

School of Management

**An Exploration of CSR and Employee Engagement in MNCs operating
in Pakistan**

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Master of Philosophy (Management)
of
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DECLARATION

I 'Farah Asim' certify that to the best of my knowledge and belief this thesis contains no material previously published by any other person except where due acknowledgment has been made.

This thesis contains no material which has been accepted for the award of any other degree or diploma in any university.

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March 2019

ABSTRACT

Over the years corporate social responsibility (CSR) has become a popular subject of public debate and organizational success. It is clear from the CSR literature that employee engagement (EE) is found to be a strong driver of internal motivation which in return leads companies to long-term success and sustainable development. Despite the growing interest of scholars, the research on CSR in MNCs operating in developing countries is scant. Drawing from the perspective of stakeholder theory this research aims to investigate an exploration of CSR and employee engagement in MNCs operating in Pakistan which is a developing country. CSR initiatives have been an emerging concept in developing countries and organizations are striving to become socially active for their sustainability and success in Pakistan. To conduct this study a collective case study qualitative approach is used. Data is collected using organizations documents in the form of annual and CSR reports along with semi-structured interviews with HRM&D managers, line managers and employees from three targeted MNCs operating in Pakistan. Findings from this study are expected to advance the existing CSR literature in MNCs operating in developing countries, and offer valuable strategic insights into the link between organizational and HRM&D strategies for enhanced employee engagement in a Pakistani context in today's diverse workplace.

Keywords: Corporate social responsibility; human resource management; employee engagement; multinational companies; stakeholder theory.

TABLE OF CONTENTS

DECLARATION.....	i
ABSTRACT	ii
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
LIST OF APPENDICES	x
LIST OF ACRONYMS.....	xi
ACKNOWLEDGMENT.....	xii
CHAPTER 1: INTRODUCTION	
1.1 Introduction	1
1.2 Background to the research.....	3
1.3 Research Questions	6
1.4 Overview of research design and methodology.....	7
1.5 Significance of the study.....	8
1.6 Methodological significance.....	9
1.7 Limitations of the study.....	9
1.8 Definition of Terms.....	10
1.9 Overview of the structure of thesis.....	10
1.10 Chapter summary.....	11
CHAPTER 2: LITERATURE REVIEW	
2.1 Introduction.....	12
2.2 The role of CSR focused HRM practices on employee engagement.....	14
2.2.1 The relationship between HRM practices and CSR.....	14
2.2.2 Employee Engagement (EE).....	17
2.3 Evolution of CSR concept.....	25
2.3.1 DNA of CSR.....	26
2.3.2 Stages of CSR.....	27
2.4 Definitions of CSR.....	28
2.5 CSR Models.....	37
2.5.1 Carroll's three-dimensional model (1979).....	37
2.5.2 Wartick and Cochran CSP Model (1985).....	38

2.5.3 Wood’s Corporate Social Performance Model (1991).....	38
2.5.4 Overview of the Models.....	39
2.6 CSR in developing countries.....	40
2.7 CSR in Pakistan.....	45
2.7.1 Country context.....	46
2.7.2 Organizational context.....	48
2.8 Theories and Key concepts.....	51
2.9 Theoretical Framework.....	53
2.9.1 Origin of stakeholder theory.....	54
2.9.2 Definitions of stakeholder.....	56
2.9.3 CSR and Stakeholder theory.....	58
2.10 A brief summary of gaps derived from literature.....	60
CHAPTER: 3 RESEARCH METHODOLOGY	
3.1 Introduction.....	61
3.2 Research Purpose.....	61
3.3 Research Paradigm: An interpretative paradigm.....	62
3.3.1 Rationale for using an interpretative paradigm	63
3.4 Research methodology: A qualitative methodology.....	65
3.4.1 Rationale for using a qualitative methodology.....	66
3.5 Research Design: Collective case study method.....	67
3.5.1 Rationale for using collective case study.....	69
3.5.3 Phases of study.....	69
3.6 Sampling.....	70
3.6.1 Selection of organizations.....	70
3.6.2 Selection of participants.....	71
3.7 Data collection.....	73
3.7.1 Secondary source: Documents.....	73
3.7.2 Primary source: Semi-structured interviews.....	74
3.7.3 Rationale for using semi-structured interviews.....	75
3.7.4 Interview protocol	76
3.7.5 Conducting semi-structured interviews	77
3.7.6 Data management plan.....	80

3.8 Data analysis.....	81
3.8.1 Document Analysis.....	81
3.8.2 NVIVO 11	81
3.8.3 Primary data analysis	82
3.9 Quality standards in case study	82
3.9.1 Internal validity.....	82
3.9.2 Construct validity.....	82
3.9.3 Reliability.....	83
3.10 Limitations of case study methodology.....	84
3.11 Ethical consideration	84
3.11.1 Consent form.....	85
3.11.2 Information sheet.....	85
3.12 Chapter summary.....	86
CHAPTER 4: DATA ANALYSIS	
4.1 Introduction.....	87
4.2 Primary data analysis.....	87
4.2.1 Data reduction.....	87
4.2.2 Data display.....	89
4.2.3 Conclusion forming and verification.....	89
4.3 Nodes derived from semi-structured interview.....	89
4.4 CSR focused HRM activities	90
4.4.1 Training and development.....	91
4.4.2 Reward and recognition.....	94
4.4.3 Employee participation program.....	97
4.5 HRM factors influencing employee engagement.....	98
4.5.1 Employee wellness.....	98
4.5.2 Coaching and Mentoring.....	101
4.5.3 Communication with employees	103
4.6 Benefits of CSR activities.....	104
4.6.1 High level employee motivation	104
4.6.2 Low turnover rate	105

4.7 Secondary analysis.....	106
4.8 Chapter summary	107
CHAPTER 5: DISCUSSION AND CONCLUSION	
5.1 Introduction.....	109
5.2 Discussion in relation to research questions.....	109
5.2.1 Research question 1.....	109
5.2.2 Research question 2	112
5.2.3 Research question 3.....	113
5.3 Contribution of the study.....	114
5.3.1 Implications for different stakeholders.....	115
5.3.1.1 MNCs HRM&D managers	116
5.3.1.2 MNCs line managers.....	116
5.3.1.3 MNCs employee.....	117
5.4 Future research.....	117
5.5 Limitation of the study.....	117
5.6 Conclusion.....	118
5.7 Summary of the study.....	120
References.....	121
Appendices.....	172

LIST OF TABLES

Table 2.1 CSR initiatives by organizations in Pakistan.....	16
Table 2.2 Different perspectives about employee engagement.....	22
Table 2.3 Key definitions of CSR.....	29
Table 2.4 Summary of CSR literature in Pakistan.....	50
Table 2.5 Definitions of Stakeholder theory.....	56
Table 3.1 Implication of paradigm	64
Table 3.2 Summary of sample.....	72
Table 3.3 Quality issues in case study.....	83
Table 4.1 Participant codes.....	88
Table 4.2 Nodes.....	89

LIST OF FIGURES

Figure 2.1 RQs of the research13

Figure 2.2 CSR pyramid.....38

Figure 2.3 Theoretical framework.....54

Figure 2.4 Hub and spoke stakeholder diagram.....56

Figure 3.1 Collective case study.....68

Figure 3.2 Phases of the study.....70

Figure 3.3 Steps of semi-structured interviews.....79

Figure 4.1 CSR-HRM activities.....91

LIST OF APPENDICES

Appendix A: Interview guideline.....172

Appendix B: Information sheet.....173

Appendix C: Consent form.....175

Appendix D: Ethics approval letter176

Appendix E: Questionnaire.....178

LIST OF ACRONYMS

AMO	:	Ability motivation and opportunities
CAR	:	Crude activity rare
CSR	:	Corporate social responsibility
DJSIs	:	Dow Jones Sustainability World Indexes
DNA	:	Genentech, Inc. (stock symbol)
EE	:	Employee engagement
GDP	:	Gross domestic product
GRI	:	Global reporting initiative
HRD	:	Human resource development
HRM	:	Human resource manager
ISO	:	International organization for standardization
JE	:	Job employment
MDGs	:	Millennium development goals
MNCs	:	Multinational companies
NGO	:	Non-government organization
OE	:	Organizational engagement
RAR	:	Refined activity rare
RQ	:	Research question
SDGs	:	Sustainability development goals
SET	:	Social exchange theory
TBL	:	Triple bottom line
WBCSD	:	World Business Council for Sustainable Development

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CHAPTER 1: INTRODUCTION

1.1 Introduction

Corporate Social Responsibility (CSR) or sustainability is considered to be a high profile management variable that an increasing number of firms worldwide choose to adopt (Carroll and Shabana, 2010; Porter and Kramer, 2006). Although CSR is not a new phenomenon, it has been gaining increased visibility in the last few years, both in the academic and practitioner fields (Carroll, 1999; Godfrey and Hatch, 2007; Gomes and Mira, 2006; Matten and Crane, 2005; Mirvis and Googins, 2006). Despite the fact that research on CSR is gaining popularity over the years, only few academic studies have investigated the relationship between CSR and employees within the organization (Carroll, 2010; Albinger and Freeman, 2000; Greening and Turban, 2000). Past studies show that one of the most significant ways to enhance employee engagement is to incorporate employee friendly policies into HRM programs which include activities to manage and engage employees to achieve organizational goals (Hewitt, 2012).

Despite the strong emphasis of organizations in the adoption of CSR activities, the debate about the role of CSR activities and its effect on employee engagement (EE) in contemporary literature is very little (Brammer et al., 2007; Maignan, 2001; Peterson, 2004). Past studies implicitly and explicitly have shed light on the importance of CSR, activities including: the social topics of engaging in fair and efficient HRM programs, guarantee safety, respect freedom of association, abandon discrimination and encourages work place diversity (Martinuzzi, Gisch-Boie et al., 2010). In the field of Human Resource Management (HRM), researchers began to investigate how implementation of CSR activities affect employees and their work attitudes (Alshbiel, and Al-Awawdeh, 2011; Ali et al., 2010; Lee et al., 2012; Peterson, 2004; Turker, 2009 and Van Buren, 2005) as employee engagement (EE) is becoming an important aspect of HRM both in relation to employees and an organization's management. But there has been very little research conducted to explore how HR managers perceive and understand employee engagement (EE) and how they develop policies and strategies to affect employees positively in a developing country context (Jamali and Sidani, 2011, Muthuri and Gilbert, 2011). In this

regard Saks (2006) and Robinson et al., (2004) argue that Employee Engagement (EE) is found to be a strong driver of internal motivation and results in long-term success and sustainable development. However, employee engagement studies in relation to CSR are still very few (Harrington, 2007; Harter et al., 2002; Hallberg and Schaufeli, 2006; Gruman and Saks, 2011; Salanova and Schaufeli, 2008). The growing level of unpredictability in the business world shows that organizations need to adopt employee friendly policies and should focus on CSR-focused HRM practices to build employee engagement. In the past many articles have been published by different scholars which aim to call for a more positive approach that focuses on enhancing employee engagement (Luthans and Avolio, 2009; Bakker and Schaufeli, 2008; Youssef and Luthans, 2007). As studies show the concept of employee engagement within organizations is gaining popularity over the past decade and stresses the fact that engaged employees are known to be an asset of the organization as they play an important role in an organization's success and sustainability (Hallberg and Schaufeli, 2006; Saks, 2006; Teng et al., 2007; Salanova and Schaufeli, 2008). Engaged employees are those who are highly motivated and dedicated to their job and enhance the organization's productivity and profitability (Zigarmi et al., 2009; Xanthopoulou et al., 2009; Bakker et al., 2008; Towers Perrin, 2009). Hence, past studies extensively show the positive effect of employee engagement on an organization's success and performance (Bakker et al., 2008; Xanthopoulou et al., 2007; Medlin and Green, 2009; Harter et al., 2002). To engage employees efficiently in an organization requires strong CSR-focused HRM programs, which involve activities such as training and development programs for employees in addition to employee wellness programs.

Past studies showed that over the years research on CSR and HRM has flourished, however the role that organizations play in facilitating employee friendly CSR policies remain unclear (Ehnert and Harry, 2012; Pfeffer, 2010). In practice, this lack of clarity is due to various reasons and dimensions of potential HRM contributions to corporate social responsibility (CSR), as well as a widespread failure to integrate CSR focused HRM policies in organizations. Whilst few studies investigated overall CSR in relation to employee and organization engagement but these studies only focused on exploring the

relationship between CSR and organizational commitment, they do not provide insights into the implementation of CSR in relation to employees (Werther and Chandler, 2010; Rego, Leal, Chunha, Faria and Pinho, 2010, Ehnert et al., 2014). Therefore, the purpose of the present study is to investigate a relationship between CSR and employee engagement in multinational organizations operating in Pakistan. Examining this relationship assisted with explaining how implementation of CSR activities influences employee engagement and commitment level. The study was conducted by using stakeholder theory, as many scholars suggest that stakeholder theory is one of the emerging theories used to highlight the importance of the relationship of trust between the employee and the organization in relation to CSR. The present study aims to contribute to the growing research on how potential HR roles in promoting CSR activities in organizations.

1.2 Background to the research

Corporate Social Responsibility (CSR) is a popular and much discussed and debated area of academic research. Despite the duality, management attention has been largely skewed towards external stakeholders, overlooking CSR activities concerning an organization's internal stakeholders which are mainly the employees of the organizations (Lockett, Moon and Visser, 2006; Margolis and Walsh, 2003; Walsh, Weber and Margolis, 2003). This is also reflected in the past CSR literature whose foci are predominantly on CSR practices concerning environment, sponsorship and charity rather than concentrating on CSR activities to motivate employees to enhance an organization's overall performance (Hansen et al., 2011). CSR literature indicates that an organization's socially responsible behavior results in enhancing employee engagement, satisfaction and loyalty level (Aguilera et al., 2007; Heslin and Ochoa, 2008; Melynyte and Ruzevicius, 2008; Turban and Greening, 1997; Werther and Chandler, 2010; Brammer et al., 2007; Turban and Cable, 2003). Studies reveal that CSR can be one of the most useful tools to motivate employees and can play an important role primarily in building a healthy work environment for employees, offering equal promotional opportunities, balancing work and family life efficiently and providing incentives and bonuses (Basil and Weber, 2006 ; Turker, 2009 ; Marchese and Bassham, 2002 ; Newman and De Vries, 2011).

Research has revealed that despite the popularity of CSR practices in developed countries there is little research in developing countries regarding efficiently implementing CSR activities (Jamali and Sidani, 2011; Muthuri and Gilbert, 2011). According to Matten and Moon (2008) and Visser (2007) implementation of CSR practices differ from country to country due to different cultural traditions. Culture is heavily dependent on the religion followed, and in many developing countries people practice Hinduism, Buddhism, Islam and Christianity. Many scholars in this regard argue that cultural differences and the level of development of a country is found to be one of the reasons for having a different approach towards CSR and its implementation within organizations (Burton et al., 2009; Chapple and Moon, 2005). Pakistan, being a developing country with a population of 199 million (Yunusa, Zerihun and Gibberd, 2018) and a large labour force is at a preliminary stage of incorporating CSR activities due to the weak legal environment of the country (Kaufman et al., 2003 p.4). According to a study by Malik et al., (2016) in Pakistan currently overall 27.2 percent of organizations have existing CSR policies out of which 63.4 percent have written and formal practices which are in predominantly multinational organizations whereas, 36.6 percent are unwritten but formal policies practiced in local organizations. The main reason for not having written CSR policies is lack of resources, motivation and incomplete knowledge and understanding of the term CSR, as the concept of CSR is still not very clear within organizations of Pakistan. Only a few organizations in Pakistan have existing CSR policies and the others are completely unaware of the benefits and advantages of implementing CSR policies and practices in their organizations (Anwar, 2009; Ahmed et al., 2013). Therefore, these studies indicates that there is a need to incorporate the modern form of CSR activities in Pakistan as the idea of CSR practices especially in MNCs operating in Pakistan is still an under researched topic (Waqas, 2012; Waseem, 2013 ; Malik, 2014).

