this chapter: results of the pilot study, descriptive statistics of the sample, factor analysis, correlation analysis, and regression analysis.

In an attempt to move from data to information, researchers need to analyse data using appropriate statistical techniques (Singh 2007:122). Sam and Sam (2011:177) posit that after data have been processed and analysed in accordance with the outline laid down for the purpose at the time of developing the research plan (the proposal), it is essential for a scientific study to ensure that all relevant data for making contemplated comparisons and analysis is available. In this study, the term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data-groups (Sam & Sam 2011:177).

Prior to the final study, a pilot test was conducted, and the following section presents the results of the test.

4.2 PILOT STUDY RESULTS

To test the reliability of the measuring instrument in this study, a structured questionnaire was used to survey a pilot sample of 44 respondents in order to refine the measurement instrument (questionnaire) in terms of wording, clarity, layout, relevance of the questions and ambiguity of items' content as well as translation biases. Subsequently, changes were made to the questionnaire, where several items were deleted or rephrased. The internal consistency of the Sections B, C and D was further examined by calculating the reliability values for the three sections of the scale. The results obtained are shown in Table 1.

Table 1: Reliability statistics of the three sections of the questionnaire

Sections	N of Items	N of Items deleted	Cronbach's Alpha
Employees perception of CSR activities (Section B)	20	0	0.925
Organisational commitment (Section C)	16	4	0.865
Employees' intentions to stay (Section D)	5	0	0.892

In Section C, items were deleted because they reported low item to total correlations (<0.50). The resultant coefficient alphas indicated that the scale items performed adequately in capturing the elements of the perceptions of employees towards their organisation's CSR activities, organisational commitment and intention to stay. Cronbach's alpha values for the individual scales ranged from 0.865 to 0.925, which were all above the acceptable benchmark levels of 0.70 (Malhotra 2010:285), and there was no need to further remove any other items from the scale. Therefore, the reliability of the scale was verified and deemed acceptable (Dhurup & Mofoka 2011:160).

Thereafter a main study was conducted and the questionnaire used comprised four sections. Section A covered the biographical information of respondents and the next section presents the results of the descriptive statistics.

4.3 DESCRIPTIVE STATISTICS

Descriptive statistics quantitatively summarise a data set. This study makes use of graphical representations (pie charts and graphs) and statistical commentary (a discussion of the results) on the nine questions on the biographical section (Section A) of the questionnaire. An analysis of the general employees' profile is discussed in the forthcoming sections.

4.3.1 Gender

Figure 5 provides the distribution of the sample in terms of gender.

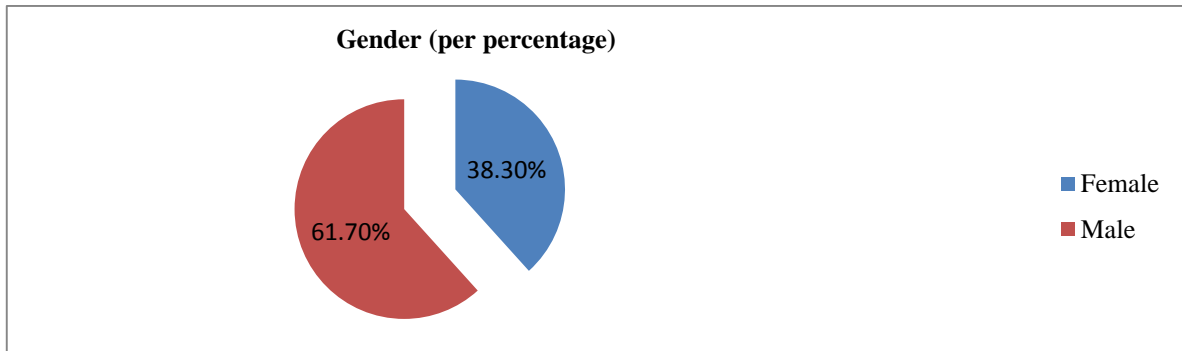


Figure 5: Gender of respondents

Figure 5 indicates that there were more males (n=184; 61.70%) in the study compared to females (n=114; 38.30%).

4.3.2 Age

Respondents were asked to provide information on their age and Figure 6 presents the percentages of the responses.

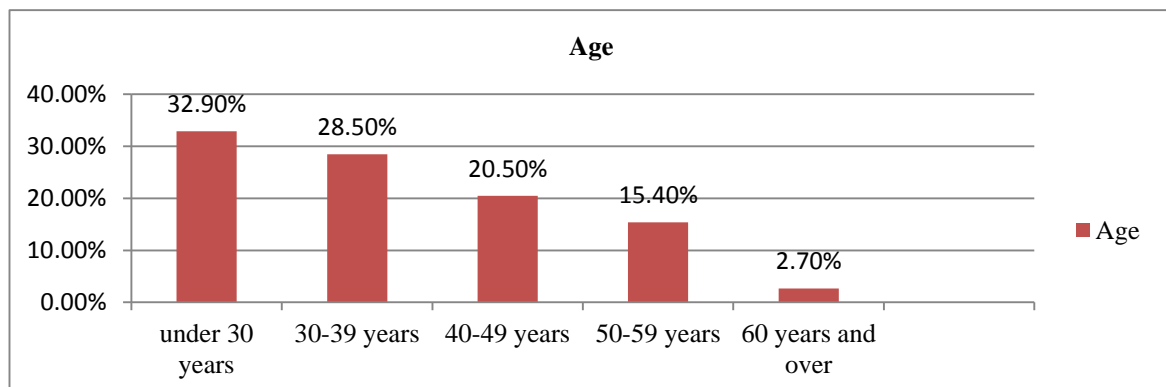


Figure 6: Age of respondents

The majority of respondents were below 30 years of age (n=98; 32.90%), followed by respondents who were between 30 and 39 years old (n=85; 28.50%), respondents between 40-49 years old (n=61; 20.50%), respondents between 50-59 years old (n=46; 15.40%) and respondents who were 60 years and older (n=8; 2.70%).

4.3.3 Marital status

Respondents were asked to provide information based on their marital status.

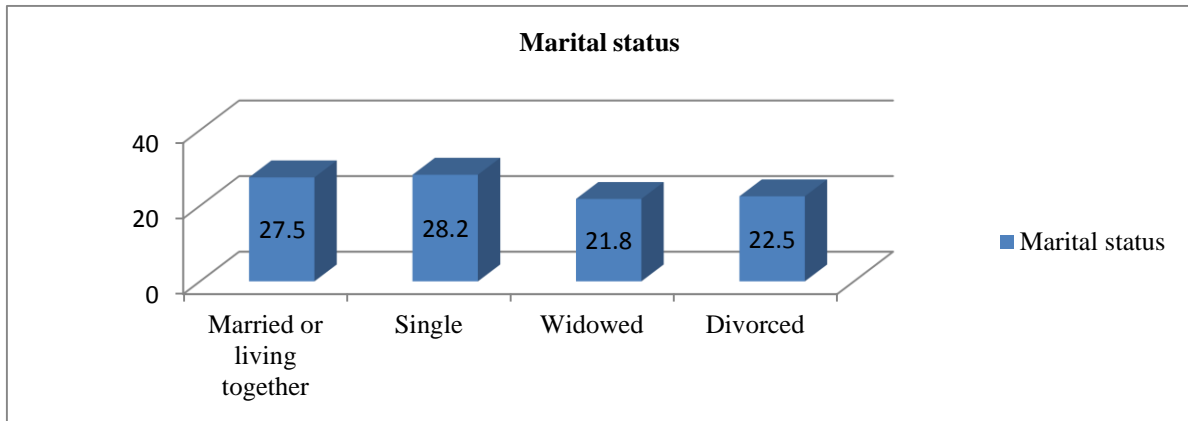


Figure 72: Marital status of respondents

Figure 7 reveals that single is the most dominant marital status with $n=84$ (28.2%), followed by married or living together, $n=82$ (27.5%), divorced, $n=67$ (22.5%) and widowed, $n=65$ (21.8%).

4.3.4 Number of children living with respondents

Respondents were asked to provide information based on the number of children living with them.

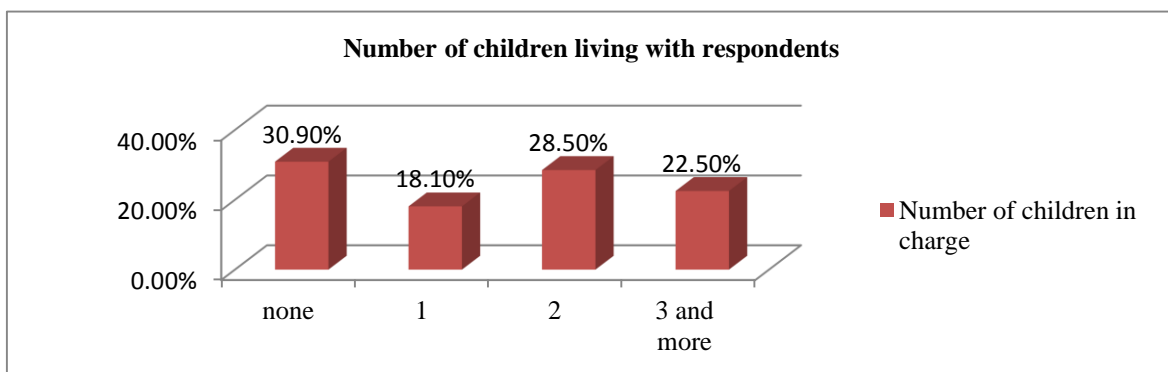


Figure 3: Number of children living with respondents

The majority of respondents had no children ($n=92$; 30.90%), followed by respondents who had 2 children ($n=85$; 28.50%), respondents with 3 and more children ($n=67$; 22.50%) and respondents with 1 child ($n=54$; 18.10 %).

4.3.5 Level of education

Respondents were asked to provide information based on their level of education.

