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THE RELATIONSHIP BETWEEN CORPORATE SOCIAL RESPONSIBILITY AND EMPLOYEES' ATTITUDES AND BEHAVIOURS IN NIGERIA

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Master in International Studies

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SOCIOLOGIA E POLÍTICAS PÚBLICAS

Department of History

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Abstract

The relationship between corporate social responsibility (CSR) and employees' attitudes and behaviours has been an important issue globally. The objective of this study is to ascertain the relationship between CSR and employees' attitudes and behaviours in Nigeria. The subject of CSR has drawn the attention of many scholars and practitioners in this field. However, few studies have been carried on how CSR affects employees' attitudes and behaviour in Nigeria and understanding employees' perspectives on CSR.

This study aims to better understand the relationship between CSR activities and employees' reactions in Nigeria through a quantitative survey on both male and female employees in Nigeria. This study used several theories as a framework to explain how CSR activities stimulate employee perceptions which in turn trigger workplace attitudes and behaviour.

At the end of this study, two hypotheses tested were ascertained thus, the correlation of employee perception of CSR activities (overall variable) with employee engagement (which returned positive) and turnover intent (which returned negative). The hypotheses were predicated on the social exchange theory. Additionally, the overall variable is broken down into six specific variables in order to determine their respective relationships with work engagement and turnover intent. These variables are community-oriented CSR, environment-oriented CSR, employee-oriented CSR, supplier-oriented CSR and customer-oriented CSR and shareholder-oriented CSR.

Keywords: Corporate Social Responsibility (CSR), Employees, Nigeria, Social Exchange Theory, Work Engagement, Turnover Intent

Resumo

A relação entre a responsabilidade social das empresas (RSE) e as atitudes e comportamentos dos trabalhadores tem sido uma questão importante a nível mundial. O objetivo deste estudo é verificar a relação entre a RSE e as atitudes e comportamentos dos trabalhadores na Nigéria. O tema da RSE tem chamado a atenção de muitos estudiosos e profissionais neste campo. Contudo, poucos estudos foram realizados sobre como a RSE afecta as atitudes e o comportamento dos trabalhadores na Nigéria e a compreensão das perspetivas dos trabalhadores na Nigériaem matéria de RSE.

Este estudo visa compreender melhor a relação entre as atividades de RSE e as dos trabalhadores na Nigéria através de um inquérito quantitativo a trabalhadores de ambos os géneros na Nigéria. Este estudo utilizou várias teorias como enquadramento para explicar como as atividades de RSE estimulam as perceções dos trabalhadores que, por sua vez, desencadeiam atitudes e comportamentos no local de trabalho.

No final deste estudo, duas hipóteses propostas foram testadas e apoiadas, a correlação da perceção dos trabalhadores sobre as atividades de RSE (variável global) com o envolvimento dos trabalhadores (que se revelou ser positiva) e a intenção de *turnover* (que se revelou ser negativa). As hipóteses foram fundamentadas na teoria da troca social. Além disso, é de referir que, a variável global é decomposta em seis variáveis específicas, a fim de determinar as relaçõesrespetivas com o envolvimento no trabalho e a intenção de *turnover*. Estas variáveis são RSE orientada para a comunidade, RSE ambiental, RSE orientada para o empregado, RSE orientada para o fornecedor, RSE orientada para o cliente e RSE orientada ao accionista.

Palavras-chave: Responsabilidade Social das Empresas (RSE), Trabalhadores, Nigéria, teoria da troca social, envolvimento no trabalho, intenção de turnover.

Index

Index of Figures

Index of Tables

INTRODUCTION

This thesis examines the influence of Corporate Social Responsibility (CSR) as well as its dimensions over workers' engagement and turnover intention in Nigeria.

The lone research question formulated for this study is - whether Employee perception of CSR has a positive or negative correlation with employee engagement and turnover intent?

The research question was necessitated by the fact that the relationship between CSR activity and outcomes such as employee engagement and turnover intent has featured prominently like never before in the last decade (Morgeson, Aguinis, Waldman, & Siegel 2013; Ferreira & Real de Oliveira, 2014). Empirical researches establish a link between CSR activity and organizational attitudes and behaviour (El Akremiet al., 2018). In particular, a link between employees' CSR perception and outcomes such as work engagement and turnover intent was drawn by Kunz (2020) and Albasu and Nyameh (2017). Ideally, employee perception of meaningful CSR engagement births intrinsic reward on the employee and that promotes work engagement (Carroll & Buchholtz, 2003). More so, business successes have been traceable to organizations that target CSR (Lee, Park & Lee, 2013).