There are different multinational companies (MNCs) operating in Pakistan who are involved in CSR activities in the form of generating huge profits without considering environmental and social issues. A result of this is that industrial waste is discharged into the environment which causes a multitude of health problems and diseases (Bryant and

Bailey, 2004 cited by Naeem and Welford, 2009 p.109). Studies reveal that the prime focus of MNCs operating in Pakistan is to generate profit and make their external stakeholders happy, however employee welfare and well-being is lacking (Shah, Waheed, 2002; Jamali, 2010; Muthuri and Gilbert, 2011). Hence, there is a need to initiate and promote CSR activities which can benefit both society and employees. It is also important to note that 73.3 percent of organizations implementing CSR policies in Pakistan claim a major benefit they achieve from their social investment is spiritual which satisfies the Islamic obligations such as charity and donation (Malik, 2016). Scholars claim that the nature of CSR practices in developing countries including Pakistan are usually philanthropic activities in the form of charity and donation (Wayne Visser, 2008; Jamali, 2014; Muthuri and Gilbert, 2011). Therefore, in contrast to scholars who unify CSR with philanthropy, this study maintains that CSR goes beyond charitable aid or donations. Philanthropic actions are not an organization's social responsibility but a corporate gift and should be treated as such (Brammer and Millington, 2005; Porter and Kramer, 2006). Although early concepts and ideas of CSR were strongly related to philanthropic actions (Heald, 1970), in recent years CSR has transformed into a business practice increasingly treated as a core element of modern strategic management which involves its internal stakeholders (Kuznetsov and Kuznetsova, 2010). Therefore, "corporate responsibility is more than simply the 'do good' stuff . . . fluff is not enough" (Waddock, 2003 p. 114). One of the main reason for conducting research study on developing countries, specifically Pakistan, is because CSR is a rich and interesting area of enquiry, which is gaining popularity in academic research, theory and practice. This study therefore aims to focus on the internal stakeholders, specifically the employee, and to explore how implementation of different CSR activities in the MNCs operating in Pakistan, assists in enhancing employee engagement. Moreover, the extant literature is scant on the subject in countries other than in the developed world hence, this proposed study aims to fill the gap from a Pakistani perspective as well as to generate comparative insights into the MNCs operating in Pakistan.

1.3 Research Questions

The aim of this research is to explore and investigate CSR focused HRM and employee engagement in MNCs operating in Pakistan. By reviewing the literature in detail the following issues are highlighted related to the research topic:

- The literature on CSR practices in MNCs in relation to employee engagement in developing countries is very limited;
- The concept of CSR is still vague and not clear in MNCs operating in developing countries like Pakistan;
- Internal stakeholder perspectives on MNCs implementing and incorporating CSR is very little;
- The existing literature on MNCs operating in Pakistan is primarily focused on philanthropic activities;

The above limitations and gaps found in literature helped to develop the overall aim and objective of this research which is to investigate and compare the current CSR focused HRM activities and their impact on employee engagement in multinational organizations operating in Pakistan. The multinational organizations are chosen for their prominence and popularity in the business and economy (market value, public exposure and employment size). Following are the three broad research questions addressed in this study to investigate and explore the research study in detail.

RQ1: How do internal stakeholders conceptualize the idea of CSR focused HRM activities being practiced and reported in MNCs operating in Pakistan?

RQ2: What are the HRM factors which influences internal stakeholders (employees) in MNCs operating in Pakistan?

RQ3: What are the benefits of implementing CSR focused HRM activities in MNCs operating in Pakistan, to both employee and employers?

These research questions will be explored from the perspective of internal stakeholders, including HRM&D managers, line managers and employees of three selected MNCs. To understand and address the above research questions effectively,

this study uses theoretical framework (explained in chapter 2) from stakeholder theory. To conduct this research the main steps followed are:

- Presenting critical review of the literature;
- Using a theoretical framework which can assist in explaining all the research questions in an efficient way;
- Adopting the most suitable and appropriate methodological approach;
- Examining the empirical data;
- Presenting the implication of the study;

1.4 Overview of research design and methodology

Within the interpretative paradigm a qualitative research methodology is adopted to investigate the research topic. Qualitative research approach is considered most appropriate because the area under investigation is complex and little understood and requires a deep investigation (Miles and Huberman, 1994; Neuman, 2006). Secondly, this study requires an in-depth analysis of the research topic through semi-structured interviews. Therefore, qualitative research approach allowed the researcher to gain ‘real’ and ‘rich’ information. The justification for choosing interpretative qualitative collective case study is based on the following reasons:

- The focus of the research is on a contemporary issue in a real-life situation;
- According to Yin (1994), when answer the ‘what’ and ‘how’ questions are addressed;
- Theoretical framework provides the guide line to structure the research process, data collection and data analysis;
- Multiple data collection sources are employed in this study in the form of semi-structured interviews and documentary evidence.

Using the interpretative qualitative collective case study approach, primary data was collected by undertaking semi-structured interviews with fifteen HRM&D managers, line managers and employees (five from each MNC) of the selected three multinational organizations (MNCs) of Pakistan. Secondary data was collected by reviewing an organizations documents in the form of annual and CSR reports. Data was analyzed using

NVIVO 11, and by using Miles and Huberman (1994) three step qualitative data analysis approach.

1.5 Significance of the study

- This study contributes in generating new insight into CSR practices in MNCs and will assist policy makers and HR department of the MNCs operating in developing countries to improve and upgrade their policies from the employee perspective. This can facilitate in enhancing employee commitment and engagement level within the organization.
- This study will help organizations in underdeveloped countries like Pakistan to understand and improve the image of their organization by implementing CSR activities to attract customers, as people want to do business with organizations who are socially responsible and have a good reputation. This will also assist in attracting and retaining better employees.
- Previous research on employee engagement has mostly been conducted in a developed country context and there is limited research found on what CSR focused HRM factors enhances employee engagement therefore, the analysis and factors derived from this study will help MNCs managers and HR department to understand what activities should be added into CSR programs which will help in enhancing employee engagement level (Rothbard, 2001; Sonnentag, 2003; May, Gilson and Harter, 2004).
- Multinational organizations who participated in this study will receive a copy of the outcome of this research study which will assist them to gain critical insight into the CSR practices they are performing and emphasize how important it is to introduce policies which benefit employees.
- This study will contribute to understanding the positive relationship between CSR and employee engagement (EE) in multinational organizations operating in Pakistan given the critical role of employee engagement (EE) in an organization's success and sustainability.

- There is minimal literature available on CSR in MNCs operating in developing countries therefore the study is expected to add to the management literature by examining the impact of CSR on employee engagement in a Pakistani context.
- Stakeholder theory will aid managers to identify and implement the CSR factors which will benefit both the organization and its employees as it is found that CSR positively influences employee contentment, satisfaction and engagement level (Heslin and Ochoa, 2008; Aguilera et al., 2007).

1.6 Methodological significance

The use of a qualitative collective case study approach will assist in understanding the factors enhancing employee engagement in MNCs operating in Pakistan in detail. This study uses semi-structured interviews to explore the research topic from the participant's perspective. The main purpose for conducting interviews is to gain insights into HRM&D managers, line managers and employees' experience at work and to understand what policies and activities organizations are implementing to enhance employee engagement level. Participant responses and views of their experience at work provide more detailed data than a quantitative method.

1.7 Limitations of the study

One of the main limitations of this research study is that the term 'CSR' is not a well-defined concept in Pakistan. Management of MNCs have different approaches and perceptions toward CSR activities and programs. MNCs are practicing CSR activities but they are not sure what comes under the umbrella of the term CSR. Moreover CSR practices are not according to a specific format approved internationally within multinational organizations of Pakistan. There are internationally agreed formats such as Global reporting initiatives (GRI) used for CSR reporting all over world. This concept is still unique and vague in Pakistan. Only a few NGO's operating in Pakistan prepare their CSR reports according to this specific format. MNCs have not much knowledge and awareness about the dimensions of CSR and they are more inclined towards CSR activities which involve external stakeholders, customers, and suppliers.

1.8 Definition of the Terms

The definition of terms used for this thesis is as follows:

I. Corporate social responsibility (CSR)

Though CSR has been defined in various ways, Wood (1991 p.693), is one of commonly cited authors, defines CSR as “*a business organization's configuration of principles of social responsibility, processes of social responsiveness, and policies, programs, and observable outcomes as they relate to the firm's societal responsibilities*”.

II. Employee engagement

In the context of this study definition used for employee engagement is “*the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances*”. (Kahn, 1990 p. 694).

III. Stakeholder

According to Freeman (1984 p. 46) stakeholder is defined as “*the people that can affect or is affected by the achievement of the organization's objectives*”. Within the context of this study, the term stakeholder(s) was used to reference employees, HRM&D managers and line managers of the organization.

1.9 Overview of the structure of thesis

This thesis is structured into six chapters.

Chapter One briefly presents the background and overview of the research study “An Exploration of CSR and Employee Engagement in MNCs operating in Pakistan”.

Chapter Two presents the literature review and the theoretical framework. This chapter includes the definitions of CSR, The role of HRM on employee engagement, evolution of CSR and brief discussion on CSR and its impact on employee engagement in MNCs. Further this chapter includes the literature review on “CSR in developing countries” specifically in Pakistan.

Chapter Three presents a detailed description of adopting research methodology, data collection methods and ethical considerations.

Chapter Four gives a detailed description of the data analysis method adopted to analyze the research topic. Collectively case studies were analyzed using data obtained from semi-structured interviews and then compared with the organizations documents in the form of annual and CSR reports for verification.

Chapter Five the last chapter discusses research findings in the light of research questions and contemporary relevant literature along with the conclusion of the thesis which highlights the contribution, implication and limitations of the research study.

1.10 Chapter Summary

This chapter presents an overview of this thesis, including background and purpose of the research. It highlights the increasing need for corporate social responsibility (CSR) by multinational organizations (MNCs) operating in Pakistan toward internal stakeholders and how it influences employee engagement (EE). This chapter has explained the foundation of this thesis including the background of the study, research questions and the contextualization of this thesis. An outline of research methodology and contribution and limitation of the thesis is also discussed briefly. The next chapter, entitled “literature review” presents a detailed critical review of corporate social responsibility (CSR) in developing countries in relation to multinational organizations (MNCs). It also gives a detailed explanation of the theoretical framework adopted for this study.

CHAPTER 2: LITERATURE REVIEW

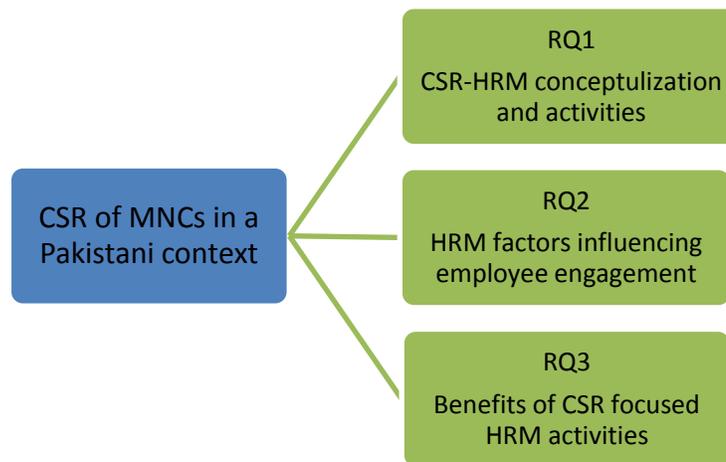
2.1 Introduction

In today's era MNCs have started receiving significant attention from management scholars due to their prominence in business industry (Garvey and Newell, 2005; Matten and Crane, 2005; Winstanley et al., 1996). In this regard Jamali (2010), states that MNCs operating in different countries have a responsibility to meet international standards as well as the global and local expectations regarding implementation of different CSR related HRM policies. Previous research suggested that it is an expectation by society that MNCs use their resources to help in eliminating poverty in developing countries (Jenkins, 2005; Prahalad and Hammond, 2002). Therefore, MNCs are found more inclined in getting involved in philanthropic activities to look good and act as a socially responsible organization (Aaronson and Reeves 2002, Bondy et al., 2012; Meyer et al., 2004). Although literature on CSR in relation to MNCs operating in developing countries is growing, research is still very limited (Bondy et al., 2012; Chapple and Moon, 2007; Meyer et al., 2004). It is found that limited CSR literature and research on CSR in MNCs operating in developing countries is giving conflicting views, both empirically and theoretically about the implementation of CSR focused HRM activities in the home and host country (Husted and Allen 2006; Bondy et al., 2012; Chapple and Moon, 2005; Meyer et al., 2004). Therefore, investigating CSR practices in developing countries needs to be investigated in detail to know whether MNCs are introducing and incorporating CSR activities in their HRM programme from their home country or they are adopting new CSR strategies according to the local country context. Moreover, despite increased interest between CSR–HRM nexus, a detailed investigation of the relationship between these two is yet to be explored in MNCs operating in Pakistan. To date no prior research has been conducted regarding the role of HRM in implementing employee friendly CSR initiatives in MNCs operating in Pakistan (Jamali and Sidani, 2011; Muthuri and Gilbert, 2011). Therefore it is important to investigate that whether MNCs are relying on their home country to provide them with CSR policies and procedures as MNCs are required to take care of both local and international standards and expectations in order to perform successfully (Jamali and Neville, 2011; Kostova et al., 2008). Previous literature on CSR

and HRM suggested that CSR focused HRM is positively interrelated with employee engagement (Garg, 2014; Brammer, Millington and Rayton, 2007; Cooke and He, 2010; Choi and Lee, 2013; Kundu and Malhan, 2009).

This chapter therefore aims to presents in detail the critical review of the research topic. Initially literature related to the role of HRM practices on employee engagement, the evolution of CSR and its definition will be presented in detail. Following this how developing countries implement CSR activities in their organizations will be discussed. Stakeholder theory is used to conduct the study which is explained in detail. Moreover, a detailed explanation on how organizations operating in Pakistan perceive and perform CSR activities is also explained in alliance with the literature. To keep the literature review focused the critical review of literature is influenced by the research questions and theoretical framework of the research study. Previously, research has been conducted to explore the work of MNCs CSR activities across developed countries (Kolk and Lenfant, 2012; Muthuri et al., 2011; Eweje, 2006) this study, therefore, specifically examines how CSR programs implemented by HRM of MNCs operating in Pakistan influences employee engagement. Figure 2.1 below shows how the research topic will be investigated to answer the research questions addressed in this study.

Figure 2.1; RQs addressed



2.2. The role of CSR focused HRM practices on employee engagement

Human resource management (HRM) in an organization plays an important role in gaining competitive advantage and efficiently implementing HRM practices which increases organizations performance and success (Choi and Lee, 2013; Kundu and Malhan, 2009). HRM plays an important role to understand how CSR initiatives are developed and understood in an organization and how it effects employee engagement and commitment level towards their workplace (Wilkinson et al., 2001; Garg, 2014, Brammer, Millington and Rayton, 2007; Cooke and He, 2010; Gond, Swaen, El Akremi, 2010; Morgeson, Aguinis, Waldman and Siegel, 2013). Implementing and introducing HRM practices which focuses on employee wellness and attracting and retaining the right talent can help in engaging employees and increases their engagement level towards the organization (Kundu and Gahlawat, 2015; Kundu and Vora, 2004). One of the Survey findings by SHRM et al., (2011) reveals that most of the HR professionals working in organizations lack knowledge and awareness about CSR activities and how it can affect the organizations and employees performance. Therefore, it is suggested that HR practitioners needs to learn how implementation of various CSR initiatives can assist change in employees' behaviour and engagement level (Taylor et al., 2012; Ahmad et al., 2013). As previous studies have showed HRM plays an integral part in making an organization's culture more sustainable therefore, there is a need to introduce new employee-friendly CSR policies in their HRM program to enhance employee engagement. These CSR policies may include internal communication, training and development, coaching and mentoring, work-life balance to have sustainable workplace and enhance employee engagement (Bucčiūnienė and Kazlauskaite, 2012; Greenwood, 2007; Orlitzky and Swanson, 2006; European Commission, 2001).