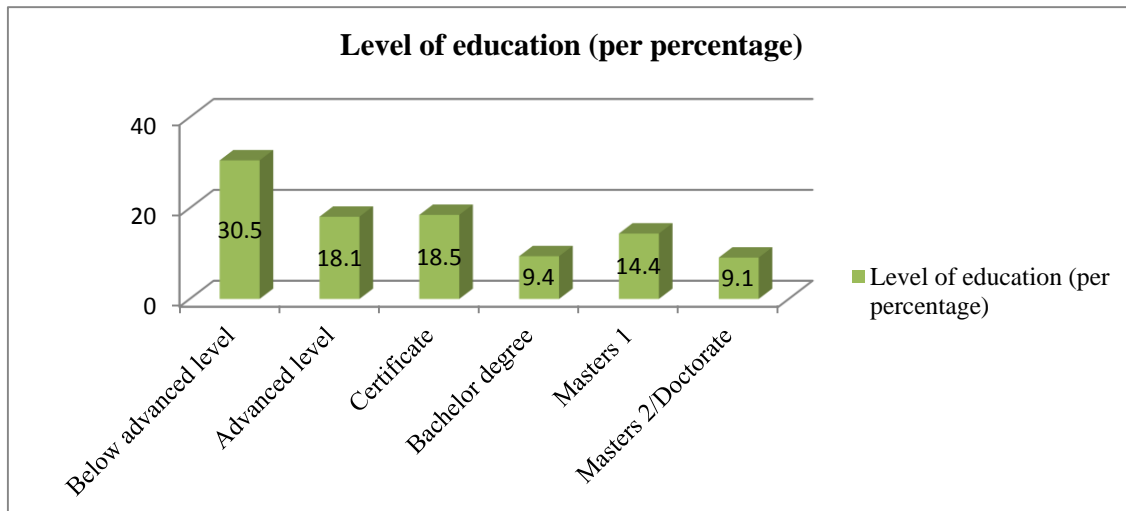


Figure 9: Level of education

Most respondents (n=91; 30.5%) are not in possession of an advanced level in terms of qualification which is the equivalent of grade 12 in South Africa. The balance of the respondents are in possession of a certificate (n=55; 18.5%), advanced level (n=54; 18.1%), masters 1 which is the equivalent of a B.Tech (n=43; 14.4%); bachelor's degree which is the equivalence of a National Diploma (n=28; 9.4%), and Masters 2 or Doctorate that corresponds to a Master's degree or Doctorate (n=27; 9.1%).

4.3.6 Number of years employed in the current position

Respondents were asked to provide information based on the number of years employed in the current position.

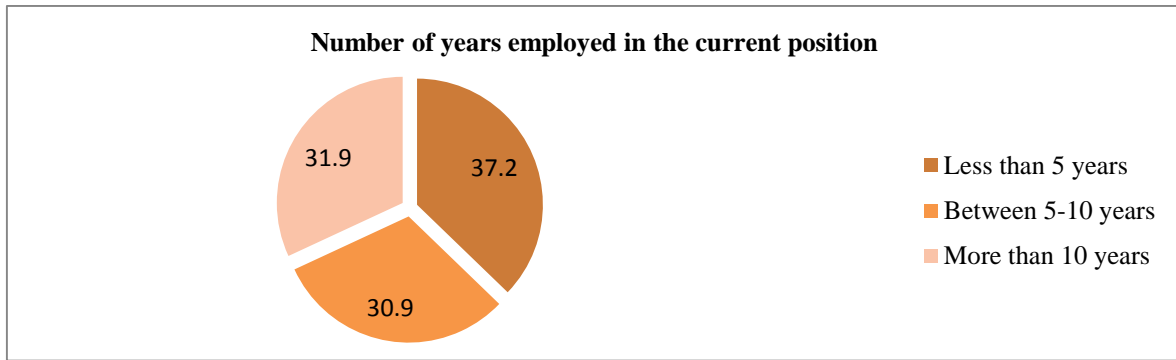


Figure 10: Number of years employed in the current position

Figure 10 presents the distribution of the number of years participants spent in their current position. The highest score is the category of respondents who spent less than 5 years in the current organisation (n=111; 37.2%), followed by the category of respondents who spent more than 10 years (n=95; 31.9%), and the lowest score is the category of respondents who spent between 5 to 10 years in the organisation (n=92; 30.9%).

4.3.7 Tenure of service in the organisation

Respondents were asked to provide information based on the tenure of service in the current organisation. Figure 11 presents the percentages of the responses.

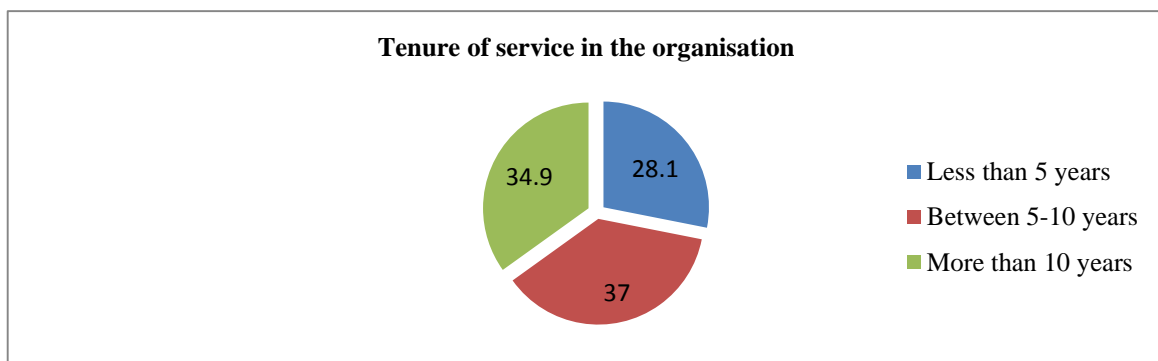


Figure 4: Tenure of service in the organisation

Figure 11 presents the distribution of the tenure of service in the current organisation. The majority (n=110; 37%) of the respondents spent between 5 to 10 years in the current

organisation. The balance of respondents spent more than 10 years (n=104; 34.9%) and less than 5 years (n=84; 28.1%) in the organisation respectively.

4.3.8 Salary level

Respondents were asked to provide information based on their salary level.

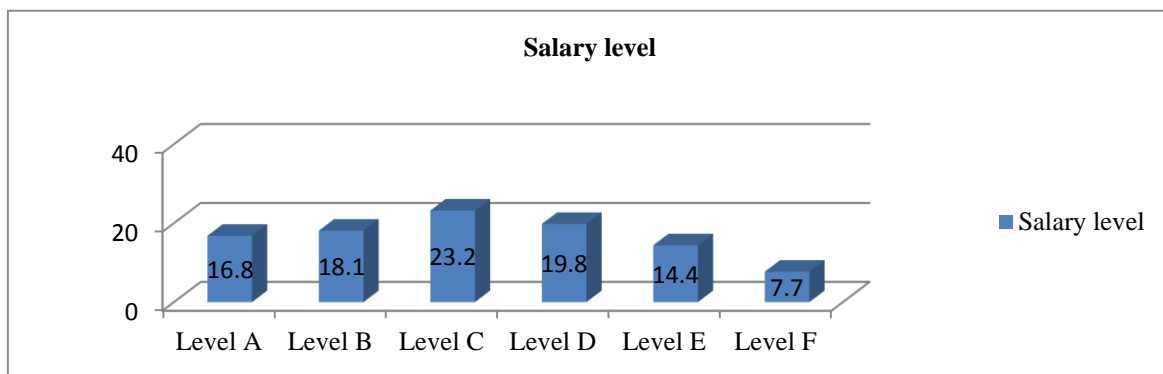


Figure 5: Salary level of respondents

Table 12 presents the different salary levels where level A is the lowest and level F the highest level in the organisation. The level with the highest score was level C (n=69; 23.2%), followed by level D (n=59; 19.8%), level B (n=54; 18.1%), level A (n=50; 16.8%), level E (n=43) and finally level F (n=23; 7.7%).

4.3.9 Job grade level

Respondents were asked to provide information based on their job grade level.

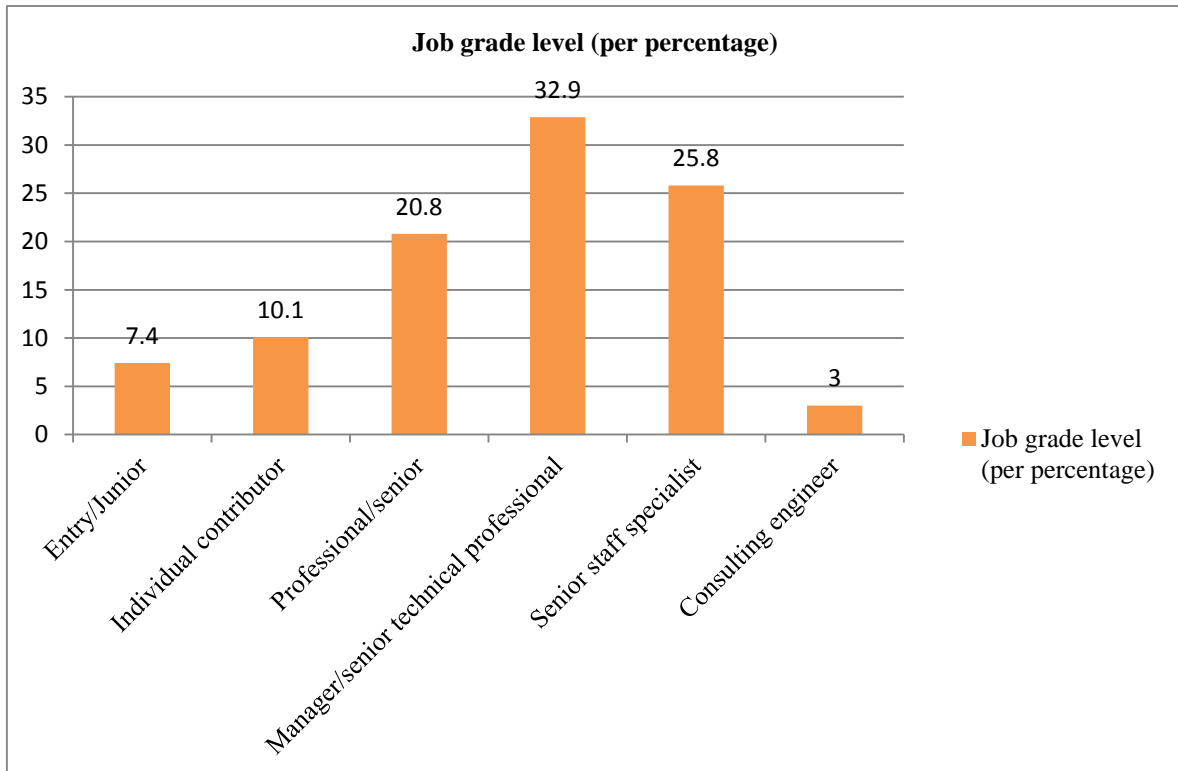


Figure 6: Job grade level

Figure 13 indicates the job grade levels of the respondents. Most of the respondents are managers or senior technical professionals ($n=98$; 32.9%); followed by senior staff specialists ($n=77$; 25.8%); professional seniors ($n=62$; 20.8%); individual contributors (or subcontractors who are employees who participate in the organisation's team but work independently) ($n=30$; 10.1%), entry or junior employees ($n=22$; 7.4%) and finally consulting engineers with the lowest number of respondents ($n=9$; 3%) of the sample).