The basis of this study is to examine the influence of CSR on employees' attitudes and behaviors. While the study generally examines this influence of CSR on employees worldwide, it specifically examines the Nigerian situation as a result of dearth of studies on the correlation of CSR with work engagement and turnover intent in developing nations (Nurunnabi, 2016; Pisani et al., 2017; Gharleghi et al., 2018). Although a handful of literature exist on the subject of CSR influence on employees' attitudes and behaviors (Nurunnabi, 2016; Pisani et al., 2017; Gharleghi et al., 2018), continuous quantitative and integrated research findings remain necessary in broadening the literature. This is so especially as researches show that apart from the fact that CSR practices is far from being global, the developed countries get more attention on the subject than the developing ones (Nurunnabi, 2016; Pisani et al., 2017; Gharleghi et al., 2018). In the African context, Nigeria in particular, a 2007 research shows that the subject is not only relatively new and largely understudied, standard practice of CSR is found among only Multinational

Enterprises while employees of Small and Medium Enterprises are either less conscious of it or think of it as an African cultural or traditional value (Helg, 2007). A more recent study such as the current study is necessary to see how this conception has improved or fed forward overtime and how CSR currently correlates with employees' attitudes and behavior, in particular work engagement and turnover intent.

The scope of CSR is very comprehensive and its dimensions are numerous. Thus, while the study would survey the influence of CSR over work engagement and turnover intent in Nigeria, the research is tailored to analyze how work engagement and turnover intent in Nigeria are uniquely influenced by six specific dimensions of CSR. The six specific dimensions are community-oriented CSR, environment-oriented CSR, employee-oriented CSR, supplier-oriented CSR, customer-oriented CSR, and shareholder-oriented CSR (El Akremi et al., 2018).

The importance and relationship between overall CSR and its dimensions are deducible from the concept of CSR. Thus, businesses generally operate to realize profit in accordance with predetermined vision and mission. However, in the process of maximizing profits certain persons and resources annexed or utilized in the process are either impacted positively or negatively (Ugwunwanyi & Ekene, 2016). These include but by no means limited to suppliers in the company's value chain, human resources being utilized, the environment and its resources harnessed, community localizing the business etc. (Ugwunwanyi & Ekene, 2016). The impact of business operations on these resources and the idea of rendering social services as a way of paying back explain the concept of CSR (Ugwunwanyi & Ekene, 2016). In view of the foregoing, giving back respectively to these persons and resources annexed or utilized by businesses in the process of maximizing profits account for the various dimensions of in overall CSR obligations that may be performed. While research has shown that overall CSR influences work engagement and turnover intent, some dimensions of CSR may be more responsible for such influence than the other. It thus becomes necessary to study such dimensions of CSR by surveying the perception of employees in order to ascertain their specific correlation of each dimension with work engagement and turnover intent.

The study is thus intended to delineate the potential of organizations' involvement in CSR as well as unveil awareness on what dimensions of CSR are significantly related to work engagement and turnover intent in Nigeria.

The structure of this work is divided into four for this purpose. Existing literature reviewed in Chapter 1, methodology adopted and explained under Chapter 2, while Chapters 3, and 4 would respectively discuss Results, and Discussion and Conclusion.

Chapter I -LITERATURE REVIEW

This literature review considers a conceptual analysis and the relationship between three variables which are critical to this study. These are CSR, work engagement, and turnover intention.

1.1 CSR

There is no universally accepted definition of CSR. It denotes responsible corporate behaviour towards those having one form of stake or the other in a business whether the enterprise in question is private or public (SPDC Ltd, 2004), big or small (Appelbaum, 1984). Appelbaum (1984) defines CSR as management's consideration of the impact of its operational decisions on stakeholders. This denotes concerns that may range from social to economic to environment (The European Union's Green Paper on CSR, 2002). In McWilliams and Siegel (2001) CSR was defined as actions that appear to further some social good, beyond the interests of the firm and that which is required by law. Ferreira and Real de Oliveira (2014) defined CSR as policies and practices that organizations engage with a view to creating positive social or environmental impact on stakeholders. They further posit that it is a voluntary approach that proves to have a link with human resources management. Though a voluntary approach, it is accepted that CSR is context-specific (economic, social or environmental) and it takes into account the expectations of stakeholders (Glavas, 2016).

Social exchange theory and the stakeholder theory of CSR are especially relevant to this study as they well illustrate the basis for some of the consequence of the presence or absence of CSR on work engagement and turnover intent. As a theory, social exchange originates from the social sciences to explain a cost-benefit analysis between parties in an economic relationship (Blau, 1964). According to this theory with an economic analysis credited to Blau (1964), it is the exchange of commensurate costs and rewards that sustains a relationship. Where one is higher than the other the unfavoured party may not be encouraged to sustain the relationship (Emerson & Cook, 1976). It has been contended that the theory explains the basis upon which many relationships are sustained (Roeckelein, 2006). It can therefore be contended in respect of this study that an increase or decrease in

CSR may positively or negatively affect employee work engagement and turnover intent as the consequential trade-off explained by the assumptions of the proponents of social exchange theory. The relevance of this theory to this study is further strengthened giving the fact that the relationships that the social exchange theory is well known to apply include employment relationships. In the employment or work context, these exchanges occur between the primary parties which are the employer and employees. Such costs that an employer or business may trade off includes but are not limited to economic rewards, financial incentives as well as socio-emotional rewards which may be considered as CSR. It may be intrinsically or emotionally rewarding for the employer to perceive his/her employee as meaningfully engaging in CSR thus affecting their engagement or turnover intent. These trade-offs or obligations are not normally commanded but occur through a cognitive process otherwise called perception (Saks, 2006).