2.2.1 The relationship between HRM practices and CSR

The relationship between HRM and corporate social responsibility (CSR) has started gaining scholarly attention over the past 15 years (Ehnert, Harry and Zink, 2014). HRM plays an important role in guiding organizational values, procedures, and behaviours toward sustainability (Lam and Khare, 2010). In the past decades, many

scholars focused on investigating HR contributions to the development of sustainable business organizations but research on the impact of CSR focused HRM practices on employee engagement including employee safety, well-being, and job satisfaction is lacking (Lam and Khare, 2010; Ehnert and Harry, 2012; Pfeffer, 2010; Ehnert et al., 2014; Zink, 2014). In this regard few researchers investigating HRM and CSR have conceptually integrated issues regarding employee engagement with the issue of social sustainability (Ehnert and Harry, 2012; Lam and Khare, 2010; Pfeffer, 2010; Spooner and Kaine, 2010). Still past studies showed that the contribution of HRM to social sustainability by directing and preserving sustainable employment relations, employee well-being, employee safety, health conditions, work-life balance and job security is yet to be explored (Zink, 2014; Spooner and Kaine, 2010; Malik, McKie, Beattie and Hogg, 2010; Brenner, 2010). However, over the years the HRM-CSR linkage has received a significant attention as HRM plays an integral part in introducing and promoting CSR in an organization. As HRM and CSR are interrelated, it is important to explore “*What are the benefits to both employee and employers of implementing CSR focused HRM activities in MNCs operating in Pakistan*”? Previously only few HRM practices were explored that were practiced by few socially responsible organisations. Aguilera et al. (2007) speak of a relationship between communication, as an HRM practice, and CSR, as CSR implementation necessitates employee ability to understand social concerns of their managers and how close their relationship is with them. Vountisjarvi (2006) indicates CSR focused HRM activities As training and staff development; employee participation; job security; employee health and well-being; equal opportunities; work-life balance; The organisations which make efforts to engage in CSR activities should also have better developed HRM practices, which can be referred to as CSR focused HRM practices. These Such organisations are assumed/required to be engaged in responsible recruitment and selection, training and career management workshops; flexible working hours; better employee communication, employee health and well-being; practices which helps in creating balance between employees working life and family life. Employee friendly CSR activities, such as reward and recognition, training and development work life helps in reducing the low employee commitment and high absenteeism in organisations.

Previously research showed that organisational commitment and investment into employee friendly CSR focused HRM practices results in lower employee turnover and enhanced employee commitment and loyalty (Addison and Belfield, 2001; Guest, 2001; Batt, 2002; Wright et al., 2003). Therefore, it can be argued that practicing CSR, specifically CSR-HRM practices, would also enhance employee engagement. An in-depth exploration of implementing CSR-HRM activities is much needed as the research attention on the nexus of CSR and HRM has been largely disjointed previously (Brammer, 2011; Morgeson et al., 2013). In order to develop a sound HRM system, the organization should have effective CSR focused HRM practices. These practices include organizational activities that ensure resources are employed towards the fulfilment of employee needs and organizational goals. These practices may differ from one organization to another and from one country to another. Over the past few years, in developing countries like Pakistan, organizations have started to realize the importance of introducing CSR initiatives in their HRM programs in order to portray a better image and build good relationships with different stakeholders (Bucčiūnienė and Kazlauskaitė, 2012).

The table below elaborates the CSR initiatives taken by different organizations operating in Pakistan and the key areas in which they are working.

Table 2.1 CSR initiatives by organizations in Pakistan

Organizations	CSR initiatives	Focus
Financial organization	Reporting award	Environment stability
Oil and Gas company	Community work in form of donation	Philanthropic activities
Semi-Government organization	Component in overall training program	Corporate philanthropy Corporate investment
Accountancy firm	Human rights	Corporate Governance CSR

Mining firm	Environmental protection	Environment
NGO	NGO certification community work	Philanthropic activity

2.2.2 Employee Engagement (EE)

Employee engagement is considered to be a popular and conventional research topic in management literature (Robinson et al., 2004). In the field of HRM different scholars and practitioners shed the light on the importance of engaged employees in the organizations (Wefald and Downey, 2009b). Most frequently employee engagement has been defined as emotional bonding of employees towards their organizations and the efforts employees put in to give their best in their jobs (Richman, 2006; Shaw, 2005; Frank et al., 2004). The concept of employee engagement was derived by Gallup organizations who state employee engagement as *“the right people in the right roles with the right managers drive employee engagement”* (Buckingham and Coffman, 2014). In academic literature employee engagement is defined in number of ways: Kahn (1990) define employee engagement as *“the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”*. Harter et al., 2002 defines employee engagement as *“the individual’s involvement and satisfaction as well as enthusiasm for work”*. Crawford (2010) states that engagement is the enthusiasm and devotion employees hold for their work places. Konrad (2006) discusses employee engagement as an emotional and passionate attitude employees have for their organizations. Moreover, employee engagement has been defined as *“a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”* (Schaufeli, Salanova, Gonzalez-Roma, and Bakker, 2002). Studies reveal that employees are a valuable key asset of organizations. Although in the past two decades studies focusing on employee engagement is gaining popularity in academic literature, still very little research is conducted to explore the factors that enhances employee engagement and how this affects organization’s performance and success (Shuk and Wollard, 2010; Robinson et al., 2004;

Robinson et al., 2004; Albinger and Freeman, 2000; Backhaus et al., 2002; Brammer et al., 2007; Greening and Turban, 2000; Peterson, 2004; Turban and Greening, 1997; Macey et al., 2008).

Saks (2006) and Robinson et al., (2004) argue that in the area of employee engagement (EE) studies are a few and scholars have started investigating the relationship of employee engagement with job engagement and organizational commitment in 2006 (Welch, 2011). An international survey research by Sonnentag (2003) showed that employee engagement enhances organizations success by generating best outcomes from employees. Many scholars have debated the importance of employee engagement in organizations and what main policies and activities an organization should implement to enhance the engagement and commitment level of employees (Fenci and Masarech, 2008; Cartwright and Holmes, 2006; Konrad, 2006; Robison, Perryman, and Hayday, 2004; Richman, 2006; Harley, et al., 2005; Sensis, 2005; Tritch, 2003). Research indicates that when employees are loyal and committed to an organization the organization's success is guaranteed (Christian, et al., 2011; Shuck, Reio and Rocco, 2011; Rich, Lepine, and Crawford, 2010; Macey and Schneider, 2008; Smythe, 2008; Walters, 2008; Saks, 2006; Crawford, 2006; Echols, 2005; Luthans et al., 2007; Tritch, 2003; Harter, Schmidt, and Hayes, 2002 Maslach and Leiter, 2001). Many scholars in management literature argue that employees are more attracted to socially responsible organizations as they feel more committed and happy when their work and efforts are recognized and rewarded by their supervisors (Greening and Turban, 2000; Turban and Greening, 1996; Peterson, 2004). Collier and Esteban (2007) suggest that to deliver effective CSR programs employee engagement is very important and therefore it is recommended to conduct a study on CSR from the employee perspectives to ascertain the reasons for low engagement levels. Past research shows that low employee engagement is still a persistent issue within organizations. To facilitate engagement level in employees is a challenge and there is a need to explore how CSR can assist in enhancing engagement level (Bakker et al., 2008).

In today's era, with the growth of the business industry, employers have become increasingly dependent on the contributions of employees as a means of achieving competitive success (Lawler and Mohrman, 2003; Stajkovic and Luthans, 2003; Ulrich

and Eichinger, 1998). It is noted that organizations rely on providing extrinsic rewards in the form of a bonus to motivate and appreciate an employees' efforts and performance (Nanderam, 2010). However, now as the awareness of CSR is spreading, employees expect both extrinsic and implicit rewards by the organization to acknowledge their work efforts (Jennings, 2001). Several studies show that intrinsic reward in the form of training and professional development opportunities aids in enhancing employee engagement and commitment level towards the organization (Aguilera et al., 2007; Aselstine and Alletson, 2006). Additionally many scholars also suggest that top behavioral drivers of employee engagement include the degree to which employers are perceived as socially responsible (Aselstine and Alletson, 2006; Harter et al., 2002). Researchers also suggest that intrinsic reward creates an emotional connection between the employee and employer and is more likely to result in discretionary job efforts (Meyer and Herscovitch, 2001). Discretionary job efforts represent a key behavioral outcome linked with employee engagement (Gibbons, 2009; Shaffer, 2004). Employee engagement also foresees high employee outcomes which assists in enhancing the organization's financial stability and success (Bauman and Skitka, 2012; Harter et al., 2002; Richman, 2006). It is found that employees who are socially engaged with their organizations are expected to stay committed and engaged for a long time (Donaldson and Preston, 1995; Freeman, 1984; Greenwood, 2007; Kaler, 2009; Matten and Crane, 2005).

However, keeping employees motivated and engaged in their work is a critical task. Organizations need to find different ways and techniques to motivate and encourage their employee to engage fully with their job and give their best performance (Goldstein and Ford, 2002; Shaw et al., 2005; Wright and Bonett, 2007). In relation to this Collier and Esteban (2007) observe that to deliver effective CSR programs employee engagement is very important. Slack et al., (2015) explore the engagement of employees with organizational CSR. Their study showed that when employees are engaged with the organization they tend to produce best possible outcome with less intention to quit. Implementing CSR policies which benefit employees will encourage employees to perform well in their work place and generate high efficiency results which will also help to increase the revenue of the organization (Fleming and Asplund, 2007; Wagner and

Harter, 2006; Maslach et al., 2001; Saks, 2006). A healthy work environment is found to be one of the key factors which plays an important role in engaging employees with their workplace. When management provide employees with a friendly work environment, acknowledge their work efforts and encourages them to raise their issues, it assists in encouraging employees and enhances their engagement and commitment level with the organization (Miles, 2001; Harter et al., 2003; May et al., 2004; Rich et al., 2010; Deci and Ryan, 2000). Moreover, effective leadership, training and career development opportunities offered to employees is one of the key factors which encourages engagement (Walumbwa et al., 2008; Crawford & Rich , 2010). As suggested by scholars when employees are given the opportunity to undergo training programs to enhance their skills and abilities it motivates them to work with more commitment as it is equivalent to reward given by the organization (Alderfer, 1972; Miles, 1994; Harter et al., 2002).

Saks and Rotman (2006) in their study found that compensation and remuneration is essential to motivate employees to focus on their work and give their best. Organizations can provide both extrinsic and intrinsic reward that can involve bonuses, ‘trip vouchers’ or extra bonuses. When employees are rewarded they automatically feel obliged to the organization to perform better. Many studies prove that effective communication and job contentment ensures high employee engagement which results in high commitment of employees towards the organization (Pinkston, 1996; Petrick et al., 1993; Varona, 1996). However, various studies also reveal that when organizations downsize their employees it impacts their fellow employees negatively and results in a low level of employee engagement, more intention to quit, demotivated work environment and work stress (Mc William and Siegel, 2006). Poor communication between employee and management is also one of the reasons that can affect employees negatively and can cause high turnover rate and dissatisfaction among employees (Saks, 2006). It is indicated in various studies that there is a positive relationship between employee engagement and organizations success and performance. (Harter et al., 2002; Bates, 2004; Hewitt associates, 2005).

Research indicated that in today’s era employees are less engaged at their work places (Richman, 2006; Saks, 2006). In this regard Basil and Weber (2006) contend that CSR plays an important role to motive employees. Therefore, there is a need for

organizations to communicate well with their employees in an effective way as effective communication plays an important role in engaging employees. Organizations need to develop good communication with employees to enhance trust and higher engagement level among employees and the organization (Gupta and Sharma 2016). As employee engagement is found to be a strong driver of internal motivation and as employees are the strength of any organization they can lead the organization to long-term success and sustainable development. Employee engagement is therefore directly related to the commitment and dedication employees have toward their organization which ensures an organization's success and efficacy (Harrington, 2007; Harter et al., 2002; Katz and Kahn, 1966; Schaufeli and Bakker, 2002; Xanthopoulou, Bakker, Demerouti and Schaufeli, 2009). HRM plays an important role in an organization in implementing CSR policies and activities that aims to influence employee motivation and commitment toward the organization. Employees are found to favor working for organizations who are incorporating and promoting CSR policies as it assists in boosting employee morale and engagement level towards the organization. Adding CSR programs in the HR tool kit of the organization helps in enhancing an organization's sustainability and can attract a talented quality workforce. In modern times an increasing number of organizations are seeking to implement CSR practices which shows that there is a significant relationship between CSR and HRM which eventually assists in raising employee engagement level and helps to attract and engage top employees in the organization (Scouarnec, 2005). Hence, a combination of CSR and HRM helps to engage and influence employees within the organization by implementing employee friendly CSR policies which benefit employees and raises their engagement and commitment level towards the organization.

CSR literature shows that organizations socially responsible behavior results in enhancing employee engagement, satisfaction, and trust and loyalty level. Moreover, this assists in fulfilling the need for belonging, encourages employee motivation, positively effects employee retention, impacts employees' willingness to initiate, participate and contribute to social change initiatives, inspires the team work, and boosts employee morale (Aguilera et al., 2007; Heslin and Ochoa, 2008; Melynyte and Ruzevicius, 2008; Turban and Greening, 1997; Werther and Chandler, 2010; Brammer et al., 2007; Turban

and Cable, 2003). Studies revealed that CSR activities implemented by an organization attracts and motivates people to choose that organization as the employer (Aguilera et al., 2007; Melynyte and Ruzevicius, 2008; Strautmanis, 2008; Turban and Greening, 1997; Heslin and Ochoa, 2008). Employees encourage socially responsible actions as they assume that they are sharing the same socially conscious values with the organization (Aguilera et al., 2007). This is considered of high importance to most employees as, according to social identity theory, working for a socially responsible company strengthen employees' self-image, helps to identify themselves with the certain group (organization) and in such a way fulfil the need for belonging and membership (Turban and Greening, 1997). It was also found that some employees prefer to work for a socially responsible company even if they pay less (Heslin and Ochoa, 2008). Furthermore, an organization's reputation has been identified as raising employee morale, increasing productivity, improving recruitment and retention (Turban and Cable, 2003). Empirical research shows that CSR assists in enhancing employee satisfaction, engagement and loyalty (Aguilera et al., 2007; Brammer et al., 2007; Heslin and Ochoa, 2008). The survey conducted in 25 countries by Environics International reveals that 80 percent of employees are more loyal to their organization when that organization is involved in socially responsible actions (Melynyte and Ruzevicius, 2008). CSR influence on organizational and employee engagement was examined by several scholars. In this regard Brammer et al. (2007 p. 1701) suggest that *"the contribution of CSR to organizational commitment is at least as great as job satisfaction"*.

Table 2.2 below provides different perspectives about employee engagement.

Author	Findings	Factors
Turban and Greening (1997)	Working for socially responsible companies strengthen employees' self-image, and assists to identify themselves with the certain group (organization)	Strengthening employee self-image.

Turban and Cable (2003)	A successful organization is one which focuses on raising and enhancing employee morale, promoting productivity, recruitment and retention	Enhancing employee morale
Aguilera et al. (2007), Melynyte and Ruzevicius (2008), Strautmanis (2008), Turban and Greening (1997) and Heslin and Ochoa (2008)	CSR initiatives were found as the priority of job's seekers and socially responsible organizations succeed in attracting and retaining successful and valuable employees	Employee attraction
Aguilera et al., (2007), Brammer et al., (2007) and Heslin and Ochoa (2008)	CSR initiatives help in enhancing employee satisfaction, commitment and loyalty	Enhancing employee satisfaction, commitment, loyalty
Heslin and Ochoa (2008)	It was also found that few employees are even willing to accept low pay salaries for a chance to work for a socially responsible organization	Employee salaries
Brammer et al., (2007) Aguilera et al., (2007)	The contribution of CSR to organizational commitment is at least as great as job satisfaction. Socially responsible organizations impact employee willingness to initiate, participate and contribute social change initiatives	Employee willingness to initiate, participate and contribute social change initiatives.

Melynyte and Ruzevicius (2008)	CSR activities motivate team work	Team work
Heslin and Ochoa (2008)	When employees see the positive impact of their work on society, they put more effort and demonstrate more persistence toward their job which in return generates better performance and productivity	Performance and productivity
Aguilera et al., (2007)	CSR assists employees to satisfy their psychological need of belongingness	Psychological need of belongingness
Aguilera et al., (2007) and Turban and Cable (2003)	Socially responsible organizations are usually perceived as fair organizations. As a consequence employees are more likely to trust their company	Trust
Turban and Cable (2003)	A successful organization has been identified as raising employee morale, promoting and improving productivity, recruitment and retention	Employee morale

Previous studies indicate that employee initiatives are used as a strategic tool in order to encourage and strengthen cooperation and teamwork and help to improve the relations between employees and the building of a better working environment (Melynyte and Ruzevicius, 2008). CSR satisfies employee psychological need of belongingness by

encouraging the social relationships both within and external to the organization as organizations who are socially active are perceived as fair organizations (Aguilera et al., 2007). An overview of the prior research about the CSR initiatives shows a positive impact on employee engagement, satisfaction, team work, loyalty, retention, and trust, psychological need of belongingness, employee morale and commitment. All these concepts are also positively related to employee internal motivation (Meyer et al., 2004; Locke, 1997; Mosley et al., 2005; Greenwood, 2007). It is proposed that a person is intrinsically motivated if he does not get any apparent reward but seeks the feeling of enjoyment and satisfaction and interest in the work. This study therefore, suggests that CSR could impact these feelings and that there is a positive relationship between CSR and employee engagement.