In the following section, relevant data of the different factors obtained through a factor analysis procedure for sections B and C is reported.

4.4 FACTOR ANALYSIS AND MEANS RATING OF DIMENSIONS

Kline (2014:2-3) stated that factor analysis consists of a number of statistical techniques, the aim of which is to simplify complex sets of data in social sciences, which is usually applied to correlations between variables: and these must now be described. Before a factor analysis is done, researchers are advised to calculate the Kaiser-Meyer-Olkin (KMO) measure of

sampling adequacy and the Bartlett's test. This test is a helpful measure to determine if the data obtained is suitable for a factor analysis (Hinton, McMurray & Brownlow 2014:341).

4.4.1 Kaiser-Meyer-Olkin and Bartlett's test

As a rule of thumb, Rasli (2006:15) states that a value of 0.5 or higher for the KMO measure of sampling adequacy indicates that the proportion of variance in the variables is caused by underlying factors. Thus, it allows for the application of factor analysis (Rasli 2006:15). High values (close to 1.0) generally indicate that factor analysis may be useful to the data obtained. If the value is less than 0.50, the results of the factor analysis probably will not be very useful (IBM 2014).

The Bartlett's test should also be used to indicate whether it is worth continuing with factor analysis. There is no point in undertaking a factor analysis when the researcher does not think there is anything of interest to find in terms of factor loading (Hinton *et al.* 2014:341). Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful (IBM 2014). The KMO and Bartlett's tests were done on sections B and C of the questionnaire and the results are presented on Table 2 and 3. Section D was not subjected to these two tests because the scale was one-dimensional.

4.4.1.1 Kaiser-Meyer-Olkin and Bartlett's test of Section B (Employees' perception of CSR practices)

Table 2 shows the results of two tests (KMO and Bartlett's tests) which indicate the suitability of the data for structure detection.

Table 2: KMO and Bartlett's test of Section B

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.732
Bartlett's Test of Sphericity	Approx. Chi-Square	1869.738
	df	105
	Sig.	0.000

Table 2 shows that the KMO of Section B is 0.732 (which is above 0.5), which indicates that the proportion of variance in the variables is caused by underlying factors. Thus, it allows the application of a factor analysis. This is supported by the Bartlett's test of Sections B which

has a 0.000 significance level that is less than 0.05. Thus, both tests provide evidence that the data is suitable for factor analysis.

4.4.1.2 KMO and Bartlett's test of Section C (Organisational commitment)

Table 3 shows the results of two tests (KMO and Bartlett's tests), which indicate the suitability of the data for structure detection.

Table 3: KMO and Bartlett's test of Section C

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.854
Bartlett's Test of Sphericity	Approx. Chi-Square	2001.116
	Df	120
	Sig.	0.000

The KMO of Section C is 0.854, which is close to 1. The Bartlett's test of Section C has a 0.000 significance level that is lower than 0.05. In conclusion, both tests indicate that a factor analysis can be performed on Section C.

In summary, the results of the KMO and Bartlett's tests of both sections indicate the suitability of the data in sections B and C for factor analysis. Based on the above results, factor analysis is used to find factors among the perceptions of employees of their organisation's CSR activities and organisational commitment sections.

The following sections present the results of the factor analysis of Sections B and C.

4.4.2 Section B: employees' perceptions of CSR activities

To investigate the perceptions of employees towards their organisation's CSR activities, different components were identified through principal component factor analysis using the varimax rotation method. The criteria for the number of factors to be extracted was based on eigenvalues, percentage of variance, significance of factor loading and an assessment of the factor structure (Dhurup & Mofoka 2011:161). Only factors with eigenvalues equal to or greater than 1 were considered significant. A rotated solution that accounted for at least 60 per cent of the total variance was considered as a satisfactory solution using an exploratory factor analysis procedure (Lorenzo-Seva 2013:4). The eigenvalues, the percentage of

variance explained by each factor and the cumulative percentage of variance of the four factors are reported in Table 4.

Table 4: Eigenvalues, percentage of variance explained and cumulative percentage of Section B

Dimension description	No of items	Eigenvalues	% of variance	Cumulative %
Economic variables	4	4.479	29.857	29.857
Training and wellness variables	4	2.113	14.087	43.944
Ethical variables	4	1.848	12.320	56.264
Legal variables	3	1.263	8.423	64.687

A variable was considered of significance and included in a factor when its factor loading was equal to or greater than 0.5 (Hair, Anderson & Black 1995). In addition, items that loaded heavily on more than one factor were eliminated from further scale refinement. Items were eliminated either because of cross loading or low factor loading (<0.50). This procedure resulted in the extraction of four meaningful factors which were labeled as economic factor, training and wellness factor, ethical factor and legal factor. Table 5 summarises the factor structure evaluation of Section B of the questionnaire.

Table 5: Factor loading matrix of Section B (employees' perceptions of CSR)

Scale description	Factor 1 Economic variable	Factor 2 Training and wellness variable	Factor 3 Ethical practices	Factor 4 Legal compliance
1. This company encourages employees to educate themselves	.140	.618	.405	.119
2. This company helps employees to develop their careers	.044	.748	.240	.146
3. This company provides good work-life balance	.095	.769	-.185	.229
4. This company is concerned with employees needs	.174	.774	.066	.090
5. The managerial decisions are usually fair	.059	.165	.732	-.033
7. This company respects the consumer rights	.051	-.056	.599	.047
10. The company promotes the well-being of society	.056	.152	.600	.085
11. This company creates employment opportunities	.028	.271	.154	.769
12. This company always pays its taxes	.094	.051	.265	.843
13. This company always complies with legal regulations	.167	.202	-.245	.729
15. This company avoids unfair competition	.583	.370	-.332	.311
16. This company minimizes its impact on the environment	.834	.214	-.068	.135
17. This company protects and improves the environment	.871	.000	.274	-.023
18. This company targets sustainable growth	.860	.129	.122	.080
19. This company creates a better life for future generations	.032	-.001	.579	.084

Extraction method: Principal component with varimax rotation and Kaiser normalisation

Factor one labeled as **economic factor** comprised four variables and accounted for 29% of the variance explained by the factor. For employees to perceive their organisation as economically responsible, that organisation must avoid unfair competition, minimise its negative impact on the environment, protect and improve the quality of the natural environment and target a sustainable growth for future generations. Employees want to work for an organisation that is successful. Falck and Heblich (2007:247) cited CSR as a way for

both organisations and societies to prosper, especially when socially responsible initiatives are conceived as a long-range plan of actions.

Factor two was labeled **training and wellness factor** and comprised four variables. It accounted for 14% of the variance explained by the factor. When employees are given opportunities to acquire additional education and develop their skills and careers, and when an organisation has flexible policies that provide good work-life balance for its employees, they usually perceive that organisation as socially responsible. Furthermore, when the needs and wants of employees are a primary concern of the management of an organisation, employees generally perceive that organisation as an employer of choice. Consequently, they want to work for that organisation. Sen and Bhattacharya (2001: 234) concluded that where there is overlap between organisational and employees' values, employees demonstrate a preference for, and a commitment to that employer.

Factor three labeled **ethical factor** comprised four variables and accounted for 12% of the variance explained by the factor. When managerial decisions related to employees are fair, when an organisation respects consumers' rights, contributes to campaigns and projects that promote the well-being of the society and makes investments to create a better life for the future generations, employees usually perceive that organisation as a good citizen and as morally or ethically responsible. Stancu *et al.* (2011:14) agree that respecting employees' rights, fair wages and safety at work are the most prevalent dimensions in the image of a responsible employer as well respecting the rights of consumers.

Factor four was labeled **legal factor** and comprised three variables. It accounted for 8% of the variance explained. An endeavour by an organisation to create employment opportunities, the payment of its taxes on a regular basis and compliance with the legal regulations are perceived by employees as a transparent organisation that has nothing to hide. Waddock (2008:88) is of the view that embracing international codes of conduct and standards, presenting sustainable reports, and using independent services of monitoring, validation and certification are evidence that employers are really doing what they say they will do in CSR domains.

In summary, these four factors accounted for of 65% of the total variance explained; they appear as important determinants in establishing the perceptions of employees of their organisation's CSR activities. Hellriegel and Slocum (2004:66) stipulated that "different people perceive a situation differently, both in terms of what they selectively perceive and how they organise and interpret the things or events perceived. These aspects of CSR activities may provide some indications of how employees perceive their organisation, which may ultimately influence their future behaviours in the workplace, such as the type of attachments they have towards their organisation and their intentions to stay.

The mean rating in terms of importance of CSR factors are reported in Table 6. The minimum and maximum values are based on the lowest and highest values on a five-point Likert scale. The means were calculated by summing the response values of variables that comprised each dimension of the CRS perceptions of employees scale, divided by the number of variables in each dimension.

Table 6: Mean rating of dimensions of employees' CSR perceptions in terms of agreement

Dimension description	N	Minimum	Maximum	Mean
Economic factor	298	1	5	3.43
Training and wellness factor	297	1	5	4.00
Ethical factor	298	1	5	4.35
Legal factor	298	1	5	3.98
Scale item rating: 1=Strongly disagree; 2=Disagree; 3=Neither disagree nor agree; 4=Agree; 5=Strongly agree				

Respondents agreed that the ethical factor was essential to them (mean=4.35) as well as training and wellness factor (mean=4.00). However, it should be noted that on a rating of close to 4, respondents seem to agree that these dimensions are important. The results indicate that in order for employees to perceive their organisation as socially responsible, economic, training and wellness, ethical and legal activities need to be undertaken by that organisation and disclosed in order to enrich their commitment and reinforce their intentions to stay in their current organisation. Sheikh and Beise-Zee (2011:28) pointed out that "disclosing social responsibility practices may provide benefits to an organisation in the form

of enhanced reputation, market value, supportive communities, increased customer loyalty, improved quality and productivity, and greater organisational commitment and retention”.