CSR can have several consequences on the organization based on their stakeholders' perception. According to Glavas and Piderit (2009) Perceived Corporate Social Responsibility influences employees' high-quality connection to the organization.

Several theories have been used to explain the basis why organizations engage in CSR. Some of these are the social network theory, the legitimacy theory, the political theory, the stakeholder theory and the social exchange theory (discussed already). The Social network theory claims that as individual interact with other people or group, ties of variable degree of weakness or strength are formed based on the feeling of benefit…and can explain organizational influence on employees who feel to be benefiting by an organization's CSR actions (Castro-González, et al, 2021). The legitimacy theory is to the extent that businesses voluntary engages in CSR as a way of conforming to expectations and societal values (Gray et al., 1995). The political theory is to the effect that business engagement in CSR has political motive and it is only an arrangement that aims to serve the interest of the organization in the long run (Gray et al., 1995). However, the stakeholder theory posits that businesses engage in CSR in order to manage the perception of stakeholders who could exert adversely impacts on organization based on their perception (Ugwunwanyi & Ekene, 2016). Some of these adverse impacts include the variables selected for this study such as (reduced) work engagement and (increased) turnover intent. Relevant stakeholders under the conception of the stakeholder theory include but not

limited to the community, the environment, the employee, the supplier, the customer, the shareholder etc. (Carroll & Buchholtz, 2003).

This study utilizes "employee perception" to tests the correlation between CSR and employee attitudes (i.e., Work Engagement) and behaviors (i.e., Turnover Intent) using Nigeria as case study. Effect of the perception of employees over management's engagement in meaningful CSR is important in business ethics as it infers the moral judgment of the management's discretionary responsibility which influences employees work attitudes and behaviour (Kim, Park & Wier, 2012). Employees just as other stakeholders would normally expect management or the employer to conduct its affairs ethically or act in a right or transparent way beyond a legal minimum of social responsibility. A 2008 study on world's 250 largest businesses by KPMG reveal ethical consideration as the lead reason for CSR, the view that it is in their best interest to contribute to peoples, societies and ecosystems (Ugwunwanyi & Ekene, 2016).

1.2 Work Engagement

Employee engagement may be used interchangeably with work engagement to mean the emotional, cognitive, and physical behaviour an employee presents when carrying out an organizational function (Kahn, 1990). Schaufeli et al define work engagement as "a positive work-related state of fulfilment that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2006; p.1). They further viewed work engagement as the opposite of burnout because it is accepted that work engagement and burnout are negatively related.

One of the ways to reinforce employee engagement is through CSR as has been tested in a number of developed nations (Nurunnabi, 2016; Pisani et al., 2017; Gharleghi et al., 2018). This supports the hypothesis one of this study that CSR is positively related with work engagement. Correlation between CSR and work engagement in previous studies has been shown to be mediated by perception (Thornton, 2014). An employees' level of engagement would degenerate if they perceive that management or the employer handles expected responsibilities towards stakeholders in a manner that is not just and fair. Such expectations may even lead to high turnover (Pepple et al., 2021; Onyishi et al., 2020). It is in view of the foregoing that employee perception is employed in evaluating the impact

of CSR on work attitudes and behaviour. From existing literature, employee perception of CSR appears to show a significant link (negative or positive) with engagement of employees to their organization.

The level at which an organization is committed to CSR can affect the way employees perceive management's sincerity of purpose not only externally but internally. Thus, perception affects one way or the other, dependent variables such as work engagement and turnover intentions (Ugwunwanyi & Ekene, 2016).

Turnover intent has been linked with absence of work engagement (Schaufeli et al., 2006). Vigour, absorption and dedication are three factors that research has shown to characterize work engagement (Schaufeli et al., 2006). It follows therefore that when vigour, absorption and dedication is lacking in an employee, then it is safe to assume that that employee may be nursing an intention or option of leaving the organization.

However, is it necessary to get strategic with CSR activities to get the need Vigour, absorption and dedication? Whereas it has been suggested that there is need for companies to get strategic with external CSR to get the most benefits from CSR, studies by Ferreira and Real de Oliveira (2014) have shown that it is not the case with respect to work engagement. In that research even though there was no statistically significant difference in work engagement levels by organizations that expose employees to external CSR and those that expose employees to internal CSR, it was found that more engaged are employees whose organization expose to internal CSR.

Whereas employees exposed to internal CSR are more engaged with employees expose to external CSR, research has suggested that this relationship or influence is based on three mechanisms or factors (Glavas, 2016). The first is content of the work that employees do. The employee has the ability to undertake the task. Secondly the terms and conditions of the work according to how they are fair enough. The third they termed psychological availability which they explain as the traits of the employee in relation to the task. These three factors conjunctively apply to determine how employees apply themselves to the job. More importantly they pointed out that, through CSR or otherwise, employer can improve on the first and second mechanism while the third is outside their zone of control. In other words, psychological availability though a factor that contributes about a third to work engagement is not determinable by CSR (Glavas, 2016).