2.3 Evolution of CSR concept

The term “Corporate Social Responsibility” (CSR) has existed in management literature for over 45 years (Wood, 2010). However, in recent years CSR is significantly gaining popularity in management literature and organizations (Adams and Frost, 2006; Gulyás, 2009). Activities such as donating to communities, working for disaster relief programs, pollution reduction and environmental stability are classified as CSR activities (Carroll, 1979; Margolis and Walsh, 2001). Most of the academic literature addressing CSR and its meaning is found in the United States however, using different names, traditions and rationales CSR has started appearing in different countries of the world. In today’s era the idea of CSR has been embraced by Europe, Asia, Australia, South America and many developing countries, as CSR is gaining popularity and importance in both the academic and business world. The CSR concept was first proposed by Berle and Means in the 1930’s and the modern era of CSR was introduced by Howard R. Bowen in his book *Social Responsibilities of the Businessman* in 1953. He defined CSR as “*the obligations of businessmen to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society*” (1953, p.6). Bowen conceptualized CSR in a broader way and expected business to benefit both society and the individual rather than focusing only on business responsibilities. His prime focus was to bring business actions and performances in line with social values. The

fundamental question that Bowen asked that continues to be asked even today was “*what responsibilities to society may businessmen reasonably be expected to assume*” (Bowen, H. R. 1953 p. xi). As is obvious from the title of the book, this was a time when business women were very few and not acknowledged.

Early notions of corporate social responsibility (CSR) was related with philanthropic activities of the organizations (Waddock, 2008). In the early 1950s, academics made an effort to understand and define CSR in a more comprehensive way. During the 1960s and 1970s, the term CSR was influenced from the safety of environment, consumers and product. In the 1980s, organizations started focusing more on developing internal functions which included public affairs and community wellbeing. Since the mid-1990s, there has been renewed corporate interest in incorporating CSR in business strategy in organizations which include new employment deal expectations (Maxfield, 2008; Porter and Kramer, 2006). However, the progress of CSR slowed down in the 1980s and 1990s, with fewer attempts to define CSR (Carroll, 1999). In the 1980s, instead of defining CSR, Carroll and Shabana (2010) started to emphasize that CSR is a driving force that aims to assist in promoting ethical culture in an organization. However, in the 1990s specifically, CSR started to merge with themes like, corporate citizenship, corporate social performance, stakeholder theory, and business ethic theory (Carroll, 1999). In general, CSR practices are all those voluntary organization activities which are designed and implemented to contribute to improving social or environmental conditions. For instance, using environmental tools which aim to control pollution, save energy and incorporating policies which involve employee benefits such as employee training and development. In this regard, ‘The Green paper’ categorized CSR policies into two dimensions, the internal dimension which involves HR policies, employee health and safety at work whereas the external dimensions involves society, customers, suppliers and government.

2.3.1 DNA of CSR

The CSR DNA model was proposed by Visser (2008) and consists of four DNA responsibility bases, namely value creation, good governance, societal contribution and environmental integrity.

i. Value creation

Value creation focuses on the financial profitability. It emphasizes economic development which assists in improving the economic context in which a company operates, including creating more job opportunities and providing training and development to employees. Essential key performance indicators involve the production of beneficial products and the use of inclusive business practices that lead to the organization producing products which help in improving quality of life (Hall et al., 2012).

ii. Good Governance

Good governance is not properly integrated in CSR concepts and views (Kock et al., 2012). Institutional effectiveness plays an important role as do other social and environmental factors. If an institution fails it will affect the other factors of CSR. Good governance mainly focuses on preventing bribery and corruption in business.

iii. Societal Contribution

Societal contribution is dealing with its goal with stakeholders. It involves philanthropic activities like charity, donations, fair labor practices involving working conditions, and health and safety of employees.

iv. Environmental Integrity

This involves having goals related to sustainable ecosystem consisting of ecosystem restoration, renewable resources in the form of renewable energy and material and zero waste production involving small steps to waste elimination.

2.2.2 Stages of CSR

Following are the stages of CSR proposed by Visser (2008).

i. Defensive CSR

The age of Greed is characterized by Defensive CSR which involves implementation of CSR activities and responsibilities by making sure that the stakeholders' value is protected. In this stage, programs introduced for employees welfare and wellbeing are uncommon.

ii. **Charitable CSR**

The Age of Philanthropy is characterized by Charitable CSR which involves giving charity and donations to communities.

iii. **Promotional CSR**

The age of marketing is characterized by promotional CSR in which corporate social responsibility emphasizes public relation opportunities involving promoting the brand image and enhancing the reputation of the company. It mainly targets general public shareholders NGO'S and aiding agencies.

iv. **Strategic CSR**

Strategic CSR emerges from the age of management which shows that CSR activities are related to company's core business, involving CSR policy development, target setting and implementation of social and environmental management according to CSR codes.

v. **Transformative CSR**

Transformative CSR, or CSR 2.0, in an age of responsibility emphasis is on identifying and analyzing the reason of unsustainability and irresponsibility in business organizations, typically through innovating business models, revolutionizing their processes, products and services and promoting progressive national and international policies. Therefore, while strategic CSR is focused at the micro level—resolving social and environmental issues, transformative CSR seeks to understand the interconnections of the macro level system—society and ecosystems—and changing its strategy to improve the outcomes for this comparatively larger human and ecological system.

2.4 Definitions of CSR

According to scholars, early definitions of CSR were proposed in the 1960s by Keith Davis, Joseph McGuire, Adolph Berle, William Frederick, and Clarence Walton. Since then dozens of definitions of corporate social responsibility (CSR) have been suggested. Although CSR has grown significantly over the last 50 years (Aguilera et al., 2007; Godfrey and Hatch, 2007), still an exact definition of CSR is elusive and not well defined (Pinkston and Carroll, 1996; Wan-Jan, 2006). In addition, O'riordan and Fairbrass

(2008) indicate that currently more disagreements arise about the actual meaning of the term “CSR”. Widely used definitions by various scholars state that CSR is an organizations “effort and responsibility to enhance economic progression and aid in the enhancement of the motivation level in employees” welfare and benefit (WBCSD, 1999). The problem of not having a common definition of CSR is due to different perspectives and viewpoints of people about the term “CSR” (Kuznetsov, 2010; Sethi, 1975). While there is a debate that CSR is related to dealing with the societal obligations of organizations it is not clearly defined that what comes under these obligations (Smith, 2003). Hence, throughout the years scholars and academics have proposed various propositions regarding contents of CSR. In one study Dahlsrud has given 37 definitions of CSR (Dahlsrud, 2008); which Carroll and Shabana (2010) believe to be a wild underestimation. Several of these definitions have adopted a general approach while a few of them are more specific. Table below presents definitions proposed by different scholars on corporate social responsibility.

Table 2.3: Key definitions of CSR

Author (Year)	Definitions
Bowen (1953)	“The obligations of businessmen to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society”.
Davis (1960)	“Social responsibilities of businessmen need to be commensurate with their social power”.
Frederick (1960)	“The use of society's resources, economic and human, in such a way that the whole society derives maximum benefits beyond the corporate entities and their owners”.

Johnson (1971)	“A socially responsible firm is one whose managerial staff balances a multiplicity of interests instead of striving only for larger profits for its shareholders”.
Eilbert and Parker (1973)	“The best way to understand social responsibility is to think of it as a good neighbour”.
Sethi (1975)	“Being an integral part of the society, enterprises should fulfil social obligations, social responsibility and social responsiveness”.
Ackerman and Bauer (1976)	“Social responsibility is the business impact affecting the constituents of the enterprise”.
Carroll (1979)	“Suggested an early emphasis on economic, then legal and finally concern for ethical and discriminatory aspects”.
Jones (1980)	“Notion that corporations have an obligation to constituent groups and society other than stockholders and beyond that prescribed by law and union contract”.
Ulhaman (1985, pp. 185)	“the extent to which an organization meets the needs, expectations, and demands of certain external constituencies beyond those directly linked to the company’s products/markets”.
Wood (1991)	“Moral responsibilities of individual managers to make ethical decisions are the most basic of CSR components, followed by the organisation's obligation to obey social and legal norms”.
Mosley et al, (1997)	“Corporate social responsibility refers to managements’ obligation to set policies, make decisions and follow courses

	of action beyond the requirements of the law that are desirable in terms of the values and objectives of society “(p.141).
Maclagan (1998)	“May be viewed as a process in which managers take responsibility for identifying and accommodating interest of those affected by the organizations’ actions” (p.147).
Bloom and Gundlach (2001)	“CSR is the obligation of the firm to its stakeholders-people or groups- who can affect and who are affected by corporate policies and practices. These obligations go beyond legal requirements and the companies’ duty to its shareholders. The fulfilment of these obligations is intended to minimize any harm and maximize the long run beneficial impact of the firm on society” (p.141)
The Commission of the European Communities (2001, pp. 1265-1275)	“a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”.
Guarnieri and Kao, 2007, p. 35	“a continuing commitment by business to...contribute to economic development, while improving the quality of life of the workforce... as well as of the local community and society at large”
Kotler and Lee (2008)	“Non-compulsory business practices and involvement of corporate resources to improve society welfare” (p.53)
Muthuri and Gilbert (2011)	“The duty of the companies to the development of its stakeholders, and to the avoidance and correction of any negative consequences caused by business activities” (p.467)

Wood (1991, 693),	“a business organization's configuration of principles of social responsibility, processes of social responsiveness, and policies, programs, and observable outcomes as they relate to the firm’s societal responsibilities”.
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The key concepts and definition in the above table presents different perceptions and views of scholars on CSR and how it evolved and developed in the past decades. Bowen (1953) initially described corporate social responsibility (CSR) as a self-regulation means for business to informally monitor their behaviors without dependency on forced authority of governments. A review of the academic literature by Carroll (1999), in this regard proposes more than 25 different conceptual definitions. McGuire, Sundgren, and Schneeweis’s (1988) view, which more closely aligns with Drucker’s (2001) perspective, suggests that *“the idea of social responsibility perceives that the organization has not only economic and legal obligations, but also certain responsibilities to society which extend beyond these obligations”* (p.183). CSR is known as a multidimensional concept which is related to different stakeholders of the organization including internal stakeholders in the form of employer, employee and external stake holders such as customer, suppliers and community. Numerous scholars have studied CSR comprehensively and have proposed in academic literature several approaches for its implementation. In this regard Schwartz and Carroll (2003) posit that there is a significant difference between how CSR activities are initiated in organizations in relation to economic, legal and ethical terms. It is advocated by many scholars that both internal and external factors of CSR play an important role in enhancing an organization’s performance socially and economically (Ligeti and Oravecz, 2009; Smith, 2007; European Commission, 2002; Aguilera et al., 2007). Employees are known as key stakeholders of the organization (Donaldson and Preston, 1995; Freeman, 2001; Greenwood, 2007; Kaler, 2009; Matten and Crane, 2005) specifically in a CSR context and organizations are found to be focusing on employee engagement as a means of competitive success (Buckingham and Coffman, 1999; Gibbons, 2009). In addition to the employee engagement imperative, management is also

increasingly recognizing the benefits of implementing CSR initiatives, which aims to provide an innovative approach and contributes to an organization's success as they can be used to simultaneously address issues related to internal stakeholders as well as employee engagement challenges which managers face (Greenwood, 2007; Jamali, 2007).

Previously, management practices focused only on giving extrinsic rewards which included base salary, as the primary motivational force for encouraging employee efforts (Koh and Fred, 2001). In today's era business organizations are aiming to emphasize giving intrinsic rewards to their employees including professional learning and development opportunities as well as a positive organization profile in the community (Jennings, 2001). Provision of these intrinsic reward aids in strengthening the emotional relationship between employee and employer (Whitaker and Wilson, 2007; Buckingham and Coffman, 1999; Fenwick and Bierema, 2008). Moreover, organizations operating across the world, including small and medium sized enterprises (SMEs), are facing constant demand from their stakeholders including customers, investors and employees to act in a more socially responsible way (Waddock, 2008 p. 29). At the same time, large organizations are benefitting from the generation of huge profits and benefits by involvement in socially responsible activities. These benefits include increase in sales and market share and an ability to attract and retain employees (Kotler and Lee, 2005). As a result CSR is becoming an integral part of business and organizations are increasingly implementing and reporting CSR activities around the globe (KPMG, 2008).

In the past CSR initiatives were mostly criticized as being nothing more than 'window dressing', 'blue washing' or 'green washing' (Waddock, 2008). However organizations are making an effort to implement CSR activities and implementing real changes in the business world' which eventually helps to enhance their image in the general public and society (Malik and Nadeem, 2014). In this regard many organizations are implementing and using management tools and resources to deal with CSR issues including international codes of conduct and standards (e.g. SA8000, AA1000, and ISO26000) presenting sustainability and CSR reports (Batley, McCourt and Mcloughlin, 2012). The difference between the current essence of CSR from the previous is that today

organizations are more focused in implementing socially responsible policies, strategies, programs and practices which aim to benefit both employees and society (Van Marrejkick, 2003; Kotler and Lee, 2005; McWilliams and Siegel, 2001; Scherer and Palazzo, 2011). Over the years, CSR literature has proliferated beyond strategy and leadership given the far-reaching impact of CSR across business processes and functions. Previous studies implicitly and explicitly have shed light on the duality of CSR, more specifically the internal dimension of CSR which mainly focuses on employees' needs and wants. Employee engagement has found to be a strong driver of internal motivation and results in long-term success and sustainable development (Harrington, 2007; Harter et al., 2002). Basil and Weber (2006) contend that CSR can be one of the most useful tools to motivate employees. However, there are few CSR related practices in relation with employee wellbeing that are adopted by organizations (Bakker and Leiter, 2008; Aguilera et al., 2007; Melynyte and Ruzevicius, 2008; Strautmanis, 2008; Turban and Greening, 1997; Heslin and Ochoa, 2008; Brammer et al., 2007; Turban and Cable, 2003).

In this regard, in 1999 the Dow Jones Sustainability World Indexes Guide initiated the Sustainability Indexes (DJSIs) to create global indexes to trace the financial performance of the leading organizations focusing on sustainability in economic, social, and environmental conditions. With regard to CSR practices, DJSIs specifically emphasis on corporate governance, risk and crisis management, codes of conduct, human capital development, and also talent attraction in addition to retention. In accordance with employee friendly CSR practices, GRI located six indicators for organizations, such as employment, occupational health and safety, diversity and equal opportunity apart from training and education. Meanwhile, Spiller (2000) identified ten main ethical business practices related to the six main stakeholder groups: community; environment; employees; customers; suppliers, and shareholders in order to serve as a basis for international benchmarking of ethical business to facilitate investors, managers and researchers. Moreover, the European Commission (2001) issued a Green Paper on promoting a European framework for CSR which highlights the concept of CSR in the form of socially responsible practices. The Green Paper primarily focused on training the employees as part of the CSR practices. Carby-Hall (2005) explored CSR practices in

commercial organizations, considering CSR in relation to employees. Later, International Standard ISO 26000 (2006) was launched and it prioritized the creation of jobs, as well as wages and other compensation paid for work performed as it is an organization's most important economic and social impact. This standard also mentioned CSR, whereby ISO 26000 provides a useful guideline for organizations to identify and recognize human rights, employment and employment relationships, conditions of work, social dialogue and health and safety at work. This observation assists the organization to consider and incorporate CSR from the employee perspective. According to Turker (2009), employee friendly CSR practices include activities which are directly related with the physical and psychological working environment of employees. These activities are related to the well-being of employees, their training and participation in the business, equality of opportunities, work-family relationship (Vives, 2006). In this regard, Bursa Malaysia produced a CSR framework for organizations listed on the exchange. This framework is voluntary in nature and has its focus on four dimensions of CSR which includes marketplace, workplace, environment and community. This framework aids in promoting and understanding the participation of organizations into different CSR initiatives (Muwazir, Hadi, and Yusof, 2013).