The results of the factor analysis of Section C of the questionnaire are shown in the next section and a discussion of these results is also provided in order to give a clear understanding of each factor.

4.4.3 Section C: Organisational commitment

To investigate the types of attachment employees have towards their organisation, four factors were identified. The percentage of variance explained by each factor, the cumulative percentage of variance and the cumulative percentages of the four factors are reported in Table 7. Table 8 summarises the factor structure evaluation of Section C of the questionnaire.

Table 7: Eigenvalues, percentage of variance explained and cumulative percentage of Section C

Dimension description	No of items	Eigenvalues	% of variance	Cumulative %
Continuance commitment	5	5.511	34.442	34.442
Affective commitment	4	1.942	12.139	46.581
Moral imperative	4	1.605	10.034	56.615
Indebted obligation	3	1.156	7.227	63.842

Table 8: Factor loading matrix of Section C (organisational commitment)

Scale description	Factor 1 continuance commitment	Factor 2 Affective commitment	Factor 3 Moral imperative	Factor 4 Indebted obligation
C1. I am very happy in this organisation	.112	.505	.308	.168
C2. I enjoy discussing my organisation with people	.292	.164	.220	.598
C5. I feel “part of the family” at my organisation	.105	.814	.238	.107
C6. I feel “emotionally attached” to this organisation	.175	.885	.041	.133
C7. This organisation has a personal meaning for me	.134	.880	.091	.154
C8. I feel a strong sense of belonging to my	.194	.254	-.007	.763
C10. I will be sad if I wasn’t a member	.167	.081	.094	.802
C11. I invested a lot in this organisation hence my	.727	.176	.134	.273
C12. I worry about my lost this organisation.	.849	.070	.121	.182
C13. I worry about this organisation	.831	.011	.049	.119
C14. I feel that I owe this organisation quite a bit	.724	.133	.119	.054
C16. This organisation deserves my loyalty	.530	.223	.201	.090
C17. I would be letting my co-workers down	-.009	.099	.678	.311
C18. The values of this organisation are largely mine	.181	.219	.813	.108
C19. This organisation has a mission that I believe in	.110	.092	.822	-.017
C20. I am dedicated to this organisation	.294	.135	.563	-.025

Extraction method: Principal component with varimax rotation and Kaiser normalisation

Factor one was labeled **continuance commitment** and comprised five variables and accounted for 34% of the variance explained by the factor. Employees with this kind of attachment focus on evaluating the costs of leaving the organisation. Costs may include losing a good pay and other forms of material benefits, such as established networks or contacts, image, necessity to reallocate and job search expenses. Employees express continuance commitment because of personal investments in nontransferable investments (Chien-Hung & Wen-Cheng 2012:89). Dordević (2004:112) stated that these investments include some special skills that are unique to a particular organisation, close working relationships with coworkers, and other benefits that make it too costly for one to leave the organisation and seek alternative employment elsewhere (Dordević 2004:112).

Factor two was labeled **affective commitment** and comprised four variables. It accounted for 12% of the variance explained by the factor. Employees with this kind of commitment are

emotionally committed to their job or organisation since their relationship with the organisation is good and they want to stay because they feel good in the organisation. Individuals develop a sense of affective commitment toward their organisations when they feel competent performing their jobs and are satisfied with the roles they play as organisational members (Dordević 2004:112).

Factor three labeled **moral imperative commitment** comprised four variables and accounted for 10% of the variance explained by the factor. Gellatly *et al.* (2006:342) stated that employees with this kind of commitment may be inclined to do whatever it takes to achieve organisational objectives even if it is not required by the terms of commitment. They engage in a mode of conduct reflecting loyalty and duty in all social situations in which they have a significant personal involvement (Cohen 2007:343).

Factor four was labeled **indebted obligation commitment** and comprised three variables. It accounted for 7% of the variance explained. Employees with this type of attachment will attend to organisational events that signal whether the organisation values reciprocity such as: (a) supervisors using performance appraisals to acknowledge hard work; or (b) employees trading multiple shifts in ways that differentially benefit each of the trading partners for the different trades (Bergman *et al.* 2012:9).

In summary, these four factors are important determinants in establishing the type of attachment employees have towards their organisation. The four factors accounted for 63% of the total variance explained by the overall factors. Highly committed employees generally tend to take greater efforts, willingness and initiatives to perform and invest resources in the organisation (Cohen 2003:18).

The mean rating in terms of importance of organisational commitment factors are reported in Table 9.

Table 9: Mean rating of dimensions of organisational commitment in terms of agreement

Dimension description	N	Minimum	Maximum	Mean
Continuance commitment	297	1	5	4.13
Affective commitment	297	1	5	4.26
Moral imperative	298	1	5	4.98
Indebted obligation	297	1	5	4.08
Scale item rating: 1=Strongly disagree; 2=Disagree; 3=Neither disagree nor agree; 4=Agree; 5=Strongly agree				

Respondents agreed that the moral imperative factor was the most important factor to them (mean=4.98) followed by affective commitment factor (mean=4.26), continuance commitment factor (mean=4.13) and indebted obligation factor (mean=4.08). The results indicate that four types of attachments relate employees to their organisation, namely, continuance and affective commitment, moral imperative and indebted commitment. It is critical for any organisation today to have committed employees since organisational members with high commitment do not leave the organisation because they are dissatisfied but rather tend to take challenging work activities and engage in improving performance and in innovative activities (Meyer & Allen 1997:67). Those employees see the organisation as theirs (Dordević 2004:117).

The underlying factors of perceptions of employees of their organisation's CSR activities and organisational commitment were identified and explained. The next section is about analysing the extent to which employees are willing to maintain their relationships with their current organisation.

4.4.4 Section D: employees' intentions to stay in their current organisation

The mean rating in terms of importance of employees' intentions to stay factors are reported in Table 10.

Table 10: Mean rating of dimensions of employees' intentions to stay in terms of agreement

Dimension description	N	Mini- mum	Maxi- mum	Mean
D1: I will stay in this company in the foreseeable future.	123	1	5	4.51
D2: I intend to maintain my relationship with this company.	123	1	5	4.45
D3: I have no intention of leaving this company.	123	1	5	4.27
D4: I will continue working 5 years from now in my current job.	123	1	5	4.11
D5: I am not even planning of looking for a new job	123	1	5	3.63
Scale item rating: 1=Strongly disagree; 2=Disagree; 3=Neither disagree nor agree; 4=Agree; 5=Strongly agree				

These results indicate employees' level of agreement to remain employed in their current organisation. Respondents agreed that they were willing to stay in their current organisation in the most foreseeable future (mean=4.51). Respondents also agreed to maintain their current relationships with their current organisation (mean=4.45). Respondents further agreed that they had no intention of leaving their current employer (mean=4.27). Additionally, respondents agreed to continue working 5 years from now in their current job (mean=4.11). Finally, respondents neither disagreed nor agreed that they were not planning of looking for a new job alternative (mean=3.63). Overall, these results show that employees' likelihood to continue their membership in a predictable future in this organisation is high. Employees found it important for them to continue maintaining their future relationships with their current organisation. These findings are consistent with those of Kudo *et al.* (2006:511) who also found that employees' intentions to stay on the job were significantly associated with the conditions of employment which are composed of salary, welfare, and fair salary raise; these are hygiene factors associated with the security and stability of employees' lives.

The subsequent section analyses the inter-correlations among the different factors.

4.5 CORRELATION ANALYSIS

Correlation analysis reveals any correlation (positive or negative) between the factored constructs identified in a research study (Rasli 2006:29). In examining the relationship among organisational commitment, intention to stay and the perceptions of employees of their organisation's CSR activities, correlations were computed using Pearson product moment

correlation coefficient to establish the strength and direction of the relationships. The results of the analysis are reported in Table 11.

Table 11: Correlations

		CSR1	CSR2	CSR3	CSR4	OC1	OC2	OC3	OC4	ITS
CSR1	PC	1								
	Sig. (2-tailed)									
CSR2	PC	.362**	1							
	Sig. (2-tailed)	.000								
CSR3	PC	.296**	.283**	1						
	Sig. (2-tailed)	.000	.000							
CSR4	PC	.310**	.420**	.161**	1					
	Sig. (2-tailed)	.000	.000	.005						
OC1	PC	.253**	.433**	.231**	.317**	1				
	Sig. (2-tailed)	.000	.000	.000	.000					
OC2	PC	.319**	.435**	.390**	.341**	.380**	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000				
OC3	PC	.236**	.344**	.428**	.168**	.379**	.408**	1		
	Sig. (2-tailed)	.000	.000	.000	.004	.000	.000			
OC4	PC	.227**	.456**	.247**	.329**	.493**	.419**		1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		
ITS	PC	.252**	.369**	.348**	.288**	.432**	.505**	.562**	.351**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	

PC= Pearson Correlation

Sig= significant

* * Sig 0.005

CSR1= Economic variable; CSR2= Training and wellness variable; CSR3= Ethical variable; CSR4 = Legal variable

OC1= Continuance commitment; OC2= Affective commitment; OC3= Moral imperative commitment;

OC4=Indebted obligation commitment; ITS= Intention to stay.

Table 11 summarises the relationships among employees' perceptions of their organisation's CSR activities, organisational commitment and intention to stay by means of linear correlations. Table 11 shows that the four dimensions of CSR were positively correlated with all four organisational commitment variables and with intention to stay as the correlations

were significant at $p < 0.000$. The four dimensions of employees' perceptions of their organisation's CSR activities converged with organisational commitment and employees' intentions to stay in their current organisation. Overall, these results also show the existence of a medium or moderate correlation among the variables.