1.3 Turnover Intent

Turnover is the rate at which employees leave and organization or the rate at which organizations loose employees with excessive turnover rate being a costly problem (Lee et al., 2008). Leading costs associated with turnover include indirect cost such as lost productivity or service quality and direct cost of replacement and training (Tracey & Hinkin, 2010).

Turnover intent is the nursing of intention to leave an organization (Richman, 2006). Whether an employee leaves the organization or continues to nurse turnover intent is a situation that has triggers. From existing literature, engaging in CSR generally allows the employee to perceive an employer as responsible and this improves employee's trust and consequently, his/her engagement or commitment (Onyishi et al., 2020). Since turnover intent and work engagement are negatively related, it follows therefore that CSR is negatively related to turnover intent and this supports hypothesis 2 under this study that CSR is negatively related to turnover intention. Obviously, an engaged employee is unlikely to nurse any feeling of intent to leave the organization. But this correlation or link remains to be seen from this survey empirically tested using Nigerian employees as case study.

In Castro-González (2021) it was found that CSR perception has negative influence on turnover intent because CSR practices increases organizational reputation and pride. Thus, organizational reputation and organizational pride were found as mediating factors that reduces turnover intent once felt by the employees.

The study confirms that companies that carry out CSR practices generally create positive perception of themselves to both internal and external stakeholders. These stakeholders thereby hold the organization with pride and repute which triggers positive results for employees as internal stakeholders. One of these positive results is continued intention to stay.

Castro-González (2021) also cited a previous corroborating research (Arikan et al., 2016) where organizational reputation was found as a mediating factor between CSR and variables similar to positive turnover intent. These variables were job satisfaction and organizational commitment.

1.4 Research Hypotheses

      This study presents a two-dimensional model of the hypothesis tested for the survey.

H 1: CSR is positively related with work engagement, in the sense that the different CSR dimensions are positively related with workers' engagement at work.

H 2: CSR is negatively related to turnover intention, in the sense that the different CSR dimensions are negatively related with workers' intention to quit the current organization.
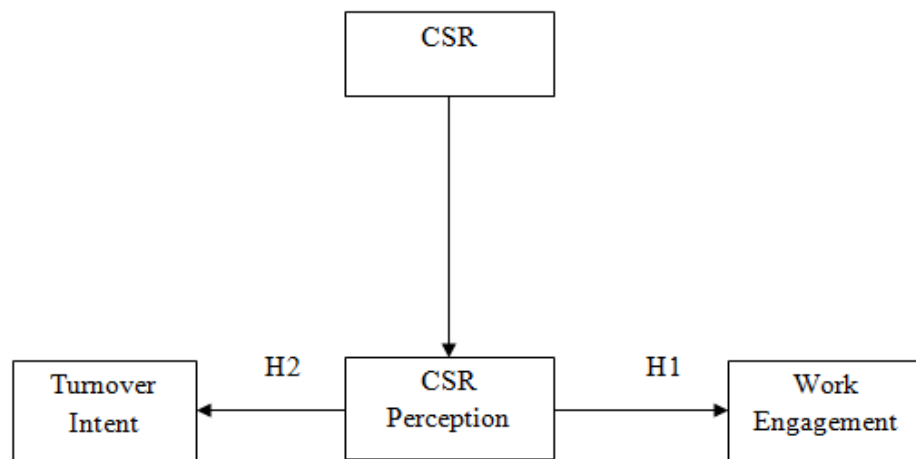

Figure 1.1 Research model

Chapter 2 - METHODOLOGY

2.1 Procedure and sample

The method of this research was quantitative and survey-based. Data collection was facilitated by Qualtrics Survey Solutions, an online survey software/service.

With the aid of Qualtrics questionnaires were distributed with the help of emails, social media channels (WhatsApp, Instagram and Facebook) as well as professional and business social networking site, LinkedIn. The session was to take approximately 10 minutes but no session took up to this time as every participant completed the survey within the approximated timeframe with the average time being 7 minutes.

The population targeted for purposes of this survey was Nigerian employees. It was irrelevant whether they were employees in the private or public sector or they worked with national or multi-national, large or small size organizations. There were 195 respondents that open the survey but only 118 participants completed the questionnaire: which means 60% response rate.

The respondents for the survey were entirely Nigerian citizens in employment that have spent not less than 12 months with their organization and have also completed education at the tertiary level. In this regard, about 34.48% hold a bachelor's degree while 19.83% held an equivalent of Bachelor's degree. About 22.41% held Associate or professional degrees, 20.69% with a Master's degree while 2.59%had Doctorate degree.

84.6% of the respondents held a permanent employment contract while the rest were in other forms of employment such as casual employment (4.27%), fixed term contract (8.55%) and others (2.56%).

A larger percentage of the respondents for the survey (60%) appear to be employees of large size organizations with staff strength of 499 and above, while 58.97% of the entire respondents either hold a managerial or supervisory role.