It is shown in various studies that CSR also assists in representing social behavior within the organization in relation to employees and their benefits as occupational health and safety, human capital, structural change and demographic aspects (Castka et al., 2004; Vives, 2006). Furthermore, empirical studies proposed that effective involvement of CSR activities can help to assist in increasing employee commitment and engagement level towards the organization (Brammer, Millington, and Rayton, 2007; Lee et al., 2012; Meyer, Stanley, Herscovitch, and Topolnytsky, 2002). Many scholars suggested that CSR is positively related to employee engagement and contributes in improving employee relations, employees' increased organizational identification, employee retention, and employee in-role performance (Maignan, 2001; Glavas and Piderit, 2009, Carmeli, Gilat, and Waldman, 2007; Jones, 1999; Lin, C-P, 2010; Glavas and Piderit, 2009; Jones, 2010; Turban and Greening, 1997). However, only a few scholars have explored the relationship

between CSR and employee engagement (Meyer et al., 2002; Lee and Bruvold, 2003; Brammer et al., 2007; Al-bdour et al., 2010; Alshbiel and Al-Awawdeh, 2011).

Lee and Bruvold (2003) in their study used social exchange theory to investigate the factors which assist in strengthening employee engagement and commitment level. Brammer et al., (2007) explored external CSR and two aspects of internal dimension of CSR namely procedural justice and employee training and development in relation to organizational commitment. Their study mainly focused on affective component and two aspects of CSR hence this did not completely provide the thorough insight into the CSR and its influence on employee engagement and commitment level in organizations. In contrast Al-bdour et al., (2010) explored CSR using factors which included health and safety, human rights, training and education, work-life balance and workplace diversity. The result was drawn using social exchange theory which revealed that employee friendly CSR practices have a positive relationship with employee engagement and commitment level. Although Alshbiel and Al-Awawdeh (2011), in their study investigated CSR by dividing it into three dimensions in compliance with the factors suggested by Al-bdour et al., (2010) still, their study was limited due to small sample size, and unclear definition and understanding of CSR.

Therefore, given the minimal academic research, CSR is considered as an under researched concept in Pakistan of which most of the researchers have only ambiguous and unclear ideas. Whilst few studies investigated overall CSR in relation to employee and organization engagement (Lo, Egri, and Ralston, 2008; Rego, Leal, Cunha, Faria, and Pinho, 2010; Somers, 2001), still these studies focused only on the relationship between CSR and organizational commitment; they do not provide insights into the implementation of CSR with reference of employees in the organizations (Faiz and Ambreen, 2002; Ahmed et al., 2013; Waqas, 2012; Waseem, 2010; Malik, 2014). Hence, there is a call for research in this area to fill the research gap on CSR and its impact on employee engagement in MNCs operating in Pakistan.

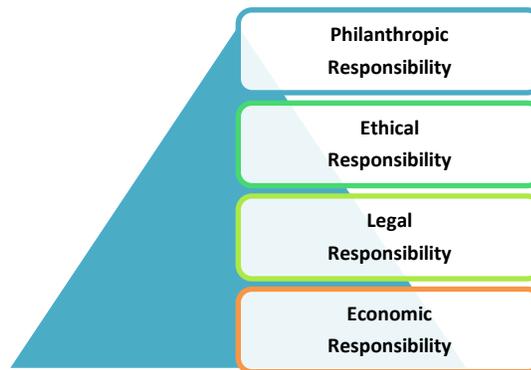
2.5 CSR models

A critical review of major models of CSR reveals that in today's era many business organizations have developed their own norms of responsible behavior. It is observed that currently above 300 corporate responsibility standards are in existence (Azmat and Coghill, 2005). However it is hard to find a dominant one, or even to reject one (Godfrey, 2007), as 'there are still no standardized measures defined for CSR' that can be followed collectively (Vogel, 2000).

2.5.1 Carroll's three-dimensional model (1979)

Carroll (1979) suggested a three-dimensional corporate social performance model. This model assists in measuring how an organization's social responsibilities can be assessed, and identifies the social issues it must address. Carroll's (1979) model describes four components—economic, legal, ethical and discretionary—which are replaced by philanthropy later (Carroll, 1991). Carroll's four-part framework consists of economic performance as the foundation of the other three domains. Ethical responsibility is related to incorporating those requirements, standards, or objectives that indicate a concern for what customers, workers, investors, and the community regard as reasonable, just, or in keeping with the regard or protection of stakeholders' moral rights (Balmer et al., 2007 p.13). Carroll also defines in his model how legal and philanthropic responsibilities can be used as guides to managers. Carroll's three-dimensional model supports most of the domains of CSR definition—economic, legal, ethical, philanthropy—however this did not address the environmental concerns appropriately (Wood and Jones, 1995). Carroll's model also didn't classify or prioritize between business' essential and voluntary responsibilities (Jamali, 2007). This model is formed on the basis of the CSR issues debated in developed countries therefore, Carroll's 3-dimensional model demands more research from a developing country perspective to investigate and explore the factors that influence CSR practices.

Figure: 2.2 CSR Pyramid (Carroll, 1991, p.42)



2.5.2 Wartick and Cochran CSP Model (1985)

Wartick and Cochran's (1985) CSP model is a call from Carroll's model in which they specifically elaborated the third dimension into management issues including public, strategic and social issues. They tried to evaluate and customize Carroll's model, however specific CSR issues that organizations should incorporate are not addressed (1985). Therefore, from developing countries' perspective this model needs to be examined and explored in further detail.

2.5.3 Wood's Corporate Social Performance Model (1991)

On the basis of research conducted earlier on CSR by Carroll (1979), Wartick and Cochran (1985), Wood conceptualizes CSR into a broader social context, rather than defining it (Jamali and Mirshak, 2007), which mainly presents outcomes of organization behavior. Wood (1991) gives priority to business environmental assessment, including the physical environment from which the business draws resources and into which it discharges pollutants, including carbon dioxide, a 'greenhouse' gas. Industry measurement of carbon dioxide discharges a very specific form of environmental assessment will soon be mandatory (Majumdar, 2007) therefore, Wood's model is found to be much broader and extensive as compared to the earlier version of Carroll (Carroll, 1999). This model is mainly focused on nature rather than a theory (Mitnick, 1993). Hence, it is revealed that Jamali and Mirshak (2007) argues that Carroll's (1979, 1991)

model and Wood's (1991) model are interdependent in nature. However none of these models investigated CSR within the context of developing countries.

2.5.4 Overview of the models

The above discussion of the different CSR-related models has argued that CSR is multidimensional in nature. Concerns and issues regarding CSR practices vary, which needs to be addressed in both an industry and country context. There are certain factors that influence the CSR activities of organizations. However, over time environmental concern has become an added domain of CSR study. In the academic approach, CSR has been critically explained and viewed in several domains that need business attention. Models have been largely designed and framed for a developed country context, rather than considering developing country-specific CSR practices. From the discussion of major models it appears that CSR engagement by organizations is not a philanthropic issue as is widely perceived at present, however it is a process through which businesses can gain competitive advantage and also can contribute to the sustainability of global governance. Business practices that aim solely to generate profit are no longer acceptable. The responsible behavior of organizations in dealing with their internal and external stakeholders is now considered as a priority. Environmental sustainability has appeared as one of the major social issues. As the notions of CSR suggest responsible behavior to business organizations and government will aid with the improvement of global sustainability.

To conduct this research Carroll's three dimensional model is used as it has a significant contribution in CSR research. Carroll's model is very comprehensive and helps in mapping different business responsibilities in an efficient way (Schwartz and Carroll, 2008; Aupperle et al., 1984; Visser, 2008; Mutti, Yakovleva and Vazquez-Brust, 2012). One of the reason to choose this model is that it clearly separates the different business responsibilities and helps to understand the role of business in society (which is MNCs operating in Pakistan in this research). Moreover, Carroll integrated stakeholder theory (2004) in his model which helps in understanding the concept from internal stakeholders' point of view. This model is also used by many scholars in the context of

developing country (Visser, 2008; Jamali and Mirshal, 2007). Thus this study incorporates the potential benefits of Carroll's model along with the stakeholder theory to examine CSR practices and their influence on employee engagement in MNCs operating in Pakistan.

2.6 CSR in developing countries

To explore the concept and perception of CSR in Pakistan it is important to see how CSR is being practiced and adopted by developed and developing countries. The implementation of CSR in developing and developed countries is different due to low income status and other social and economic problems in developing countries (Visser et al., 2008 p. 474). CSR is one of the emerging concepts. It is observed that organizations operating in developed countries are incorporating CSR activities and adopting CSR frameworks as the legislation in some developed countries has made it a compulsory act for the organizations to make annual reports on CSR (Gugler and Shi, 2009). One more factor is to compete well internationally by integrating CSR reporting. Therefore in developed countries the organizations are found to be more bonded to the practice of CSR initiatives to improve environmental concerns and benefit society.

In developed countries CSR concept is focused on triple bottom line (TBL) explained by Adams (Adams, 2006 p. 2). This shows three functions namely environment, economy and society which combines to form three important pillars of sustainable development as outlined by WBCSD. The main emphasis is on environmental management practices to provide awareness to stakeholders to adapt sustainable practices to address environmental concerns (Adam, 2006). Moreover, in developed countries organizations are aiming to identify and eliminate gaps between CSR practices and make the same standards for all organizations to promote sustainable production. This will assist in improving the social performance of the organization (Carroll, 2008 p. 36).

Many studies have highlighted that developed countries like the US, UK and many European countries have strong concepts of CSR (Crane and Matten, 2007). These countries have developed CSR frameworks, standards and principles, both locally and internationally, to be practiced by their organizations. These standards and principles,

which are based on CSR practices of developed countries, have been criticized due to their limited international applicability (Lindgreen et al., 2009). It has been argued that the CSR practices vary somewhat between different countries. In this regard Chapple and Moon (2005) described the variations in CSR practices among seven Asian countries. Their analysis of website reporting of CSR in these countries showed that there is no single pattern of CSR in Asia (p. 436). Therefore, they advocate that CSR is dependent on national factors for each country.

In their study, Matten and Moon (2008) showed that these differences in CSR across countries occur according to Whitley's (1999) national business systems framework. Moreover, in addition to proving the benefits of CSR, developing countries face a major problem for the implementation of CSR plans, as they lack a reasonable framework to assess their effectiveness. There is little evidence to show that the organizations in these countries have employed CSR plans based on international CSR standards, policies and principles. However, scholars are reluctant to directly adopt CSR principles, standards and policies in the developing world for many reasons. Several studies (Chambers et al., 2003; Welford, 2005; Baughn et al., 2007) have found that cultural differences are the major limitation to adopting international CSR standards in the developing world. In addition, these authors have argued that there are many differences among the developing countries themselves, and hence framework development is a major issue. Despite this, Visser (2007) has introduced a common CSR framework for Asian and African countries based on Carroll's CSR pyramid concept. According to that concept the organization's first priority is found to be economic responsibility, the second is philanthropic, the third is legal and the fourth is discretionary responsibility.

The CSR initiative is majorly promoted by Sustainable Development Goals (SDGs) which are created on the basis of Millennium Development Goals (MDG) (UN, 2015). Sustainable development goals (SDGs) state that CSR should be practiced in developing countries as developing countries are growing economies and are contributing to world business (UN, 2015; Lee et al., 2016). The sustainable development goals include

set of 17 goals which altogether aim to abandon poverty and fight against gender and social inequality and injustice.

In developing countries CSR is restricted with following main activities:

- In developing countries CSR is mainly practiced in form of helping community by giving charity and donation and participating in community development program and philanthropy;
- CSR is incorporated by large organizations having focus/approach to excel and expand their business to meet international standards;
- There arises a dilemma in some cases which makes it difficult to follow CSR idea as in developed countries (development Vs environment, job creation Vs improved labor law, marketing Vs brand associated philanthropy etc).

The CSR concept in developing countries provides conflicting evidence as some scholars say that managerial personal values and commitment are very important to initiate CSR activities in MNCs operating in developing countries (Duarte, 2010). Moreover, scholars argued that issues regarding equal employee opportunity in developing countries needs to be addressed by initiating CSR policies which will help in demolishing gender inequality in organizations operating in developing countries (Leopold and Ratcheva, 2016). This shows a different situation of CSR practices in developed countries in comparison to developing countries. The pyramid for developing countries is different from Carroll's classic pyramid in terms of priorities of responsibilities. In developing countries the base core is economic responsibilities which involves factors like providing financial investment creating jobs and paying taxes. Philanthropy comes second priority involving funds for charity and donations to communities. However legal and ethical responsibilities come as third and fourth priority, which includes good relations with government. Carroll (2004) placed economic responsibility is the foundation of the pyramid he proposed for developing countries. Carroll argued that no doubt an organization's first priority is to generate profit but it is also important for organizations to act responsibly (Carroll, 2004).

In developed countries like Europe philanthropic responsibility is more of a compulsory act than a voluntary act as imposed by their legislation (Crane and Matten

(2007a). In this regard, developing countries share a similarity with the American model, although philanthropy generally gets an even higher priority as an important aspect of CSR (Arora and Puranik, 2004; Fig, 2005; Ahmad, 2006; Amaeshi et al., 2006; Weyzig, 2006). Secondly, organizations have a perception that they cannot benefit in a society that fails, and through involvement in philanthropic activities they can improve the image of their organization in the society in which they operate their business. Moreover, over the past years it is seen that developing countries are more dependent on foreign aid and donations, therefore there is an implanted culture of philanthropy. Finally as developing countries are still at an early stage of implementing and understanding CSR therefore they are more inclined towards getting involved in philanthropic acts to portray good image in society.

In developing countries, legal responsibility is given less importance than in developed countries mainly due to poorly developed legal infrastructure in developing countries. Incorporating human rights and CSR is also not a part of legal activities in most developing countries (Mwaura, 2004) however a few developing countries are trying to strengthen the social and environmental aspects of legislation (Visser, 2005b). As argued by scholars, tax avoidance by organizations is one of the most relevant example of irresponsible business behavior in developing countries, which contradicts their CSR claims of good and responsible conduct (Christensen and Murphy, 2004).

Crane and Matten (2007a) advocate in Europe ethical responsibility is given priority than in most of the developed countries whereas, in developing countries ethics has the least influence on the CSR (Reed, 2002). For example, in Transparency International's annual Corruption Perception Index and Global Corruption Barometer, developing countries usually appear as the most poorly ranked countries. Moreover, through survey respondents from these developed countries it is revealed that business is still affected by corruption to a large extent. The World Bank's (2005) *Investment Climate Survey* presents a similar picture.

It is found that in South Asia specifically, CSR is an emerging concept as most of the CSR research is conducted in developed countries. Various countries in South Asia

and Southeast Asia such as Malaysia, Indonesia, Nepal, Pakistan, India, Bangladesh and Sri Lanka are trying to develop a CSR Self-Appraisal Toolkit for use by their organizations. In this regard CSR Asia, which was founded in Hong Kong, provides information and assists in developing tools for CSR in the South Asian countries (Chapple and Moon, 2005). CSR Asia, in alliance with its partners, publishes specialized reports and helps to arrange training and education on different CSR aspects and benefits. CSR Asia is known as a mission-driven business creating value for clients and partners in Asia by supporting responsible, inclusive and sustainable business. Asia covers most of the literature which focuses on developing countries including China (Chai, Zhuang and Wheale, 2004), Indonesia (Blowfield, 2004), Malaysia (Zulkifli and Amran, 2006), India (Balasubramanian et al., 2005), Pakistan (Lund-Thomsen, 2004), and Thailand (Kaufman et al., 2004). Other developing countries including Bangladesh (Nielsen, 2005), Sri Lanka (Luken and Stares, 2005) are less focused.