Previous findings reveal that the way employees perceive the involvement of their organisation in CSR practices affect the types of attachment they have towards their organisation (Brammer *et al.* 2005:1-37; Turker 2009:189-204; Ali *et al.* 2010:2796-2801) and the likelihood of their intentions to stay (Stawiski *et al.* 2010:1-11; Pitt 2012:1-168). Overall, these findings suggest that the way employees perceive their organisation's CSR activities affects their attitudes in the organisation. Employees then become more attached to their organisation and their intentions to stay in the current organisation are radically strengthened. These finding are partially consistent with the findings of Baltazar (2011:5-6) who found that employees have a stronger commitment to their organisation when they perceive it as a socially responsible organisation. Eweje and Bentley (2006:9) posit that most of the retention drivers are affected and reinforced by an organisation's CSR performance.

In order to further analyse the relationships that emerged from the results of the correlations, linear regression analysis was conducted to establish the predictive relationships between CSR and the other study constructs (employees' organisational commitment and intention to stay. The following section presents the results of the analysis.

4.6 REGRESSION ANALYSIS

Since positive correlations existed between the perceptions of employees of their organisation's CSR activities and the two dependent variables, namely, organisational commitment and intention to stay, it was necessary to establish the strength of the predictive relationships between the variables. Regression analysis using the enter method was used to test five regression models. To test these predictive relationships, continuance commitment (OC1), affective commitment (OC2), moral imperative (OC3), indebted obligation (OC4) and intention to stay were used as dependent variables as well as intention to stay (ITS) and economic (CSR1), training and wellness (CSR2), ethical (CSR3) and legal (CSR4) variables were used as independent variables. The results of the regression analysis are shown below.

4.6.1 Model 1: economic, training and wellness, ethical and legal CSR activities as predictors of continuance commitment

Table 12 presents the regression model summary of continuance commitment with economic, training and wellness, ethical and legal variables of CSR.

Table 12: Regression model summary (Model 1)

Model summary dependent variable: continuance commitment	<i>F</i>	Beta	<i>T</i>	Sig.	Tol.	VIF
Factor 1: Economic variable of CSR	21.173	.062	1.078	.282	.801	1.248
Factor 2: Training and wellness variable of CSR	21.173	.322	5.371	.000*	.739	1.354
Factor 3: Ethical variable of CSR	21.173	.099	1.796	.074	.877	1.141
Factor 4: Legal variable of CSR	21.173	.146	2.535	.012*	.795	1.258
R=.474; R ² =.224; Adjusted R ² =.214;						

*Sig 0.05; Tol=Tolerance; VIF=variance inflation factor.

Initially, multi-colinearity tests were conducted by examining the tolerance value and variance inflation factor (VIF) associated with each independent variable. Tolerance values should be greater than 0.1 and VIF values should not exceed 10.0 (Dhurup, Mafini & Dumasi 2014:6). Both values were acceptable (highest tolerance value = 0.877 and the highest VIF = 1.354), indicating that a multi-colinearity did not constitute a problem in the study and the independent variables were not highly correlated ($r > 0.70$). In addition, the correlations coefficients ranged between 0.23 and 0.43. The results of the regression analysis show an R² of 0.22, which implies that 22% of the variation of employees' organisational continuance commitment can be explained by the impact of economic, training and wellness, ethical and legal CSR activities.

The beta coefficients in Table 12 indicate that all four independent variables, namely, economic variable ($\beta=0.062$), training and wellness variable ($\beta=0.322$), ethical variable ($\beta=0.099$), and legal variable ($\beta=0.146$) contribute positively to the prediction of continuance commitment. The training and wellness variable explained most of the variance with a beta value of 0.322. In other words, training and wellness variable has the largest impact on continuance commitment compared to the economic, ethical and legal variables. This finding demonstrates that an effective CSR programme undertaken by an organisation influences the level of continuance commitment employees have towards their organisation. This finding

resonates with the results of a study conducted by Chien-Hung and Wen-Cheng (2012:89) in which employees were likely to exhibit continuance commitment when they have achieved personal investment (such as pensions) in their employing organisation or when they have developed an emotional attachment to their organisation.

4.6.2 Model 2: economic, training and wellness, ethical and legal CSR activities as predictors of affective commitment

Table 13 presents the regression model summary of affective commitment with economic, training and wellness, ethical and legal variables of CSR.

Table 13: Regression model summary (Model 2)

Model summary dependent variable: affective commitment	F	Beta	T	Sig.	Tol.	VIF
Factor 1: Economic variable of CSR	31.488	.098	1.798	.073	.801	1.248
Factor 2: Training and wellness variable of CSR	31.488	.258	4.537	.000*	.739	1.354
Factor 3: Ethical variable of CSR	31.488	.262	5.028	.000*	.877	1.141
Factor 4: Legal variable of CSR	31.488	.160	2.928	.004*	.795	1.258
R=.548; R ² =.301; Adjusted R ² =.291						

*Sig 0.05; Tol=Tolerance; VIF=variance inflation factor.

The results of the regression analysis show an R² of 0.30, which implies that 30% of the variation of an employee's affective commitment can be explained by the impact of economic, training and wellness, ethical and legal CSR activities. In addition, the beta coefficients in Table 13 indicate that all four independent variables, namely, economic variable ($\beta=0.098$), training and wellness variable ($\beta=0.258$), ethical variable ($\beta=0.262$), and legal variable ($\beta=0.160$) contribute positively to the prediction of affective commitment. Ethical variable explained most of the variance.

This finding indicates that a successful CSR programme increases the level of affective commitment of employees. Consistent with this finding, Ali *et al.* (2010:2797) also found that an organisation's engagement in socially responsible practices might be a source of pride and enhances employees' ties to the organisation, especially affective commitment. As employees with high levels of affective commitment are more likely to contribute to the organisational performance and productivity and even do more than what is expected of them (Hafer & Martin 2006:4). Baltazar (2011:85) also confirms that employees' general image of

the organisation and perceived organisational support predict affective commitment by significantly increasing the affective bond between employees and their employing organisation.

4.6.3 Model 3: economic, training and wellness, ethical and legal CSR activities as predictors of moral imperative

Table 14 presents the regression model summary of moral imperative with economic, training and wellness, ethical and legal variables of CSR.

Table 14: Regression model summary (Model 3)

Model summary dependent variable: moral imperative	<i>F</i>	Beta	<i>T</i>	Sig.	Tol.	VIF
Economic variable of CSR	23.064	.050	1.078	.385	.801	1.248
Training and wellness variable of CSR	23.064	.226	5.371	.000*	.739	1.354
Ethical variable of CSR	23.064	.350	1.796	.000*	.877	1.141
Legal variable of CSR	23.064	.002	2.535	.977	.795	1.258
R=.489; R ² =.239; Adjusted R ² =.229						

*Sig 0.05; Tol=Tolerance; VIF=variance inflation factor.

The results of the regression analysis show an R² of 0.23, which implies that 23% of the variation of an employee's moral imperative commitment can be explained by the impact of economic, training and wellness, ethical and legal CSR activities. Moreover, the beta coefficients in Table 14 indicate that all four independent variables, namely, economic variable ($\beta=0.050$), training and wellness variable ($\beta=0.226$), ethical variable ($\beta=0.350$), and legal variable ($\beta=0.002$) contribute positively to the prediction of moral imperative. However, the ethical variable explained most of the variance. These results show that the involvement of an organisation in CSR practices affects employees' level of moral imperative commitment. This type of commitment has not been previously associated with CSR.

4.6.4 Model 4: economic, training and wellness, ethical and legal CSR activities as predictors of indebted obligation

Table 15 presents the regression model summary of indebted obligation with economic, training and wellness, ethical and legal variables of CSR.

Table 15: Regression model summary (Model 4)

Model summary dependent variable: indebted obligation	<i>F</i>	Beta	<i>T</i>	Sig.	Tol.	VIF
Factor 1: Economic variable of CSR	23.754	.016	.284	.000*	.801	1.248
Factor 2: Training and wellness variable of CSR	23.754	.350	5.933	.000*	.739	1.354
Factor 3: Ethical variable of CSR	23.754	.118	2.179	.000*	.877	1.141
Factor 4: Legal variable of CSR	23.754	.158	2.778	.000*	.795	1.258
R=.495; R ² =.245; Adjusted R ² =.235						

*Sig 0.05; Tol=Tolerance; VIF=variance inflation factor.

The results of the regression analysis show an R² of 0.24, which implies that 24% of the variation of an employee's indebted obligation commitment can be explained by the impact of economic, training and wellness, ethical and legal CSR activities. Additionally, the beta coefficients in Table 15 indicate that all four independent variables, namely, economic variable ($\beta=0.016$), training and wellness variable ($\beta=0.350$), ethical variable ($\beta=0.118$), and legal variable ($\beta=0.158$) contribute positively to the prediction of indebted obligation. Training and wellness variable explained most of the variance. These findings signify that CSR activities undertaken within an organisation increase the indebted obligation commitment of employees. This type of commitment has not been previously associated with CSR.

4.6.5 Model 5: economic, training and wellness, ethical and legal CSR activities as predictors of intention to stay

Table 16 presents the regression model summary of intention to stay with economic, training and wellness, ethical and legal variables of CSR.

Table 16: Regression model summary (Model 5)

Model summary Dependent variable: ITS	F	Beta	T	Sig.	Tol.	VIF
Factor 1: Economic variable of CSR	20.852	.056	.979	.329	.801	1.248
Factor 2: Training and wellness variable of CSR	20.852	.221	3.680	.000*	.739	1.354
Factor 3: Ethical variable of CSR	20.852	.247	4.485	.000*	.877	1.141
Factor 4: Legal variable of CSR	20.852	.139	2.396	.017*	.795	1.258
R=.471; R ² =.222; Adjusted R ² =.211						

*Sig 0.05; Tol=Tolerance; VIF=variance inflation factor. ITS=Intention to Stay

The results of the regression analysis show an R² of 0.22, which implies that 22% of the variation of an employee's intentions to stay can be explained by the impact of economic, training and wellness, ethical and legal CSR activities. Besides, beta coefficients in Table 16 also indicate that all four independent variables, namely, economic variable ($\beta=0.056$), training and wellness variable ($\beta=0.221$), ethical variable ($\beta=0.247$), and legal variable ($\beta=0.139$) contribute positively to the prediction of employees' intentions to stay. The ethical variable explained most of the variance.