Respondents from the healthcare sector were in majority at 40.87%, followed by professional services, ICT and manufacturing at6.09%, 14.78% and 4.35% respectively while other sectors share between 0.1 - 2%.

The survey was also dominated by employees in the public sector about 53% of the respondents. While 33.04% of the respondents worked for multinationals, the larger

percentage (66.96%) were local employees either in the private or public service or self-employed.

Table 2.1– Socio-demographic variables

Variable name	Description	Values
Gender	Gender	0 = Male, 1 = Female
Age	Age	Number of years
Nationality		1 = Nigerian, 2 = Others
Sector		1-19 =Specific Sectors, 20 = Others
Nature of Organization		1 = Public, 2 = Private, 3 = Others
Type of Organization		1 = National, 2 = Multi-National
Staff Strength		1 = Less than 10, 2 = 10-49, 3 = 50-249, 4 = 250-499, 5 = 500 and above
Tenure in Organization	Number of years	
Type of Employment		1 = Permanent, 2 = Fixed Term, 3 = Contract, 4 = Other
Education	Level of education	1 = SSCE or less, 2 = ND, 3 = HND/BSC, 4 = Master's Degree, 5 = Doctorate Degree
Job Ranking	When an employee serves a managerial or supervisory role	1= Managerial/supervisory, 2= Others

2.2. Instrument

The questionnaire was structured to obtain the following information:

- Perception of CSR Activities
- Work Engagement
- Turnover Intent

To complete the assessment, demographic/background information was collected for purposes of statistical analysis and grouping of participants. Table 2.1 provides

information on this set of variables. Regarding the measures used to assess the main variables of interest, they were select from the relevant literature, as explained in the next paragraphs.

2.2.1 Perception of CSR

The assessment for CSR perception was adopted from El Akremi et al.'s (2018) scale. The said scale was coded F1 – F6 respectively representing CSR in six dimensions namely local community-oriented CSR, natural environment-oriented CSR, employee-oriented CSR, supplier-oriented CSR, customer-oriented CSR, and shareholder-oriented CSR. Seven items were measures each for F1-F3 while F4 and F5 had five items each with F6 having four items making a total of 35 items represented (Annex A). The respondents indicated their level of agreement with each item in a six-point scale ranging from 1(strongly disagree) to 6 (strongly agree). All items had Cronbach's alpha of 0.85 or above. The overall CSR indicator had an alpha of 0.95.

2.2 Work Engagement

The assessment for work engagement was adapted from Schaufeli and Bakker (2003) with 9 items on work engagement, scale of measurement 1 – 6 and scoring instructions for ascertaining the connection of employee engagement with the job. The scale as adapted into 9 questions and scale of 1-7 (Annex B); never as 1, always never as 2, rarely as 3, sometimes as 4, often as 5, very often as 6 and always as 7 with Cronbach's alpha of 0.88.

2.3 Turnover Intent

Lastly, the assessment on intention to leave the organization was based on Bozeman and Perrewé (2001), on the effect of item content overlap on Organizational Commitment Questionnaire–turnover cognitions. There were 15 questions coded into six dimensions viz, goal-value congruence, willingness to work, desire to remain, intent to remain, other and retention. For this survey, the questionnaire was adapted into five questions relates to intention to remain (Annex C) to review costs and factors associated with turnover intent as indication or statement of turnover cognitions. The respondents indicated their level of

agreement with each item in a five-point scale ranging from 1(strongly disagree) to 5 (strongly agree). The set of items had an alpha of 0.74.

Chapter 3 - RESULTS AND ANALYSIS

The result of this survey was obtained with the aid of Qualtrics Survey Solutions. In the analysis following hereunder, the result of responses on the following three variables is analysed using IBM SPSS software. These are perception of CSR, work engagement, and turnover intent.

3.1 CSR Perception

Workers' perception of their companies' engagement in the CSR activities assessed in this study is provided in Table 3.1. The descriptive statistics show that for the most Nigerian employees there is actual perception of CSR activities that their organizations are engaged in one way or the other, since the mean values are around the mid-point of the response scale.

For the 35 items from which the six dimensions of CSR were coded on scale $1 - 6$ the item with the highest mean score was CSR 27 – which was whether the participant's companies check the quality of goods and/or services provided to customers. The score for participants (M = 5.08; SD = 1.36). In fact, the three items with higher mean values are related with CSR activities directed at customers.

As for the item with the least score, it was CSR 1 – which was whether the participant's companies invest in humanitarian projects in poor countries. The score for participants (M = 3.49; SD = 1.81). The other two items with lower averages are also related with companies' engagement in practices towards community.