Chapple and Moon (2005) found in a survey that three quarters of India's large organizations are revealed as having CSR policies whereas in Indonesia only a quarter of India's organizations are implementing CSR policies and activities. Moreover the CSR implementation rate in other developing countries are Thailand (42%), Malaysia (32%), and the Philippines (30%). They also indicated that society well-being and involvement is the most established form of CSR and the least priority is given to employee relations. Welford (2005) found in a comparative survey of CSR in 15 countries across Europe, North America, and Asia, that the low response rates come from developing countries like Hong Kong, Malaysia, Mexico, and Thailand which indicates that CSR is less understood and incorporated in developing countries. Pakistan's immediate neighbor India is known as one of the fastest growing economies in South Asia and is attempting to promote CSR activities but CSR is still one of the least recognized concepts in India. From April 2014 the Indian government made it obligatory for all companies generating profits of more than 1000 Crore Rupees (approximately USD \$ 180 million) to donate two percent of these profits to the government to promote CSR activities in Indian multinational companies (Singh and Verma, 2014). The CSR initiatives which the MNCs aim to incorporate are promoting education, the empowerment of women, abolishing poverty,

the fight against chronic diseases such as HIV/AIDS, improving maternal and child health and environmental stability (Chandra and Kaur, 2015). In the Southeast Asian region Indonesia and Malaysia are both emerging economies and they are facing huge social and environmental concerns. Although they have a few CSR related policies and practices in their multinational companies they are still unaware of the benefits of implementation of CSR within organizations. In Malaysia and Indonesia the prime focus in terms of CSR is on donation and 'zakat' as this is a mandatory act for Malaysian and Indonesian companies to give a certain amount of their income to charity for the poor and needy people in society. However, there is a need for Malaysian and Indonesian companies to adopt CSR activities in their MNCs which aim to focus on the welfare and prosperity of employees to meet international standards (Roman et.al, 2010). CSR in China is in its preliminary stage where cultural differences creates challenges for MNCs (Arlin and Lasmono, 2010). As CSR is found to be a new and emerging concept in China there is a risk of lost status, disappointed customers, and lack of business when the organizations fail to meet the international standards. Both countries face lack of education and training concerns. In Thailand specifically environmental issues need to be addressed whereas in Singapore health, disability and welfare problems are really important (Kuasirikun and Sherer, 2004). However in Bangladesh CSR is in a growing phase as business liability is just not focused on philanthropy. An evaluation of CSR activities showed that organizations are making efforts to initiate and implement CSR activities beyond making profit and to benefit society as well (Duarte and Rahman, 2010).

2.7 CSR in Pakistan

According to a recent study by in Pakistan, currently 27.2 percent MNCs have existing CSR policies with written and formal activities. However, only 4.3% of local organizations are incorporating CSR policies in informal ways and have no written CSR reports (Malik et al., 2016). However in the mining sector 70% of the organizations are involved in CSR initiatives whereas, in the finance sector and other local industry there are only 56% organizations that employ CSR (Murtaza, Akhtar, Ijaz and Sadiqa, 2014).

The main reason for not having a written CSR policy is lack of resources, motivation and complete understanding as the concept of CSR is still not very clear and most of the organizations are ignorant that implementation of CSR practices assists in enhancing employee engagement (Faiz and Ambreen, 2002; Ahmed et al., 2015; Waqas, 2012; Waseem, 2010; Malik, 2016). These studies reveal that there is a need to incorporate the modern form of CSR activities in Pakistan. It is important to note that 73.3 percent of organizations which are incorporating CSR activities in Pakistan, claim a major benefit from their social investment is spiritual and satisfies the Islamic obligations such as charity and donation (Malik, 2016).

Pakistan is a developing country with a population of 193.2 million (UN, 2018) and a large labor force. CSR initiatives in Pakistan are still at a preliminary stage as the legal environment is not strong enough, making it difficult for organizations to practice CSR activities in Pakistan (Kaufman et al., 2003 p.4). In this regard the Islamabad-based Pakistan Centre for Philanthropy reveals that 40% of organizations operating in Pakistan perceive CSR as paying taxes, 30% consider CSR is contributing to community welfare, 15% of the organizations believe that CSR is linked with employee welfare and well-being whereas 10% perceive CSR is working in those focused areas where the organization profits and interests lie. Only 5% of the organizations are found to have an understanding that CSR is contributing to implementing social development activities and projects (Hamid, and Zubair, 2016).

2.7.1 Country context

This research is conducted to explore CSR and employee engagement in MNCs operating in Pakistan. The geographical context of this study is 'PAKISTAN'.

i. Population

Pakistan is estimated to be the sixth most populated country with a population of 193.2 million (UN, 2018). The population growth rate in the past year (2017) was 3.66% whereas in 2016 it was found to be 2.05%. With this population growth rate it is predicted that Pakistan can become the fourth largest populated nation on earth. Less development and high population growth rate results in 62 million people living below the poverty line.

ii. Poverty

In Pakistan poverty is one of the most serious and growing concerns. According to a report by the Asian Development Bank (ABD, 2008), 17.2% of the population was living below the poverty line and over time it has increased to 35% (ECP, 2016). The main reason behind this increase in poverty is poor governance and the corruption Pakistan is facing. According to the Asian Development Bank report (ADB, 2010 p.9) “the poverty characteristics in Pakistan include high levels of income and asset poverty, economic and social vulnerability, gender disparity and low levels of human development”. The estimated poverty in Sindh province Pakistan is found to be 53%, In Punjab it is 29% followed by 24% in KPK (ABD, 2010).

iii. Unemployment

Pakistan has one of the largest labor forces with a rough estimation of 53.72 million with some 2.93 million of its labor force facing unemployment issues. Crude activity rate (CAR) and refined activity rate (RAR) is used to measure the employment rate of Pakistan (ECP, 2011). The term CAR is defined as the rate of “currently active population expressed as a percentage of the total population in Pakistan” (ECP, 2011) whereas, RAR is defined as the “currently active population expressed as a percentage of the population 10 years and above” (ECP, 2011 p.13).

In Pakistan, child labor is very common and young children are forced to work to support their families as parental income is below average and for survival children need to work with their parents. However, the constitution of Pakistan (Articles 11, 35 and 37) clearly states that child labor is strictly prohibited. Most of the people in Pakistan are doing domestic and low paid jobs as a result of the higher unemployment rate. Thus, unemployment is a serious concern and challenge in Pakistan as it is growing day-by-day and requires immediate action (ECP, 2011).

iv. Environmental issues

Pakistan is facing water and air pollution issues, due to the wastage of industry being disposed in the rivers. Most of the industry is located in urban areas and their industrial waste pollutes rivers and lakes in addition to drinking water. Moreover the

excess usage of fertilizers and pesticides also causes water and environmental pollution. In recent years there has been a sharp decline in social and economic development of Pakistan due to environment issues. This caused the major cities of Pakistan to face unplanned expansion which has resulted in pollution. The amount of water disposal allowed is not according to the law and regulatory authority, moreover smoke created by transport and heavy industry is a major source of noise and air pollution in Pakistan (PEPA, 2005).

2.7.2 Organizational context

The previous section discussed in detail the contextual realities of Pakistan. Keeping that in mind this section focuses on investigating CSR issues in an organizational context. The organizations that are selected for this study are multinational companies (MNCs) operating in Pakistan. As David E. Lilienthal in April 1960 defined the term MNCs as *“which have their home in one country, but which operate and live under laws and customs of other countries as well”*. The Organization for Economic Co-operation and Development (OECD, 2008 p.267) defined MNCs as *“These usually comprise companies or other entities established in more than one country and so linked that they may co-ordinate their operations in various ways. While one or more of these entities may be able to exercise a significant influence over the activities of others, their degree of autonomy with the enterprise may vary widely from one multinational enterprise to another. Ownership may be private state or mixed”*. In recent years, organizations have expanded their production base throughout the globe therefore, this study employed three MNCs operating in Pakistan.

Pressure from NGO’s and activist groups are often the cause of providing a positive contribution toward society (Twose and Rao, 2003) however, in most of the developing countries, CSR activities performed by MNCs are mostly philanthropic activities (Jamalia, 2010; Muthuri and Gilbert, 2011). MNCs operating in developing countries are expected to contribute to addressing the social and economic issues. It is assumed that by implementing CSR activities MNCs should contribute to sustainable development in developing countries. These contributions by MNCs can help to improve

education, medical facilities and clean environmental programs. Practicing and incorporating CSR activities in developing countries is very challenging due to extreme poverty, gender inequalities and political instability issues.

Pakistan is known as one of the developing countries with a different social and economic context. Lack of education with a low literacy rate, high unemployment rate and poverty are some of the major problems Pakistan is facing. Under these circumstances society expects institutions, including MNCs other than government to contribute in solving socio-economic problems. Keeping this in view, MNCs have an opportunity to work for the welfare of society, help solve the socio economic issues by contributing, and act as a socially responsible organization. CSR is known to be a new management idea for both the practitioners and academics especially in a Pakistani context. Moreover the limited literature available at this time only addressed limited social issues related to CSR such as child labour in Pakistan (Jamali and Sidani, 2011). There are numerous theories found in literature which are used to explain and explore CSR issues, however stakeholder theory is known to be the most well-founded theory in the literature with relation to business management. Advocates of stakeholder theory (Brenner and Cochran, 1991; Jones and Wicks, 1999) perceive management choice to participate in social activities is due to the expectations of their external stakeholders. This view is in alliance with Friedman's (1962) ideology which states that economic objectives in the form of 'profit' is the prime objective of the business. This thesis is structured to adopt stakeholder theory to explore CSR and employee engagement in the MNCs of Pakistan.

Literature suggests that the practice of CSR is dominant in western developed countries. According to Berle and Means (1932) and later by Bowen (1953), in the United States CSR is known as a tool to restrict organizations from misusing their corporate power and motivate them to do good for society. Despite the growing interest in CSR initiatives in the developed world, there is little research found on CSR practices in developing countries (Jamali and Sidani, 2011; Muthuri and Gilbert, 2011). To address this gap in academic literature, this thesis is structured to examine the relationship between business and society by primarily focusing on CSR implementation in MNCs operating in

Pakistan. As the literature suggests in developed countries MNCs are predominately known for their CSR practices. The idea of practicing CSR activities in developed countries is to make a positive contribution society and community.

Table 2.4 Summary of CSR literature in Pakistan

Author (year)	Methodology	Focus of study
Jamali and Sidani, 2011)	Quantitative (Hypothesis)	Focused on child labor issues.
Lund-Thomsen (2004)	Case study	Addressed environmental issues and society conflicts by using case study of different local organizations.
Pakistan center of Philanthropy (PCP, 2005, 2006)	Quantitative (Survey based)	Focuses on exploring how 18 local organizations operating in Pakistan contribute toward society. Investigation into which philanthropic activities these firms are involved.
Naeem and Welford (2009)	Qualitative	Exploring the CSR situation in organizations of Pakistan. This study involved both local and multinational firms and explored child labor and gender inequality issues still existing in Pakistan.

Hence, for this research purpose Carroll’s model is used as it helps to map different type of business responsibilities. Over the years scholars have adopted Carroll’s model for more than 30 years (Aupperle et al., 1985; Jamali and Mirshak, 2007; Sheth and Babiak, 2010; Visser, 2006; Yakovleva and Vazquez-Brust, 2011). The model can assist in the examination of in-depth business activities on the basis of four CSR domains and will help to explore the research topic with employee perception as proposed by Carroll (1979, 1991, 2004, and 2016) and supported by many scholars (Aupperle et al., 1985; Jamali and Mirshak, 2007). One reason to use Carroll’s model is because it has a potential to

incorporate different competing themes. This model is also used by Visser, 2006 and Jamali, 2007 to explore CSR in developing countries.

2.8 Theories and key concepts

CSR has been a very popular subject among theorists and practitioners however, as noted previously CSR is an under-researched topic and there is a need for further research on how this influences employee engagement in an organization. Several approaches in understanding CSR have been proposed so far. In this regard Mory et al., (2015); Skudiene and Auruskeviciene, (2012); Slack et al., (2014) and Valentin et al., (2015) explore in their study how CSR factors affect employee commitment toward the organization by using social exchange theory (SET). Social exchange theory mainly focuses on employer and employee relationships (Takeuchi et al., 2009). This theory is used to understand individual employee perceptions of their engagement. The issue is addressed using a case study approach, participant observation and in-depth semi-structured interviews with employees. In-depth interviews play an important role as they provided the opportunity to explore respondents' attitude and behavior more clearly. Kim and Scullion (2013) explore the impact of employee-centered CSR on international business. As suggested by Cohen (2010) and Redington (2005), organizations should practice CSR in a more holistic way with the consent of their members to participate fully in international business. In this regard Arrowsmith and Parker (2013) investigated the HR strategies used in an organization to improve and enhance the engagement level of employees. Their study examines how managers apply effective HR policies to enhance CSR activities in organizations. For this purpose they proposed the AMO (ability, motivation and opportunities) theory to explore the impact of CSR on employee engagement (Boxall, 2003; Purcell, 2003). Studies revealed that the engagement level of employees can be measured by observing employee attitudes which reflect their satisfaction and commitment level (Bakker and Leiter, 2010). To address the stated issue Baker and Leiter (2010) adopted a qualitative approach in which interviews exposed issues employees face in an organization which disappoints them in their workplace and what improvements should be made to avoid this situation.

Ali and Ikhlass (2012) proposes a twofold study to investigate the influence of CSR on employee engagement. They primarily focus on the effect of five internal corporate social responsibility factors namely, training and education, work life balance, work place diversity, human rights and health & safety on employee engagement and its two components, job employment (JE) and organizational engagement (OE). For this purpose they investigate the adoption level of CSR practices on the study by Saks (2006) that relates employee's engagement positively with an organization when they are supported economically and socio-economically. Ali and Ikhlass (2012) in their studies show a positive relationship between CSR and employee engagement hence represent the positivism of the study. Moreover, Ferreira (2014) and Oliveira (2014) examined that employees participate more actively at their workplace when CSR activities are practiced within the organization. These studies aimed to explore the CSR influence on employee engagement therefore suggests a qualitative approach through which a researcher can obtain more detailed information. Benn et al., (2006) in this regard adopted both quantitative and qualitative approaches. Their study revealed that a qualitative approach produced better results as it helped to gain a deeper understanding than a quantitative study. The qualitative data also indicated that employees who have a strong personal commitment remain engaged with the organization for a much longer time. Research also indicates that external incentives are not enough to engage employees, internal motivation plays a vital role as well (Minbaeva, 2008). Internal motivation is directly related to the employee's level of accomplishing the task, enjoying challenges, receiving appreciation and being involved in the decision making process of the organization (Mosley et al., 2005; Greenberg and Baron, 2008; Mullins, 2006). These researchers examine how corporate social responsibility (CSR) activities should be applied to motivate employees and encourage their engagement in the workplace. This provides an opportunity to practice employee friendly CSR to enhance employee engagement.

Despite the increased interest in CSR initiatives there is a lack of research on CSR and employee engagement in the academic literature. However, few researchers have investigated CSR focused HRM issues regarding employee psychological well-being, employee safety, job satisfaction (Beer et al., 2015; Ehnert and Harry, 2012; Lam and

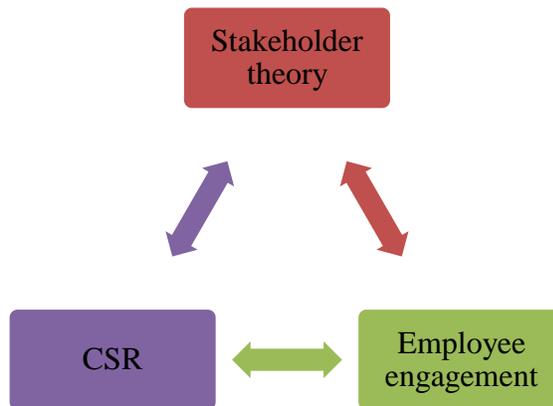
Khare, 2010; Pfeffer, 2010; Spooner and Kaine, 2010; Robinson et al., 2004). It is known that employees who benefit from CSR in organizations are more engaged than those employees who are only practicing external CSR. Therefore, there is a need for organizations to look deeper into their CSR strategy in a more holistic way. Thus, it is recommended that further research should be undertaken using interviews with employees to gain a better understanding of the issue. As argued by many scholars, employees are known as key stakeholders of organizations (Donaldson and Preston, 1995; Freeman 1984; Greenwood, 2007; Kaler, 2009; Matten and Crane, 2005), specifically in a CSR context. Collier and Esteban (2007) argue that to deliver effective CSR programs employee engagement is very important. It is further recommended to conduct a study on CSR with employee perspectives to ascertain the reasons for low engagement levels. Therefore, the proposed study aims to examine how CSR influences employee engagement in MNCs operating in Pakistan and answer the indicated gap in the literature.