This finding reveals that all four CSR dimensions reinforce the intentions to stay of employees in their current organisation. These results find support in studies undertaken by Bhattacharya *et al.* (2008:37) in which organisations that were deeply involved in CSR activities presented a legitimate, compelling and increasingly important way to attract and retain competent employees. In support of these findings, Copeland (2005) found that the best professionals in the world want to work in organisations in which they can thrive, and they want to work for organisations that exhibit good corporate citizenship.

In summary, regression analysis showed significant predictive relationships among CSR, organisational commitment and intention to stay. Economic, training and wellness, ethical and legal variables of CSR activities were used to predict continuance, affective, moral imperative and indebted obligation commitments as well intention to stay. Additionally, it can be concluded that the higher the prevalence of an organisation's CSR activities, the greater the level of organisation commitment of employees and the stronger their intentions to stay in their current organisation. These findings are relatively consistent with those of

Maignan and Ferrell (2004:7) and Bhattacharya *et al.* (2008:37). Maignan and Ferrell (2004:7) found that socially responsible activities are likely to generate organisational commitment; firstly because they make work activities more enjoyable for employees and secondly because they translate into visible operations that are likely to generate a feeling of pride among employees. On the other hand, Bhattacharya *et al.* (2008:37) found that CSR practices comprise a legitimate, compelling and increasingly important way to attract and retain good employees.

The next section presents the results of the reliability and validity analyses.

4.7 RELIABILITY AND VALIDITY

In research studies, it is critical to assess the reliability and validity of the indicators researchers use. The next sections explain how the reliability and validity of the questionnaire were yielded throughout this study.

4.7.1 Reliability

Cronbach's alpha as the most common measure of internal consistency (reliability) was used in this study, and the researcher needed to establish the reliability of the instrument (questionnaire). The sections originally consisted of 19, 20 and 5 questions respectively; the items that had low or negative inter-item correlations were deleted as depicted on Table 17.

Table 17: Internal reliability statistics

Sections	Number of items	Deleted items	Cronbach's alpha
Employees' perceptions of CSR (Section B)	15	4	0.826
Organisational commitment (Section C)	16	4	0.865
Intention to stay (Section D)	5	0	0.825
Overall Cronbach Alpha for the entire scale			0.839

The reliabilities for Sections B, C and D yielded satisfactory reliability values ranging from 0.826 to 0.865 as reported in Table 17. A study done by Nair (2007:96) yielded almost the

same results and indicated that a score of 0.80 or higher meant that 80% of the variance was systematic or a reliable variance. This is an indication of the reliability of the instrument as values above the 0.7 benchmark were exceeded (Malhotra 2010:285).

The next section explains how validity was established in this study.

4.7.2 Validity

Validity is arguably the most important criteria for the quality of a test. To demonstrate the existing relationship among employees' perceptions of CSR, organisational commitment and intention to stay, several instruments were used to estimate the validity of the questionnaire such as: content, construct, convergent and predictive validities.

Content validity was ascertained through the pilot study by developing the research instrument (questionnaire), testing its use on 44 respondents and obtaining initial estimates of reliability. The results of the pilot test reliability analysis are reported in section 4.2 above.

Construct validity was ascertained through factor analysis whereby low factor loadings (<0.50) were deleted and cross-loading were examined (refer to Tables 5 and 8). Construct validity was also examined by the computation of the Cronbach's alpha coefficient for the scale and sub-dimensions of the scale, which were all satisfactory and served as indications of construct validity (refer to Table 17). Additionally, correlation analysis showed that all three constructs (CSR, organisational commitment and intention to stay) were positively correlated and provided evidence of construct validity (refer to Table 11 above).

Convergent validity was assessed through the computation of Spearman's correlation coefficients. Upon analysis of the correlations results - looking at the patterns of inter-correlations among measures (refer to Table 11), the coefficients of the theoretically similar measures were satisfactory (ranging from 0.161 to 0.562) and demonstrated that the linear correlation between CSR and the two constructs (organisational commitment and intention to stay) were systematically valid and provided some evidence of convergence.

Predictive validity was measured through regression analysis. The results of the regression analysis explained the relationships among the four independent variables of CSR, namely, economic, training and wellness, ethical and legal variables and the four factors of organisational and organisational commitment (continuance, affective, moral imperative and indebted obligation commitments) as well as intention to stay as predicted. The results of the regression analysis showed significant predictive relationships among the constructs (refer to Tables 12, 13, 14, 15 and 16).

4.8 CONCLUSION

This chapter presented the results of the statistics according to the four different sections of the questionnaire and explored which factor or dimension of CSR activities best influences the organisational commitment of employees and their intentions to stay in their current organisation. Factor analysis performed on Sections B and C of the questionnaire helped identify eight underlying factors (four CSR factors and four organisational commitment factors). Thereafter, correlation analysis helped establish that all four factors of CSR correlated positively with the four factors of organisational commitment as well as intention to stay. The statistics of the regression analysis showed that the perceptions of employees of their organisation's CSR activities predict the nature of commitment they have towards their organisation and reinforce their intentions to stay in the organisation. The reliability of Section B (employees' perceptions of CSR activities), Section C (organisational commitment) and Section D (intention to stay) was determined using Cronbach alpha values. The results of the Cronbach alpha of the three sections of the questionnaire were acceptable. The validity of the three sections of the questionnaire was established through content, construct, predictive and convergent validities.

The next chapter interprets the results and implications of this study and provides some recommendations for the managers of the selected organisation.

CHAPTER 5: CONCLUSIONS, RECOMMENDATIONS AND LIMITATIONS

5.1 INTRODUCTION

The previous chapter discussed in depth the analysis of the data collected and the interpretation of results. This chapter provides the conclusions drawn from the major research findings. It also includes the recommendations forthcoming from findings, as well as the limitations and implications for future research.

5.2 SUMMARY OF THE RESEARCH

The main purpose of this study was to provide a complete and elaborate analysis on how employees react towards their organisation's CSR practices and how their perceptions affect their commitment in the organisation and their intentions to stay. In chapter one, the problem statement was discussed. In addition, the theoretical and empirical objectives of the study were formulated.

Chapter two provided an overview of the literature on the various perceptions of employees towards their organisation's CSR activities, organisational commitment and intentions to stay. CSR practices in the Cameroonian context were emphasised and the costs of an employee's sudden departure from the organisation were also evaluated. This chapter also provided an analysis of the existing organisational commitment drivers.

Chapter three presented an in-depth analysis of the research design adopted for this study. The sampling design procedure, the data collection method and data preparation were discussed. The method of data analysis and statistical techniques were also outlined.

Chapter four was about presenting, analysing and interpreting the data collected. A description of the sample was done and the results of factor, correlation and regression analyses were presented. This chapter also included an analysis of the reliability and the validity of the questionnaire.

Chapter five is a summary of the pertinent findings of the study. Recommendations emanating from the study are also discussed while the limitations and implications for further research are outlined.

5.3 EVALUATION OF OBJECTIVES

The following sections indicate the extent to which the formulated objectives of the study were achieved.

5.3.1 Theoretical objectives

The following theoretical objectives were formulated for this study:

5.3.1.1 To conduct a literature review on the conceptual and theoretical framework of CSR in order to understand the nature of the concept

The literature review on CSR revealed diverse definitions of the concept as discussed in section of Chapter 2. CSR was referred to in this study as an encompassing term with corporate sustainability which is perceived as a business approach that creates long-term consumers and employees value by taking into account dimensions of how an organisation operates in the social, cultural and economic environment (Herrmann 2004:208). This approach also formulates strategies to build an organisation that fosters longevity through transparency and proper employees' development. Carroll (1979: 497-505) asserts that organisations embark on four types of social responsibilities namely being profitable, obeying the law, engaging in ethical practices, and being philanthropic, or a good corporate citizen. Vogel (2006:2) concluded that CSR simply conveys the idea of organisations' responsibilities that help improve workplaces and benefit society in ways that go above and beyond what organisations are legally and ethically required to do.

5.3.1.2 To review previous studies on strategic CSR and employees' reactions to these practices

The literature revealed that organisations are driven by numerous reasons to integrate CSR into their day-to-day operations as presented in section 2.2.4 of chapter two. Due to an extensive focus on CSR in society today, it is generally accepted that organisations are

responsible for more than simply making a profit. Masaka (2008:14) stated that CSR “means something, but not always the same thing, to everybody”. Thus, the motivation for engaging in CSR can vary from one organisation to another. Today, organisations are expected to assume a more proactive approach by improving the environment, supporting charities, helping solve societies’ problems, gaining competitive advantage, modernising customers’ service systems, and treating workers respectfully, fairly and equitably. Additionally, Sheikh and Beise-Zee (2011:28) posit that “disclosing social responsibility practices may provide benefits to an organisation in the form of enhanced reputation, market value, supportive communities, increased customer loyalty, improved quality and productivity, and greater employee’ organisational commitment and retention”.

5.3.1.3 To carry out a literature review on organisational commitment

While several types and definitions of the construct have been suggested in the literature, this study’s conceptualisation of the construct assumes that organisational commitment reflects a multidimensional psychological attachment of an individual to an organisation (Walsh & Taylor 2002:10). The model developed by Meyer and Allen (1997:106) established organisational commitment as a tri-dimensional construct, namely, affective, continuance and normative commitment. However, Gellatly *et al.* (2006:342) have recognised the “dual nature” of normative commitment, which can be broken down into moral imperative and indebted obligation. This four-Component Model developed by Gellatly *et al.* (2006) has been selected as the proper theoretical framework for this study, as discussed in section 2.2.4 of chapter two.

5.3.1.4 To conduct a literature review on employees’ intentions to stay

Defining employee’s intention to stay, Ochola (2009:9) stated that it is the degree of likelihood for a member of an organisation to continue his membership in the organisation, as mentioned in section 2.4.1 of the literature review. The concept was referred to by Mustapha *et al.* (2010:61) as the most important determinant of turnover in an organisation. Therefore, intention to stay mirrors an employee’s level of commitment to his organisation and his willingness to remain employed (Mustapha *et al.* 2010:61). To keep employees in the organisation, employees need to feel that their contributions to it are valued and that they are part of the organisation (Johari *et al.* 2012:398).