Table 3.1 Descriptive statistics for the 35 CSR practices

CSR activities	Mean	SD
Our company checks the quality of goods and/or services provided to customers.	5,08	1,36
… ensures that its products and/or services are accessible for all its customers.	4,91	1,42
… respects its commitments to customers.	4,88	1,57
… promotes the safety and health of its employees.	4,81	1,49
… avoids all forms of discrimination (age, sex, handicap, ethnic or religious origin) in its recruitment and promotion policies.	4,79	1,56
Our company supports equal opportunities at work (e.g., gender equality policies).	4,77	1,54
… is helpful to customers and advises them about its products and/or services.	4,75	1,49
… takes action to ensure that shareholders' investments are profitable and perennial in the long term.	4,64	1,38
… ensures that communication with shareholders is transparent and accurate.	4,64	1,48
… encourages employees' diversity in the workplace.	4,56	1,61
… invests in innovations which are to the advantage of customers.	4,50	1,59
… would not continue to deal with a supplier (or subcontractor) who failed to respect labour laws.	4,48	1,64
… implements policies that improve the well-being of its employees at work.	4,47	1,49
… respects the financial interests of all its shareholders.	4,44	1,53
… makes sure that its suppliers (and subcontractors) respect justice rules in their own workplaces.	4,42	1,50
… encourages its members to adopt eco-friendly behaviour (sort trash, save water and electricity) to protect the natural environment.	4,33	1,59
… endeavours to ensure that all its suppliers (and subcontractors), wherever they may be, respect and apply current labour laws.	4,28	1,56
… cares that labour laws are applied by all its suppliers (and subcontractors) wherever they may be.	4,25	1,56
… assists populations and local residents in case of natural disasters and/or accidents.	4,19	1,77
… helps its employees in case of hardship (e.g., medical care, social assistance).	4,19	1,57
… makes investments to improve the ecological quality of its products and services.	4,18	1,58
… invests in clean technologies and renewable energies.	4,18	1,54
… respects and promotes the protection of biodiversity (i.e., the variety and diversity of species).	4,16	1,50

… takes action to reduce pollution-related to its activities (e.g., choice of materials, eco-design, and dematerialization).	4,09	1,69
… supports its employees' work and life balance (e.g., flextime, part-time work, flexible working arrangements).	4,06	1,68
… makes sure that shareholders exert effective influence over strategic decisions.	4,06	1,55
… helps its suppliers (and subcontractors) to improve the working conditions of their workers (e.g., safe working environment, etc.).	4,02	1,61
… contributes toward saving resources and energy (e.g., recycling, waste management).	3,99	1,69
… contributes to improving the well-being of populations in the areas where it operates by providing help for schools, sporting events, etc.	3,97	1,66
… provides financial support for humanitarian causes and charities.	3,96	1,64
… measures the impact of its activities on the natural environment (e.g., carbon audit, reduction of greenhouse gas emissions, global warming).	3,92	1,70
… invests in the health of populations of developing countries (e.g., vaccination, fight against AIDS).	3,91	1,80
… helps NGOs and similar associations such as UNICEF, the Red Cross, and emergency medical services for the poor.	3,86	1,69
… gives financial assistance to the poor and deprived in the areas where it operates.	3,86	1,64
… invests in humanitarian projects in poor countries.	3,49	1,81

Thus, looking at CSR and its different dimensions (Table 3.2), it was observed that the overall CSR perception is relatively high, with a mean score of 4,35 (SD=1.13), and that some dimensions are more salient than others. The mean score for customer-oriented CSR was 4.82 with standard deviation of 1.24. Given that the items included in this dimension were on the top three of the most salient activities (Table 3.1) is not surprising that this is the dimension that workers perceived has being more addressed by organizations. The mean score for community CSR was the lower, i.e., 3.89 with standard deviation of 1.34, which again is no surprise. The mean scores for the other dimension are somewhat in the middle, namely for environment CSR was 4.12 with standard deviation of 1.9; for employee-oriented CSR was 4.5 with standard deviation of 1.20; for supplier-oriented CSR was 4.29 with standard deviation of 1.23; and for shareholder-oriented CSR was 4.44 with standard deviation of 1.23.

Table 3.2 Descriptive statistics for the main variables of interest

	Mean	SD
Overall CSR	4,35	1,13
Community oriented CSR	3,89	1,34
Environment oriented CSR	4,12	1,30
Employee oriented CSR	4,52	1,20
Supplier oriented CSR	4,29	1,24
Customer oriented CSR	4,82	1,24
Shareholder oriented CSR	4,44	1,23
Work Engagement	5,17	1,08
Turnover intent	2,80	0,99

4.2 CSR Perception, Work Engagement and Turnover Intent

Regarding the study hypotheses, it was proposed that CSR has a positive relationship with work engagement (H1), but a negative one with turnover intent (H2). To test these hypotheses, Pearson's correlations between variable were computed (Table 3.3).

The first that was determined was the correlation of employee perception of overall CSR with work engagement. The results indicates that there was a positive and moderate correlation with work engagement ($r=.52$, $p< .01$), indicating that higher levels of CSR perceptions are related to stronger work engagement. Furthermore, when looking at the specific dimensions of CSR, it is possible to observe that all dimensions are significantly and positively related to employees' engagement at work. Employee-oriented CSR ($r=.53$, $p< .01$), and shareholder-oriented CSR ($r=.52$, $p<.01$), have the strongest relationships with employee's work engagement. Hypothesis 1 was thus supported by the results.