2.9 Theoretical framework

The critical review of existing CSR literature shows that CSR is still an underdeveloped research in developing countries like Pakistan. To explore and investigate CSR in Pakistan a careful selection of theoretical framework that will effectively examine CSR of MNCs operating in Pakistan is very important. The stakeholder theory is the predominant reference in the CSR literature as suggested by many scholars (Capron and Quairel-Lanoizelée, 2007; Donaldson and Preston, 1995). This theory mainly focuses on the importance of stakeholders' requirements and needs. The stakeholder theory offers a new insight to design and implement corporate practices which can benefit stakeholders and aim to answer the central question: "which group of stakeholders requires more management attention" (Mitchell et al., 1997 p. 855). According to Freeman (1984) stakeholders are a group of individuals who aim to contribute to the success of the organization. Bauman and Skitka (2012) claimed in their study that very little research has been conducted on the various dimensions of CSR. Hence there is a need to understand how CSR activities will benefit its stakeholders, employees and society in MNCs operating in Pakistan (Santana, 2012; Fassin, 2009; Duarte et al., 2010; Donaldson and Preston, 1995). Therefore, this research is conducted by using stakeholder theory which

will aid in building employees engagement, interest, excitement, and confidence leading them to enhanced performance, commitment and self-esteem (Deci and Ryan, 2000). The extant literature is scant on the subject in countries other than in the developed world (Waqas, 2012; Waseem, 2010; Malik, 2014). CSR and stakeholder theory are positively linked with each other as stakeholder theory has been nested in organizational operations and therefore is known as an important framework in the CSR literature (Gibson, 2000; Key, 1999; Parmer et al., 2010). Within the framework of stakeholder theory CSR approach proposes that the foremost responsibility of the managers working in organizations is to take care of the needs and demands of their stakeholders including employees and workers which will assist in enhancing employee commitment towards the organization (Neville et al., 2011). This shows that stakeholder theory is positively connected with CSR and employee engagement. Therefore, this present study aimed to investigate the effects of various components of CSR focused HRM activities on employees’ engagement in MNCs operating in Pakistan. Figure 2.3 below depicts how stakeholder theory will be used to explore CSR and its influence on employee engagement in the study.

Figure 2.3: Theoretical Framework



2.9.1 Origin of Stakeholder Theory

The term “stakeholder” was proposed by Stanford Research Institute (SRI) in 1963 who defined stakeholder as those “*groups on which the organization is dependent for its continued survival*” (Freeman 1984 p. 31). This definition is based on the conventional

aspect of the organization therefore it focused only on stakeholders ‘as the owners whose prime focus is to generate profit from the business’. Since its introduction the concept is revolving around organizational life. However, in 1984, Freeman unified stakeholder concepts in a more logical way and defined stakeholders as “*any group or individual who can affect or is affected by the achievement of the firm's objectives*” (p. 47). The basic idea behind this concept is that organizations should address all of their stakeholders’ expectations and needs and management should function according to their needs and wants (Brenner and Cochran, 1991). According to Jones and Wicks (1999) basic assumptions of stakeholder theory are:

- The organization has relationships with many stakeholders which involve both internal and external stakeholders that can affect and are affected by managements’ decisions;
- This theory aims to understand both managerial processes and its outcomes for the organization and its stakeholders;
- The prime focus of this theory is on managerial decision making;
- To perform best managers should consider the benefit of all its stakeholders including customers, suppliers, employees, local community, society;
- Managers have the liability to benefit stakeholders but they also need to take into account other factors;

Below is a hub and spoke model proposed by (Bowie, 2002) which shows different stakeholder relationship with the organization. Figure 2.4 presents Hub and spoke stakeholder diagram (Bowie 2002).



Figure 2.4: Hub and spoke stakeholder diagram (Bowie 2002)

2.9.2. Definitions of Stakeholder

Since the idea proposed and defined by Freeman’s (1984) about stakeholder theory, a large body of literature on stakeholders has developed which is different in nature and assumptions according to different theorists (Unerman, 2010). The following definition proposed by different scholars briefly describes their views and perspectives about stakeholder theory.

Table 2.5: Definitions of Stakeholder

Source	Definition
Freeman and Reed (1983, p. 91)	Wide definition: “can affect the achievement of an organization’s objectives or who is affected by the achievement of an organization’s objectives” Narrow definition: “on which the organization is dependent for its continued survival”
Freeman (1984, p. 46)	“can affect or is affected by the achievement of the organization’s objectives”

Evan and Freeman (1988, p. 79)	“benefit from or are harmed by, and whose rights are violated or respected by, corporate actions”
Bowie (19882, p. 112)	“Without whose support the organization would cease to exit”
Alkhafaji (1989. p. 36)	“Group to whom the corporation is responsible”
Freeman and Evan (1990)	Contract holders
Thompson et al., 1981	“Groups to whom the corporation is responsible”
Savage et al., (1991, p.61)	“Have an interest in the actions of an organization and...the ability to influence it”
Hill and Jones (1992, p. 133)	“Constituents who have a legitimate claim on the firm established through the existence of an exchange relationship” who supply “the firm with critical resources (contributions) and in exchange each expects its interests to be satisfied (by inducements).”
Carroll (1993, p. 60)	“Asserts to have one or more of the kinds of stakes in business” – may be affected or affect.....
Freeman (1994, p. 15)	Participants in “the human process of joint value creation”
Wicks, Gilbert and Freeman (1994, p. 483)	“interact with and give meaning and definition to the corporation”
Clarkson (1995, p. 106)	“bear some form of risk as a result of having invested some form of capital, human or financial, something of value, in a firm” or “are placed at risk as a result of a firm's activities”

Donaldson and Preston (1995, p. 85)	“Persons or groups with legitimate interests in procedural and /or substantive aspects of corporate activities.”
Nasi (1995, p.19)	“Interact with the firm and thus make its operations possible”
Brener (1995, p.76)	“Are or which could impact or be impacted by the firm/organization”
Mitchell et al. (1997)	Stakeholder salience is determined by possession of two or more attributes, power, legitimacy and urgency
Freeman (2002)	“...redistribution of benefits....redistribution of important decision-making power to all stakeholders”

Source: Mankelov (2003).

The above definitions show that while the prime focus of Freeman (1984) originally was on power relationships Clarkson (1995), Donaldson & Preston (1995) and Evan & Freeman (1988) define stakeholders based on moral and ethical claims against an organization. Freeman and Evan (1990) consider contractual relationships of high importance and Mitchell et al., (1997) give priority to power, legitimacy and urgency.

2.9.3 CSR and Stakeholder theory

In CSR literature stakeholder theory is significantly a dominant reference (Capron and Quairel-Lanoizelée, 2007; Donaldson and Preston, 1995). This theory is incorporated into performance models adopting the social sensibility concept which highlights the importance of managing the stakeholders’ demands. Stakeholder theory proposes new ideas to design corporate features and descriptive illustration of the ideas that the organization is part of the cogs in society that work interdependently. It identifies all the related social actors’ relevant social actors with which the organization interacts and define their mutual relations. Stakeholder theory aims to systematically articulate the

fundamental question: “which group of stakeholders are deserving or requiring management attention, and which are not?” (Mitchell et al., 1997 p. 855). This was originally explained by Freeman (1984) in “Strategic Management: A Stakeholder Approach”, in which he contradicted the idea that the organization aims to serve the interest and benefits of its owners and indicates the sentiment that the organizations should focus in serving the interests of its all stakeholders’ both internal and external. Donaldson and Preston (1995 p. 68) exhibit the extensive definition of “stakeholders” suggested in the literature. They define them as: “all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits and that there is no prima facie priority of one set of interests and benefits over another”. Mitchell et al. (1997) proposed examining the dynamics of these relationships. According to the scholars’ stakeholders’ prominence are short-term therefore, Donaldson and Preston’s definition looks too static. Their theoretical model describes the essential terms and conditions for those conferred with stakeholder status, which requires the contemporary existence of legitimacy, power and urgency. This classification does not categorize the identified actors in a group. Certainly, depending on the condition, the same actor can confine more or less power, legitimacy and urgency. The model has faced criticism firstly, as this model is theoretical and does not include empirical studies. Secondly, under practical application, the “principle of who or what really counts” is hard to specify. As part of the organization, the employee develops an expectation from the policies and practices that are related to employee well-being and professional development in the organization. The literature shows that while there is much talk of what companies should do, information on, and analysis of what companies are actually doing in practice (and process) is lacking (Blum-Kusterer and Hussain, 2001).

However, as already mentioned, by specifying to the stakeholder theory, we can assume that employees possibly may feel entitled to propose that the organization should develop CSR policies and practices which will target the interests of internal stakeholders specifically employees. On the basis of the stakeholder theory discussed above in detail this study identified the following main points:

- An organization should try to focus on both social and economic expectations of its different stakeholders;
- Different stakeholders have different and conflicting interests to different stakeholders within the organization;
- Stakeholders possess different attributes and are different in nature which assists the organization to establish a good relationship with them on the basis of those attributes;

2.10 A brief summary of gaps derived from literature

One of the major gaps derived from literature is an unclear definition of the term ‘CSR’ in Pakistani context. MNCs are still confusing it with only doing well for the society and performing philanthropic activities. The concept of CSR is proposed and defined in a number of ways, but still “responsibility” refers only to obligations and a compulsory act to be done. Therefore, different people can perceive different meanings from the term CSR. For instance for some people it could be responsibility towards society whereas, for others it could be benefiting stakeholders. Moreover, the organizations have only an ambiguous idea of what employee friendly CSR activities actually means and what CSR activities come under that.

The literature indicated an empirical gap of CSR research in developing countries like Pakistan. However, recently CSR scholars have started investigating CSR from different perspectives in developing countries but CSR is still an under researched area in MNCs operating in Pakistan. The limited research on CSR focused only on issues like child labor and industrial pollution. Thus, to date it is found that the idea of CSR is still very new and it is difficult to have a comprehensive idea of CSR in the Pakistani context and there is no empirical data found in relation to CSR and employee engagement in MNCs operating in Pakistan. Therefore, this study will provide new insight to academics and practitioners in a Pakistani context.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology used to investigate the relationship between CSR and employee engagement (EE) in three selected MNCs operating in Pakistan. This chapter will explain in detail how the case organizations and participants were selected in order to investigate the research questions introduced in Chapter 1. The gaps identified in the previous chapter suggested that the idea of corporate social responsibility (CSR) in MNCs is a relatively new idea in management and line of inquiry in developing countries like Pakistan. Therefore, the aim of this research is to explore how MNCs operating in Pakistan are incorporating CSR focused HRM activities and how it influences employee engagement level. The chapter is divided into a number of sections as follows.

The first section (3.1) gives an overview and brief introduction of the chapter. Section (3.2) outlines the research purpose followed by section (3.3) which provides the justification of research paradigm chosen for this study followed by section (3.4) which presents the research design and justification for the methodological design chosen for this study section. Section (3.5) explains research design and sampling is discussed in (3.6). The next section (3.7) outlines the detailed description of data collection method, sampling technique, semi-structured interviews and documentary sources used in the study. Data analysis is explained briefly in section (3.8). Section (3.9) discusses and explains the quality standards of case study research. Research methodology limitations are explained in section (3.10). Ethical considerations are discussed in the following section (3.11) and the last section (3.12) presents the summary and concludes the whole chapter.

3.2 Research Purpose

Business research studies is divided into three different categories according to their nature and purpose as ‘explanatory research’, ‘descriptive research’ and ‘exploratory research’ (Churchill, 1999; Yin, 1994; Sekaran, 2003). Explanatory research is best suited

when the research problem is already addressed and investigated and a small amount of information is available, research questions and hypothesis should be clear, specific and existing proof is essential to conduct this type of research. Descriptive research is often quantitative in nature and involves numbers and statistics. Descriptive research studies ‘paint a picture’ using words or numbers and present a profile, a classification of types, or an outline of steps to answer questions such as who, when, where and how (Neuman, 2006 p. 35). Exploratory research is mostly qualitative in nature and aims in exploring issues under investigation in detail by in-depth investigation (Wong, 2003). In relation to this research study as there is little literature found on CSR and employee engagement in MNCs operating in Pakistan. Therefore, an exploratory research methodology is adopted to explore the little understood issue and answer the following addressed research questions in detail:

RQ1: How do internal stakeholders conceptualize the idea of CSR focused HRM activities being practiced and reported in MNCs operating in Pakistan?

RQ2: What are the HRM factors which influences internal stakeholders (employees) in MNCs operating in Pakistan?

RQ3: What are the benefits of implementing CSR focused HRM activities in MNCs operating in Pakistan to both employees and employers?

3.3 Research Paradigm: An Interpretative paradigm

A research paradigm is defined as “*the philosophical framework that guides how scientific research should be conducted*” (Collis and Hussey, 2009, p.55). Positioning a research project within a paradigmatic framework is the most important and crucial part in conducting the research as it helps the researcher to “*reflect upon the broader epistemological and philosophical consequences of their perspective*” (Perren and Ram, 2004 p. 95). Each research paradigm has its own assumptions and limitations which can evaluate the research results differently therefore, choosing the research paradigm which best fits the research needs is very important (De Vos and Strydom, 2011)

This study assumes reality as a subjective aspect that is formulated by organizations and individuals in a particular context in which they operate (Aram and Salipante, 2003; Berger and Luckmann, 1979; Burrell and Morgan, 1979; Denzin and Lincoln, 2008; Mertens, 1998). Through experiences and social interactions individuals individually and collectively construct social realities from a subjective view point. Therefore, in this study an interpretive research paradigm within subjective reality is used to understand and investigate the phenomena from the participants' points of view (Burrell and Morgan, 1979). The interpretivist paradigm helps to report all the findings in a specific order to evaluate whether the findings flow from the data and experiences or from the bias and subjectivity of the researcher. Research method and design is mainly chosen by the type of research questions and the nature of research problems that are asked (De Vaus, 2013; Collis and Hussey, 2009). Interpretative paradigm is adopted when the topic under investigation is context oriented such as "CSR" in this study. For instance, as argued in previous chapters the meaning and understanding of CSR is different for different people working at different places. Various scholars mentioned that CSR is 'subjective' in nature (Campbell, 2006; Carroll, 1991; Matten and Moon, 2008; McWilliams and Siegel, 2000; Van Marrewijk, 2003). The research questions in this thesis focuses to explore and understand the perception of CSR of internal stakeholders and to investigate the impact CSR practices have on employee engagement in MNCs of Pakistan. Therefore, the subjective paradigm as 'interpretivist' is suitable to conduct this research.

3.3.1 Rationale of using interpretative paradigm

The interpretivist approach used in this study is based on the assumption that organizational members, HRM&D managers, line managers and employees, create the reality through interaction. Thus, the interpretive aspect of this study is composed of multiple realities as shared by different participants involved (Valentin, 2015). Table 3.1 below shows the interpretive assumption in relation to the research questions addressed in this study.

Table 3.1 Implication of paradigm in this research

Research questions (RQs)	Reality	Perspective
<i>RQ1: How do internal stakeholders conceptualize the idea of CSR focused HRM activities being practiced and reported in MNCs operating in Pakistan?</i>	Subjective and relative	Multiple perspectives from internal stakeholders which are HRM&D managers, line managers and employees
<i>RQ2: What are the HRM factors which influences internal stakeholders (employees) in MNCs operating in Pakistan?</i>	Subjective and relative	Multiple perspectives from internal stakeholders which are HRM&D and Line managers and employees
<i>RQ3: What are the benefits of implementing CSR focused HRM activities in MNCs operating in Pakistan to both employee and employers?</i>	Subjective and relative	Multiple perspectives from internal stakeholders which are HRM and Line managers and employee

The interpretative paradigm used for this research is also well aligned with theoretical assumptions of stakeholder theory to explore the research topic. This study argues that ontology (reality) and epistemology (knowledge) of interpretivist approach assists in exploring the impact of CSR on internal stakeholders in MNCs of Pakistan by using stakeholder theory. For example, according to interpretive perspective, reality is constructed when social actors which are HRM&D managers, line managers and internal

stakeholders (employees) in this study, interact. This argument helps to justify the use stakeholder theory proposed in this research study, therefore given the requirements for this study, this research followed the interpretivist paradigm. The proposed study will be interpretivist in nature as data is collected using multiple sources which include organizations' annual and CSR reports and semi-structured interviews from HRM&D, line managers and employees. As defined "*interpretive researchers assume that access to reality (given or socially constructed) is only through social constructions such as language, consciousness, shared meanings, and instruments*" (Myer, 2008, p.26). To gain insight into the issues in detail an inductive approach is used as it provides the researcher with the opportunity to inquire about the experiences of the participants by reviewing documents and undertaking semi-structured interviews (Goddard and Melville, 2004). The study is carried out using collective case study approach as it will assist in investigating the research questions in a specific context (Gillham, 2000). This study adopts a qualitative methodology to investigate CSR and employee engagement in detail by reviewing organizations' annual and CSR reports and undertaking semi-structured interviews from HRM&D managers, line managers and employees (Bell and Bryman, 2007). Moreover, the study is cross-sectional as semi-structured interviews are conducted at one time and this helped in comparing different population groups at a single point in time. The next section discusses in detail the research design proposed for this study.