5.3.1.5 To conduct a literature review on the effects of CSR on organisational commitment and intentions to stay in organisations

The study of Kim *et al.* (2010:557-569) suggests a positive relationship between perceived CSR by employees and their organisational commitment, as shown in section 2.5.1 of chapter two. Brammer *et al.* (2007) found that employees have a strong commitment to their organisation when they perceive it as socially responsible. To establish the link between employees and their bond to their organisation, Maignan and Ferrell (2004:7-8) argue that “CSR activities make work more enjoyable for employees that translate into visible operations that are likely to generate a feeling of pride among employees”.

In the literature, organisational commitment has always been associated with decreased employees’ intentions to leave. Thus, it appears that an employee decreased intention to leave the organisation is simply the result of a high level of commitment, as discussed in section 2.5.2 of chapter two.

Having discussed the theoretical objectives, the next section contains a summary of the empirical objectives that were previously formulated in this study.

5.3.2 Empirical objectives

The following empirical objectives were addressed in this study:

5.3.2.1 To identify employees’ perceptions of their organisation’s CSR practices

Through a principal component analysis (varimax rotation) four different factors were identified. Consistent with the findings of Masaka (2008:13-21), this study reports that employees see their organisation’s CSR activities in their own unique way. For some employees, CSR conveys the idea of working for a successful organisation (economic factor); for others, the meaning transmitted is that of working for an organisation that is primary preoccupied with their needs and career advancement (training and wellness factor). Most employees perceive CSR as the best interest of business as it seeks to limit the negative impacts of business on society while optimising its social performance (ethical factor). For

some, CSR promotes the central idea that organisations must simply align their business activities with the laws and regulations with vigour by paying their taxes on a regular basis (legal factor). These four factors accounted for of 65% of the total variance explained as presented in section 4. of chapter 4. The economic factor explained the highest percentage of variance (29%); thus, it appears as the most important factor, followed by the training and wellness factor. In other words, employees give credit and credibility to organisations that are economically successful (high economic performance) and that care for their employees. With regard to the means, respondents agreed that the ethical factor was essential to them (mean=4.35) as well as training and wellness factor (mean=4.00) as shown in section 4.4.2 of chapter 4.

5.3.2.2 To determine the types of organisational commitment employees have toward their organisation

Factor analysis carried out on Section C (organisational commitment) of the questionnaire helped identify different factors that constitute the types of attachments employees have towards their organisations. Using a principal component analysis (varimax rotation) four factors were detected, namely, continuance, affective, indebted obligation and moral imperative commitments. Continuance commitment appeared to be the most important factor of all since it explained most of the variance as depicted in section 4.4.3 of chapter four. This type of attachment is regarded as an instrumental attachment to the organisation, where an individual's association with the organisation is based on an assessment of economic benefits gained (Meyer & Allen 1990:67). Contrary to this finding, Meyer *et al.* (2002:38) found that of the forms of commitment, affective commitment is considered the most desirable for an organisation, and the most considered in efforts to understand and manage employees' behaviours. Employees with high levels of affective commitment are more likely to willingly contribute to the organisational performance and productivity and even do more than is expected from them (Hafer & Martin 2006:4). With regard to the means, respondents agreed that the moral imperative factor was the most important factor to them, followed by affective commitment factor, continuance commitment factor and indebted obligation factor (with the means ranging from 4.08 to 4.98) as discussed in section 4.4.3 of the previous chapter.

5.3.2.3 To determine the extent to which employees are willing to stay in their current organisation

This study recognised that organisations have a social role to play in the community where it operates by promoting attraction and retention strategies as well as showing their involvement through social activities. In doing so, organisations give back in some sort what they receive from the community but also check, on a regular basis, what are the concerns and perceptions of their employees in relation to their business activities. Section D of the questionnaire measured the extent to which employees agree to stay in their current organisation with the aid of five point Likert scales. Respondents were asked to answer five questions measuring the extent to which they are willing to stay in their current organisation. The results of the means rating as presented in section 4.4.4 of the Chapter 4 which demonstrated that employees' likelihood to continue their membership in a predictable future in this organisation is high. The results also showed that employees found it important for them to continue maintaining their future relationships with their current organisation.

5.3.2.4 To establish the relationship among employees' perceptions of their organisation's CSR activities, organisational commitment and their intentions to stay in the current organisation

This study shows that when employees are aware or well informed of the type of CSR activities of the organisation they are involved in, they are proud to work for it and their intentions to stay in that organisation are literally strengthened. This result was obtained through a correlation analysis as shown in section 4.5 of the previous chapter. Additionally, the regression analysis carried out in this study also confirmed the existence of the relationships among the constructs. The results imply that 30% of the variation of an employee's affective commitment can be explained by the impact of CSR activities. Twenty-four percent (24%) of the variation of an employee's indebted obligation can be explained by the impact of CSR. Twenty-three percent (23%) of the variation of an employee's moral imperative commitment can be explained by the impact of CSR activities. Twenty-two percent (22%) of the variation of the organisation's continuance commitment can be explained by the impact of CSR activities. The results also demonstrated that 22% of employees' intentions to stay can be explained by CSR activities.

The recommendations forthcoming from the findings of this study are provided in the next section.

5.4 RECOMMENDATIONS

Regardless the results obtained in this study, which showed that the way employees perceive their organisation's CSR activities literally affects their organisational commitment and their intentions to stay, there are some theoretical and empirical findings that are worth mentioning for strategic CSR programmes. These may assist in determining the best CSR programme, which includes employees' needs and wants, economic, ethical and legal issues for it to be more efficient. Hence, the following recommendations are made:

With respect to the factor aspects of CSR influencing employees' organisational commitment and intentions to stay, it was noted that organisations are confronted with the crossfire of demands and expectations from various players who urge them to take a great diversity of actions. Hence, CSR is part of a more general framework, such as being successful and complying with laws and regulations. It is also part of consumers' demands, such as giving back to the society in which organisations operate, as well as employees' needs and wants such as career development and employees' welfare. This is consistent with the findings of Lozano (2010:35) who stated that organisations are faced with the need to integrate CSR discourse and programmes into their management model by identifying those aspects that fit best into their business model. The introduction of CSR discourse into organisations' management model will help them contextualise their CSR programmes; give them a better understanding of what CSR is; help them identify the types of CSR activities they need to invest in; and how to better communicate those activities to all the areas of the organisation and the general public so that their actions can be acknowledged. However, it is recommended that once carried out, CSR should be continued as long as an organisation remains profitable. In addition, it is important to define the purpose of CSR and its operating rules as well as consider legal obligations prior to the launch of the tool (CSR).

CSR is linked to certain basic principles concerning the type of society managers want to build, which is, organisations that respect and defend human rights, social justice and democracy. Consequently, CSR undertaken merely as voluntary activities in Cameroon

should be disclosed and contextualised. When investing in CSR practices it is advisable that managers should give more attention to economic, training and wellness, as well as ethical and legal dimensions of CSR. Thereafter, they should also inform their employees and the community as a whole of the types of activities the organisation is engaged in. Emphasising the role of CSR disclosure, Bhattacharya *et al.* (2008:43) maintains that it is necessary to run CSR programmes that not only have great social impact in those particular markets but also have high external visibility. However, the best way for employees to be informed about their organisation's CSR activities is by giving them the opportunity to voluntarily participate in those activities. Ali *et al.* (2010:263) evoke that the effects of volunteerism are positive and can lead to higher employee morale, which in turn leads to higher productivity.

Managers should always keep in mind that changes in attitudes and behaviours occur within an organisation when there are role models, when they develop awareness and generate desires, instil a hunger for success and conviction among employees by enhancing knowledge and capacity and strengthening change through incentive programmes. In order to successfully instigate cultural change within an organisation, it is recommended that managers set the tone and ensure harmonisation across the organisation in determining the values it wishes to embody. In this study, the fact remains true as values of CSR are crucial indicators for cultural change, change management and team alignment. However, managers should always keep in mind that employees are key stakeholders in the development of a strategy or a CSR programme.

In summary, organisations that give a particular importance to CSR volunteerism and CSR disclosure are more empowered to be perceived by employees and the general public as best employers to work for and as good corporate citizens. In other words, CSR activities undertaken by organisations are likely to enhance employees' organisational commitment, reinforce their intentions to stay and help them be more successful.

The contributions of the study are discussed in the next section.

5.5 CONTRIBUTIONS OF THE STUDY

This study advances literature in CSR; the construct appears in this context as a pertinent tool that enhances employees' organisational commitment and reinforces their intentions to stay. It also extends the literature on the framework model of CSR activities that organisations should follow in the Cameroonian context in order for them to achieve this goal. Below is the discussion of the contributions of this study viewed in the light of insights gained from it as well as research gaps that were identified.

Initially, little research on an integrated CSR practices has been conducted so far in the context of developing countries, especially in Africa. Thus, limited relevant literature was available on CSR practices, specifically in the Cameroonian context. To emphasise the necessity of further CSR research in developing country contexts, Belal (2001:244) states that most of CSR studies conducted so far have been in the context of developed countries and that too little is known about CSR practices in ex-colonial, smaller, and emerging countries. This study attempts to fill a gap that exists in the literature by providing useful information on how CSR practices are undertaken by organisations in Cameroon, how employees interpret the types of activities perceived and how they react towards them.

Previous studies tested the importance of CSR programmes and their impact on employees' organisational commitment. These studies include Ali *et al.* (2010: 2796-2801), Kim *et al.* (2010:557-569) and Bhattacharya *et al.* (2008: 37-44) to cite but a few. Past studies also demonstrated the connection between employees' organisational commitment and their intentions to stay (Gibson *et al.* 2006:184; Mueller 1994:128). This study not only confirms such claims but further shows the direct impact of CSR on employees' intentions to stay in their current organisation.

In addition, this study extends the knowledge on CSR as it gives an insight on the different perceptions of employees regarding their organisations' CSR involvements. Findings with regard to the image employees have towards CSR vary from economic, training and wellness, ethical to legal attributes. Economic variable as the most important factor implies that employees are more concerned with working for an organisation that is prosperous, economically stable and powerful. This finding is consistent with Schwartz and Carroll

(2003:503-530) who also found that economic aims are indeed a major part of CSR and that is the major reason why organisations invest in CSR programmes. This study also extends the knowledge of organisational commitment by providing an elaboration of the construct's dimensions. Affective, continuance, indebted obligation and moral imperative commitments constitute the baseline of this research study. Continuance commitment appeared as the most important factor. This finding was contrary to the recommendation of Meyer *et al.* (2002:38) who found that from all the forms of commitment, affective commitment is considered the most desirable for an organisation.