The second variable that was determined was turnover intent. There was a negative correlation of overall CSR with turnover intent ($r=-.20$, $p<.05$), CSR activity is thus

negatively related with turnover intent, indicating that higher levels of CSR perceptions are related to lower intention to quit the company. Concerning the specific dimensions of CSR, it is possible to observe that not all dimensions are significantly related to employees' turnover intent. Only employee-oriented CSR (r=-.26, p< .05), environmental-oriented CSR (r=-.23, p< .05), and shareholder-oriented CSR (r=-.20, p<.05), are linked to employee's desire to leave the company. Hypothesis 1 was thus partially supported by the results, because despite overall CSR is related with turnover intent, not of all its dimensions are statistically intercorrelated with turnover intent.

Table 3.3 Correlations between variables

	1	2	3	4	5	6	7	8	9
1.Overall CSR	(0.95)								
2.Community oriented CSR	,873**	(0.89)							
3.Environment oriented CSR	,927**	,830**	(0.91)						
4.Employee oriented CSR	,910**	,753**	,830**	(0.88)					
5.Supplier oriented CSR	,893**	,765**	,780**	,753**	(0.85)				
6.Customer oriented CSR	,859**	,612**	,728**	,737**	,740**	(0.85)			
7.Shareholder oriented CSR	,919**	,720**	,814**	,834**	,768**	,821**	(0.89)		
8.WorkEngagement	,522**	,440**	,415**	,527**	,454**	,464**	,518**	(0.88)	
9.Turnover intent	-,203*	-0,155	-,228*	-,261**	-0,166	-0,089	-,195*	-,416**	(0.74)

Note: **. Correlation is significant at the 0.01 level (2-tailed);

      *. Correlation is significant at the 0.05 level (2-tailed).

    Cronbach's alphas in the parentheses.

Chapter 4 -DISCUSSION AND CONCLUSION

The purpose of this study was to ascertain how much organizations have engaged in CSR and its influence on both work engagement and turnover intention. To achieve this, about 35 items were used in testing employees' CSR perception of their organization as well as their work attitude (i.e., engagement) and behaviour (i.e., turnover intent) regarding the organization in which they work.

On the evaluating scale of 1.00 – 6.00 the average of the overall mean scores for all 35 items returned at 4.3 which is significant of the fact that most organizations in Nigeria perform or are perceived to be substantially engaged in CSR. With respect to the various dimensions of CSR, customer CSR has the highest average of 4.82 with community CSR having the least average of 3.89.

In ascertaining whether engagement in CSR affects employee attitudes and behaviour given organizational social performance, two variables indicative of attitude and behaviour were surveyed. These variables were work engagement and turnover intent.

The first that was determined was the correlation of employee perception of CSR with work engagement. There was a positive correlation of work engagement with overall CSR. This result aligns with literature and previous research confirming that in more recent times CSR studies shows a relationship between employee's perception of CSR and work engagement (El Akremi et al., 2018; Kunz, 2020; Thornton, 2014). In this regard, CSR clearly is related to work engagement in Nigeria. With respect to the specific dimensions of CSR, employee and shareholder CSR show to have the highest correlation with work engagement.

The second criteria variable that was determined was turnover intent. There was a negative correlation of overall CSR perception on turnover intent. With respect to the specific dimensions of CSR, employee-oriented CSR shows to be most negatively related with turnover intent.

Giving the above analysis, it can be concluded that an organization or employer that seeks to drive work engagement and reduce turnover intent in Nigeria can drive overall CSR while giving special attention to Employees, Shareholder and Customers.

This study confirms its hypotheses that employee perception of CSR has a positive relationship with employee work engagement and negatively correlates with turnover intent.

Empirical evidence from Nigeria thus shows that engaging in CSR activities qualifies as one strategic way of engaging the workforce and reducing negative turnover cognitions. CSR is thus beyond the conception of merely giving back to the society, as perceived by some Nigerian organizations, but such engagements affect an employees' emotional connection with the organization which can either spur their engagement or influence the thoughts of staying or leaving the workplace.

4.1 Limitation and suggestions for future research

Concerning the sample frame, the outlook was only a countrywide survey (Nigeria). However, the result of this research feeds forward for sub-regional or regional study (e.g., Africa and other developing parts of the world) that are largely understudied.

A more inclusive survey with an intercontinental outlook could be more authoritative. This remains a limitation on the generalizations that may be drawn from the results of this study. It constitutes an area of further research.

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SECTION A

Please think about the activities of your organization. Carefully read each statement and indicate your level of agreement with each statement. Use the following response scale:

1- Strongly Disagree	2- Disagree	3- Slightly Disagree	4- Slightly Agree	5- Agree	6- Strongly Agree

	1	2	3	4	5	6
1. Our company invests in humanitarian projects in poor countries.						
2. Our company provides financial support for humanitarian causes and charities.						
3. Our company contributes to improving the well-being of populations in the areas where it operates by providing help for schools, sporting events, etc.						
4. Our company invests in the health of populations of developing countries (e.g., vaccination, fight against AIDS).						
5. Our company helps NGOs and similar associations such as UNICEF, the Red Cross, and emergency medical services for the poor.						
6. Our company gives financial assistance to the poor and deprived in the areas where it operates.						
7. Our company assists populations and local residents in case of natural disasters and/or accidents.						
8. Our company takes action to reduce pollution-related to its activities (e.g., choice of materials, eco-design, and dematerialization).						