Finally, the findings in this study also advance the literature in a sense that they help quantify and establish the strength of the predictive relationships among the constructs, namely, CSR, organisational commitment and intention to stay. Thus, attributes of employees' organisational commitment and intentions to stay are a direct manifestation of an organisation's intense involvement in CSR practices. Ethical, training and wellness variables are of critical importance.

The limitations and future research opportunities imminent from the findings of the research are discussed in the next section.

5.6 STUDY LIMITATIONS AND FUTURE RESEARCH OPPORTUNITIES

As with every study of this nature, this study is also subjected to certain limitations that pave way for further research opportunities as presented below.

One could have expected that certain biographical traits of this study, such as employees' level of education, job salary level, age, gender and tenure of service in their current organisation may have had an influence on how employees perceive their CSR practices. A comparative study in order to test for differences between groups could have given a clearer indication whether or not values of a particular variable differ between two or more groups through an analysis of variance. Researchers need to investigate the possible effects of biographical attributes on employees' perceptions of their organisation's CSR practices

Despite the positive relationships among the three constructs, (perceptions of employees of their organisation's CSR activities, their organisational commitment and their intentions to stay), the fact remains that CSR practices should be transparent and visible to employees and the public in general. Very few organisations today still know little as how to efficiently use social media to communicate their involvement in social activities to their stakeholders. Instead of exploiting the opportunities offered by new technologies, most organisations still use "old" or "formal" communication methods that are outdated and are consequently no longer efficient. As part of future research, researchers should examine the idea of putting in place for CSR activities, internal and external reporting systems to monitor the disclosure of organisations' CSR involvements by examining and evaluating existing strategies.

Due to the fact that data was collected only once, among a limited number of respondents, and constrained to only one organisation of the telecommunication sector in Cameroon, the results obtained in this study cannot be generalised to all the existing organisations undertaking CSR activities in Cameroon. For this study to be broadened to the country as a whole or to the entire telecommunication sector, it could have included more than one telecommunication organisation among the existing four.

5.7 CONCLUDING REMARKS

Given that CSR is a vague concept, which allows different interpretations favourable to all stakeholders to agree upon and then generate likely misinterpretations, CSR remains a broad concept difficult to delineate. As a result, organisations are struggling to orientate their efforts in this area. However, this study aimed at increasing managers' awareness of the effectiveness of the CSR benefits on employees. In addition, these findings support the view that employees make judgments about their employing organisation's CSR activities; their perceptions then influence the way they behave within an organisation (great organisational commitment) and reinforce their intentions to stay in the current organisation. This study has established that there are major differences between the expectations of employees and corporate actions, which suggests that there are a large number of areas to explore and different types of activities to undertake in order to successfully enhance employees' organisational commitment and reinforce their intentions to stay.

When asked what is essential to them in terms of corporate sustainable actions, employees responded that economic issues, their career advancement and well-being, ethical and legal issues must be a priority for any organisation in the context of sustainable development today. These initiatives show a real concern for organisations to operate ethically and responsibly and help them maintain good relationships, not only with their employees but also with the society at large. Organisations, rather than considering CSR as a constraint, would benefit in investing and integrating economic, training and wellness activities as well as ethical and legal principles into their business practices. Indeed, a strong work ethic inspired by clear moral principles is a key performance factor for any successful organisation as it reinforces the organisational commitment of employees who are more sensitive to ethical concerns as members of their organisation. Organisations which practise CSR and are already entrenched in their day-to-day operations should continually make extra efforts to further improve their performance. Due to increased competition, especially in fast-changing sectors such as telecommunications, a better communication of CSR implications in any area of the business will help restore trust and improve employees' organisational commitment, and strengthen their intentions to stay.

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ANNEXURE A: QUESTIONNAIRE

QUESTIONNAIRE ON EMPLOYEES' PERCEPTIONS OF CORPORATE SOCIAL RESPONSIBILITY (CSR) AND THE RELATIONSHIP WITH ORGANISATIONAL COMMITMENT AND EMPLOYEES' INTENTIONS TO STAY

This questionnaire consists of four sections: Section A (biographical information), Section B (employee perceptions of CSR), Section C (organisational commitment) and Section D (employee's intention to stay). Please select the response for each statement that best describes how you feel about your present job. There is no right or wrong answer. Your honest opinion is needed.

SECTION A: BIOGRAPHICAL INFORMATION

In this section we would like to find out a little more about the profile of every employee. Please place a cross (x) in the appropriate block.

A1	Gender	Male	Female
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A2	Age	Under 30 years	30-39 years	40-49 years	50-59 years	60 years and over
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A3	Marital status	Married or living together	Single	Widowed	Divorced
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A4	Number of children living with you	None	1	2	3 and more
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A5	Level of education (Please only indicate the highest qualification)					
	Below advanced level	1				
	Advanced level	2				
	certificate (professional courses)	3				
	Bachelor's degree	4				
	Masters 1 (or Maitrise)	5				
	Masters 2/ Doctorate	6				

A6	Number of years employed in the current position	Less than 5 years	Between 5-10 years	More than 10 years
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A7	Tenure of service in the organisation	Less than 5 years	Between 5-10 years	More than 10 years
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A8	Job/salary level	Level - A	Level - B	Level - C	Level - D	Level - E	Level - F
	CFCA	260 440	498 062	695 451	915 195	1 334 930	1 974 404

A9	Job grade level	Level - 1	Level - 2	Level - 3	Level - 4	Level - 5	Level - 6
		Entry/ junior	Individual contributor	Professional/ senior	Manager/senior technical professional	Senior staff specialist	Consulting engineer

SECTION B: EMPLOYEES' PERCEPTIONS OF CSR ACTIVITIES

The following statements describe the perception you have of CSR activities undertaken by your organisation. Kindly choose the single answer that best describes the perception you have by crossing (x) the relevant block.

Employees' perceptions of CSR		Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
Training and wellness Variables						
B1	This company supports employees who want to acquire additional education	1	2	3	4	5
B2	This company's policies encourage employees to develop their skills and careers	1	2	3	4	5
B3	This company has flexible policies that provide good work-life balance for employees	1	2	3	4	5
B4	The management of the company is primarily concerned with employees need and wants	1	2	3	4	5
B5	The managerial decisions related with the employees are usually fair	1	2	3	4	5
Ethical Variables						
B6	This company provides full and accurate information about its product to consumers	1	2	3	4	5
B7	This company respects consumer rights beyond the legal requirements	1	2	3	4	5
B8	Customer satisfaction is highly important for this company	1	2	3	4	5
B9	This company emphasises the importance of its social responsibilities to society	1	2	3	4	5
B10	This company contributes to campaigns and projects that promote the well-being of the society	1	2	3	4	5
Legal Variables						
B11	This company endeavours to create employment opportunities	1	2	3	4	5
B12	This company always pays its taxes on a regular and continuous basis	1	2	3	4	5
B13	This company complies with legal regulations safely and promptly	1	2	3	4	5
B14	This company would co-operate with its competitors on social responsibility projects	1	2	3	4	5

B15	This company avoids unfair competition	1	2	3	4	5
Economic Variables						
B16	This company implements special programs to minimise its negative impact on the natural environment	1	2	3	4	5
B17	This company participates in activities which aim to protect and improve the quality of the natural environment	1	2	3	4	5
B18	This company targets sustainable growth which considers future generations	1	2	3	4	5
B19	This company makes investment to create a better life for future generations	1	2	3	4	5

SECTION C: ORGANISATIONAL COMMITMENT

The following statements describe the level of commitment you have to your organisation. Choose the single answer that best describes the commitment you have to your organisation. Please indicate the extent of your agreement or disagreement with each statement by ticking (X) on the appropriate number.

Affective Commitment		Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
C1	I am very happy being a member of this organisation	1	2	3	4	5
C2	I enjoy discussing my organisation with people outside of it	1	2	3	4	5
C3	I really feel as if this organisation's problems are my own	1	2	3	4	5
C4	I think that I could easily become as attached to another organisation as I am to this one	1	2	3	4	5
C5	I feel like 'part of the family' at my organisation	1	2	3	4	5
C6	I feel 'emotionally attached' to this organisation	1	2	3	4	5
C7	This organisation has a great deal of personal meaning for me	1	2	3	4	5

C8	I feel a 'strong' sense of belonging to my organisation	1	2	3	4	5
Continuance Commitment						
C9	I worry about the loss of investments I have made in this organization	1	2	3	4	5
C10	If I wasn't a member of this organisation, I would be sad because my life would be disrupted	1	2	3	4	5
C11	I am loyal to this organisation because I have invested a lot in it, emotionally, socially, and economically	1	2	3	4	5
C12	I often feel anxious about what I have to lose with this organization	1	2	3	4	5
C13	Sometimes I worry about what might happen if something was to happen to this organisation and I was no longer a member	1	2	3	4	5
C14	I am dedicated to this organisation because I fear what I have to lose in it	1	2	3	4	5
Normative Commitment						
C15	I feel that I owe this organisation quite a bit because of what it has done for me	1	2	3	4	5
C16	My organisation deserves my loyalty because of its treatment towards me	1	2	3	4	5
C17	I feel I would be letting my co-workers down if I wasn't a member of this organization	1	2	3	4	5
C18	I am loyal to this organisation because my values are largely its values	1	2	3	4	5
C19	This organisation has a mission that I believe in and am committed to	1	2	3	4	5
C20	I feel it is 'morally correct' to dedicate myself to this organisation	1	2	3	4	5

SECTION D: INTENTION TO STAY

This section aims at finding out a little more about your intentions to stay in your current organisation. Kindly indicate the extent to which you agree or disagree with the following statements by ticking (X) the corresponding number between 1 (Strongly disagree) and 5 (Strongly agree).

Employees' intentions to stay in their current organisation		Strongly disagree	Disagree	Neither disagree nor agree	agree	Strongly agree
D1	I will probably stay in this company in the foreseeable future.	1	2	3	4	5
D2	I definitely intend to maintain my current relationship with this company.	1	2	3	4	5
D3	I have no intention of leaving this company.	1	2	3	4	5
D4	I want to continue working 5 years from now in my current job.	1	2	3	4	5
D5	I am not even planning of looking for a new job	1	2	3	4	5