9. Our company contributes toward saving resources and energy (e.g., recycling, waste management).					
10. Our company makes investments to improve the ecological quality of its products and services.					
11. Our company respects and promotes the protection of biodiversity (i.e., the variety and diversity of species).					
12. Our company measures the impact of its activities on the natural environment (e.g., carbon audit, reduction of greenhouse gas emissions, global warming).					
13. Our company invests in clean technologies and renewable energies.					
14. Our company encourages its members to adopt eco-friendly behaviour (sort trash, save water and electricity) to protect the natural environment.					
15. Our company implements policies that improve the well-being of its employees at work.					
16. Our company promotes the safety and health of its employees.					
17. Our company avoids all forms of discrimination (age, sex, handicap, ethnic or religious origin) in its recruitment and promotion policies.					
18. Our company supports equal opportunities at work (e.g., gender equality policies).					
19. Our company encourages employees' diversity in the workplace.					
20. Our company helps its employees in case of hardship (e.g., medical care, social assistance).					
21. Our company supports its employees' work and life balance (e.g., flextime, part-time work, flexible working arrangements).					

22. Our company endeavours to ensure that all its suppliers (and subcontractors), wherever they may be, respect and apply current labour laws.					
23. Our company makes sure that its suppliers (and subcontractors) respect justice rules in their own workplaces.					
24. Our company cares that labour laws are applied by all its suppliers (and subcontractors) wherever they may be.					
25. Our company would not continue to deal with a supplier (or subcontractor) who failed to respect labour laws.					
26. Our company helps its suppliers (and subcontractors) to improve the working conditions of their workers (e.g., safe working environment, etc.).					
27. Our company checks the quality of goods and/or services provided to customers.					
28. Our company is helpful to customers and advises them about its products and/or services.					
29. Our company respects its commitments to customers.					
30. Our company invests in innovations which are to the advantage of customers.					
31. Our company ensures that its products and/or services are accessible for all its customers.					
32. Our company respects the financial interests of all its shareholders.					
33. Our company ensures that communication with shareholders is transparent and accurate.					
34. Our company takes action to ensure that shareholders' investments are profitable and perennial in the long term.					
35. Our company makes sure that shareholders exert effective influence over strategic decisions.					

SECTION B

Work Engagement

The following statements are about how you feel at work. Please read each statement carefully and indicate how often you feel by selecting the number that best describes it.

1-Never	2-Almost Never	3-Rarely	4-Sometimes	5-Often	6-Very Often	7-Always

	1	2	3	4	5	6	7
1. At my work, I feel bursting with energy							
2. At my job, I feel strong and vigorous							
3. I am enthusiastic about my job							
4. My job inspires me							
5. When I get up in the morning, I feel like going to work							
6. I feel happy when I am working intensely							
7. I am proud of the work that I do							
8. I am immersed in my work							
9. I get carried away when I am working							

SECTION C

Turnover Intention

The following statements are about your relationship with your current organization. Please carefully read each statement and indicate your answer in the following response scale.

1-Strongly disagree	2-Disagree	3-Neither agree nor disagree	4-Agree	5-Strongly agree

	1	2	3	4	5
1. I will probably look for a new job in the near future.					
2. At present, I am actively searching for another job in a different organization.					
3. I do not intend to quit my job.					
4. It is unlikely that I will actively look for a different organization to work for in the next year.					
5. I am not thinking about quitting my job at present.					

SECTION D

Demographic

To finish the survey, please provide some information about demographic characteristics. These will be used only to statistically characterize the group of participants in the survey.

1. Sex: a) Male   b) Female

2. Age: ……………………

3. Nationality: Nigerian   Other ………………………..

4. Education: a) SSC (Senior Secondary Certificate), b) ND/HND, c) Bachelor's degree, d) Professional degree, e) Master's degree, f) Doctorate

Tenure:

5. Tenure In Organization (number of years) ……………………………………

Contract:

6. Type of Employment Contract: a) Permanent Employment contract
b) Fixed-term contract
                          c) Casual Employment contract
                          d) Other

Business Role:

7. Do you have a management/supervisor position?   a) No   b) Yes

8. Number of employees in the Organization: a) less than 10
                                b) 10- 49 employees
                                c) 50- 249 employees

d) 250- 499 employees

e) more than 499

9. The business sector of the company: Agriculture, Aviation, Commercial/Retail, Construction, Education & raining, Energy & power generation, Fashion, Logistics, Healthcare, Financial Services/Banking/Insurance, Oil and Gas, Media and entertainments, Information & Communication Technology, Manufacturing, Professional services, Telecommunication, Tourism/ hospitality, Transportation, Waste Management and Others.

10. The organisation is:a) Public organisation   b) Private organisation   c) Other

The organisation is: a) National   b) Multinational