3.4 Research Methodology: A qualitative methodology

Over the years, when conducting research two main approaches are identified and defined by scholars: quantitative and qualitative which are found to be different in nature (Easterby-Smith et al., 2002; Saunders et al., 2009; Patton, 2002; Yin, 2003; Andrade, 2009; Kvale, 1996). Quantitative and qualitative research designs are different in nature due to different data collection methods. The qualitative research approach emphasis is on in-depth data collection through interviews and aims to explore and investigate research topic by asking "whom, how and why" questions. (Baxter and Jack, 2008; Easterby-Smith et al., 2002; Patton, 2002). These questions obtain a response in words and sentences which provides detailed information to the researcher to understand the phenomena under discussion in detail. Qualitative research mostly uses words and expressions, stories,

interpretations, meaningful descriptions to explain the topic under discussion. As Holme and Solvang (1991) state qualitative methodology focuses in gaining deeper and rich understanding of research phenomena rather than collecting information in general. Qualitative approach follows a less structured format and comparatively small number of participants than quantitative approach (Bellenger, Bernhardt and Goldtucker, 1989). A qualitative approach believes that reality is subjective and built on human values and perception (Patton, 2002; Saunders et al., 2009; Stake, 2010). Qualitative research approach assists in building a close and interactive relationship between a researcher and participant through direct interaction by undertaking interviews (Oakley, 2000). A qualitative approach provides flexibility and assists in exploring the issue in detail. Bell and Bryman, 2007 argue that qualitative study focuses on words rather than quantification in the collection and analysis of data.

3.4.1 Rationale of using a qualitative methodology

A qualitative approach was appropriate to conduct this study for the following main reasons:

1. The first justification to incorporate qualitative research methodology is due to the nature of research questions addressed in this study, as qualitative study is considered most appropriate when ‘what’ and ‘how’ questions are asked (Crowe et al., 2011; Yin, 2003; Andrade, 2009 ; Flick, Kardorff and Steinke, 2004). In a qualitative study the focus of the study can be developed by constructing research questions before data collection or, through review of literature for the purpose of research (Maylor and Blackmon, 2005). This thesis is structured to answer what and how research questions to explore CSR and employee engagement in MNCs of Pakistan and hence proves the logic justification of choosing an interpretative qualitative collective case study method. Moreover the research questions are derived from the review of the existing relevant literature.
2. One more justification for choosing qualitative methodology is because it focuses on issues which are contemporary in a real life setting as this approach

assists researchers to investigate issues in a real life setting by conducting face to face semi-structured interviews and direct interaction with the participants (Andrade, 2009; Baxter and Jack, 2008; Berg, Lune, and Lune, 2004; Crowe et al., 2011; Punch et al., 2013; Tellis, 1997; Yin, 2003). Based on research aim, questions and literature review it is evident that CSR is an under researched issue in developing countries like Pakistan (Taneja et al., 2011).

3. This study employs multiple sources of data collection in the form of documents involving annual and CSR reports of MNCs and semi-structured interviews. In this research multiple perspectives and views of internal stakeholders involving HRM&D managers, line managers and employees and multiple sources of data have been used to investigate CSR and employee engagement in MNCs operating in Pakistan. For this purpose annual and CSR reports of the MNCs were viewed in detail prior to conducting semi-structured interviews. A copy of the transcribed data was sent to the respondents to check the accuracy of the transcription. The transcribed data was then cross checked with the annual and CSR reports of the MNCs for validation of data and its outcome (Andrade, 2009; Feagin et al., 1991; Punch and Punch, 2005). This helped in enhancing the validity of the research study (Feagin et al., 1991, Punch et al., 2013).

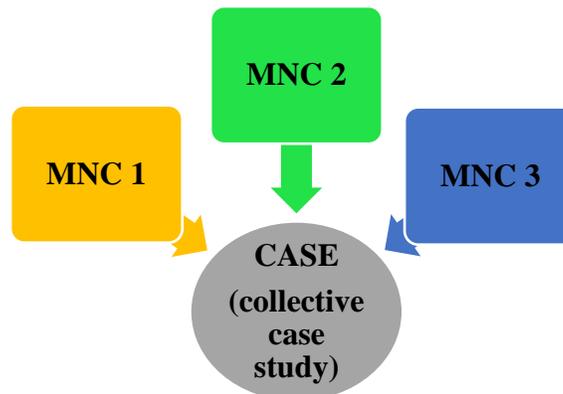
3.5 Research Design: Collective case study method

Under the interpretive paradigm this thesis is structured to adopt a case study approach. As defined by (Berg and Lune, 2004 p.251) a case study is a process of *“Systematically gathering enough information about a particular person, social setting, event, or group to allow the researches to effectively understand how the subject operates or functions”*. Yin (2003 p.13) defines case study *“as an empirical inquiry that investigates a contemporary phenomenon within its real-life context especially when the boundaries between the phenomenon and context are not clearly evident”*. This shows that case study is a best suited way to understand individuals’ perspectives and ideas about a research issue in a particular context. This approach is considered appropriate for this

study for three main reasons. Firstly, this study required rich information to explore and understand the situations, activities and perspectives of MNCs about their corporate social responsibility activities. Secondly, previous research relating to CSR in MNCs operating in developing countries is very limited. Thirdly, this is the most suitable approach to answer ‘what’ and ‘how’ questions in the proposed study (Flick, Kardorff and Steinke, 2004). As defined, a case study focuses on examining individual behavior in its natural setting (Stake, 2005). As discussed by Yin (2009) a Case Study is an empirical enquiry that investigates a contemporary phenomenon within its real life context (especially when) the boundaries between phenomenon and context are not clearly evident. The case study is appropriate when the researcher aims to conduct an in-depth analysis of contemporary events: *“A how or why question being asked about a contemporary set of events over which the investigator has little or no control.”* (Yin, 1994 p. 9).

According to Yin, 2003 a group of firms can be considered as a case within a study. Often a case study comprises of sub cases (Patton, 2002), which assists in a deeper understanding and exploration of issues of the main case (Kvale, 1996). This study collectively considers three MNCs operating in Pakistan as a single case. Taking these three MNCs as a single case is justified with Yin’s (2003) idea that *“a group of firms can be considered as a case”*. Figure below presents three MNCs collectively taken as single case.

Figure: 3.1 Collective case study



3.5.1 Rationale for using collective case study

The rationale for using collective case study is due to the nature of each MNC which is different and independent.

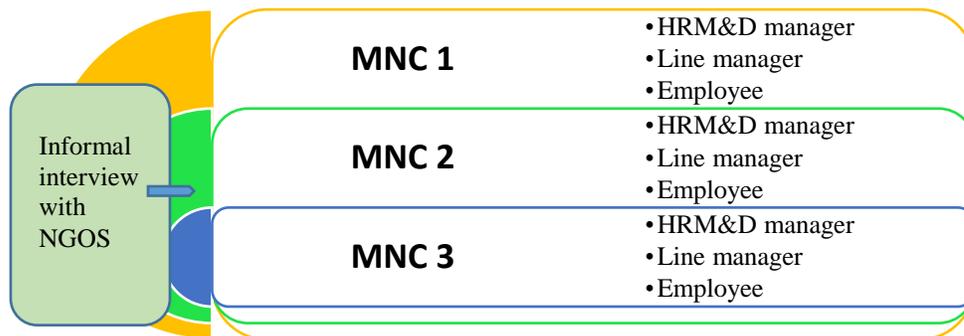
1. The focus of this study is not on any particular sector but on exploring CSR and employee engagement in overall MNCs operating in Pakistan and the three MNCs selected are from different sectors involving financial, mining, and telecom sectors and are quite different in nature of business operation. Therefore in this situation cross case comparison is neither possible nor effective in this study.
2. Three MNCs collectively as a case assisted in providing more in-depth information on the overall picture of CSR activities of MNCs operating in Pakistan.
3. Instead of cross-case comparison among three MNCs, a collective view and understanding is considered more suitable for this study as it aims to explore and investigate CSR and employee engagement in overall MNCs operating in Pakistan rather than in a specific one.
4. One of the rationale for using collective case study instead of multiple case study is that a cross case analysis can make the respondent conscious about sharing their ideas and views on a particular issue related to their organization specifically whereas collective case study focuses on exploring how MNCs in general are performing CSR activities and not on organization specific information.

3.5.2 Phases of the study

Firstly, informal interviews were conducted with NGO representatives who had good knowledge and understanding of social-economic and political culture of Pakistan. NGO participants shared their ideas and views of CSR practices in Pakistan due to their NGO's nature of interest and dealing with MNCs. These informal interviews provide the understanding of how CSR is perceived by different organizations in Pakistan. These interviews were informal and were not audio-taped and only notes were taken for researcher understanding to form the basis of the research. Secondly, secondary data was

collected by reviewing organization documents (CSR and annual reports) in detail. Primary data was collected by conducting semi-structured interviews with HRM&D managers, line managers and employees of the selected MNCs.

Figure 3.2 below presents phases of the study.



Source: Developed for this study

3.6 Sampling

3.6.1 Selection of organization

To select appropriate cases the main thing to consider is to choose organizations which are information rich in context to the study under discussion. Therefore Eisenhardt (1989) states that the “*random selection of cases is neither necessary, not even preferable*” (p. 537) and cases should be selected with relevance of research questions and the information and knowledge of the topic under investigation, therefore purposive sampling is used to select the most suitable cases in this study (Patton, 2002; Carson, Gilmore, Perry and Gronhaug, 2001).

The most important criteria was that the organization had to be MNC, since the focus of the research is on MNCs operating in Pakistan. MNCs were chosen for this research study over small and local organizations because the prime focus of the research was to investigate the impact of CSR activities and only MNCs in Pakistan have CSR reports which were required in order to conduct the study. By searching through internet and organization websites it was found that only MNCs operating in Pakistan are practicing CSR activities in a formal way and have a CSR section in their annual reports. Only a few local organizations are found to be practicing CSR activities but in an informal

way, and there are no CSR reports or record of their CSR activities in their annual reports which is required in this research study as a secondary source to cross check and compare the information gathered through semi-structured interviews. By contacting the MNCs through email and references three MNCs operating in Pakistan were identified to conduct the research. The organizations were approached with personal and acquaintances' references to participate in this study.

To conduct a study on the three selected MNCs data is gathered using primary and secondary data. This is mainly documented data in the form of organizations annual and CSR reports. Primary data is collected by conducting semi-structured interviews from organizations HRM&D managers, line managers and employees. The initial request for participation was sent through an e-mail to managers of the organization including a brief overview of the purpose of the research, the reason why their participation is important, and the involvement that would be required if they chose to participate. As the study is following interpretive paradigm therefore it is recommended that the number of participants should be small to avoid the complexity of managing and analyzing the large volumes of data (Holloway, 1997; Yin, 2009). Therefore, three MNCs with existing CSR policies and reports were collectively selected to conduct the study. For confidentiality purposes the names of organizations and interviewees were not revealed and have been kept confidential.

3.6.2 Selection of Participants

In a research study selecting the most suitable participant who meets the specific research criteria is of utmost importance (Yin, 1994; Holmes and Solvang, 1991). According to Patton (1990 p.185) *“qualitative inquiry has more to do with the information-richness of the cases selected and the analytical abilities of the researcher than the sample size”*. In this study participants were selected by using purposive sampling in which participants who meet the specific criteria and were knowledgeable about the particular issue under discussion were selected (Patton et al., 2002). The target participants involved HRM&D managers, line manager and employees who were involved in CSR activities were approached and selected through references. Initially the participants were

contacted through email and telephone call and after explaining the scope of study one HRM&D manager one line manager and three employees were selected from each MNC.

To meet the specific criteria, *HRM&D managers* were selected as they are the policy makers in the organizations and they can share detail views and perspectives about CSR practices and policies they are implementing in the organization and how this influences their employees.

Line managers were selected as they can assist in providing the overall view and understanding of CSR practices in their organizations (Hockerts, 2007; O’Dwyer, 2003) as line managers have a close relationship both with organizations HR and employees. Line managers follow instructions given by HR department about the policies and procedures and can relate detail on how their subordinates react to these policies. Similarly it was important to understand the views and perceptions of MNC employees to understand what influences and enhances their engagement level (Turker, 2009; Collier and Esteban, 2007).

Employees were selected to explore their views and ideas about the implementation of CSR activities and how it enhances their engagement and commitment level. Thus, this research involved interviewing multiple people on different posts in order to gain deeper understanding. Participants were working in their respective organizations in Pakistan at the time of interview. Table 3.2 shows the summary of selected participants.

Table: 3.2 Summary of sample

Company	Age	Gender	Tenure at company (Years)	Qualification
Company 1				
HRM&D Manager	55	Male	10	Master’s degree
Line manager	46	Female	17	Master’s degree
Employee 1	28	Male	2	Master’s degree

Employee 2	35	Male	5	Master's degree
Employee 3	33	Female	1	Master's degree
COMPANY 2				
HRM&D Manager	30	Female	3	Master's degree
Line manager	45	Male	9	Master's degree
Employee 1	23	Female	3	Bachelor's degree
Employee 2	29	Male	4	Bachelor degree
Employee 3	38	Male	10	Master's degree
COMPANY 3				
HRM&D manager	40	Female	10	Master's degree
Line manager	34	Male	5	Engineering Degree
Employee 1	35	Female	3	Master's degree
Employee 2	27	Female	2.5	Master's degree
Employee 3	30	Female	2	Master's degree

3.7 Data collection

Data was collected using primary and secondary sources in the form of semi-structured interviews and document analysis.

3.7.1 Secondary source: Documents

Multiple sources were used in this thesis to collect and verify data. Primary data was collected by conducting semi-structured interviews and secondary data from the annual and CSR reports of the MNCs. Annual reports were available on organization websites whereas for one organization access was needed by the organization to gather and collect data from their annual reports. This data obtained from annual and CSR reports was compared with the semi-structured interviews to contrast and compare the information gathered. Participation by the organizations was dependent on anonymity and measures have been taken to remove identifying features from the discussion.

As defined ‘a document is defined as a symbolic representation that is recorded and retrieved for description and analysis’ (Hesse-Biber and Leavy, 2008 p.128). Moreover qualitative analysis of documents emphasizes ‘tracking discourse, including words, meanings and themes’ (Hesse-Biber and Leavy, 2008 p.127).

In contrast to the quantitative approach which deals with numbers and quantities qualitative approach to analysis document focuses on themes, meanings and patterns of the document (Altheide, 2000). Evidence from documents assists to support arguments from semi-structured interviews (Yin, 2003). The secondary data is useful as it helps to triangulate with the primary data. For example, if the participant says that their organization focuses on charity and donations to help society, this information can be triangulated with the organization’s CSR report. Moreover the information provided in annual reports and the perspectives of organization managers shows the different perspectives about what the organization perceives and what they do. For instance, through CSR or annual reports it is possible to understand what ‘MNC thinks CSR is? However, to address why questions secondary source is not enough’ (Carroll, 1991).

For this purpose primary data in the form of semi-structured interviews from managers and employees is used. The document produced by an organization targets a specific audience which is their external stakeholders therefore there is a possibility of biasness in the document from the policy maker and leaders of the organization (Creswell, 2007). The use of secondary source assisted in understanding the company vision and perception of CSR and CSR policies by comparing with the data generated by semi-structured interviews.

3.7.2 Primary source: Semi-structured interviews

Primary data is collected using purpose full sampling. Based on Creswell’s (1998) recommendation for qualitative research fifteen participants (five from each MNC) were approached and selected to undertake semi-structured interviews. In this study semi-structured interviews are used as a data collection tool as they are considered suitable technique to explore multidimensional and social phenomena as “CSR” in this study (Burgess, 1982). The semi-structured interviews included open ended questions which

helped in building rapport and obtaining an extensive description of managers' and employees' experiences that aid in gaining an insight into the phenomena under investigation (Morse and Niehaus, 2009; Denzin and Lincoln, 1994).

3.7.3 Rationale for using semi structured interviews

It is suggested by scholars that within interpretative research paradigm interviews are considered as an appropriate selection to collect data, as this assists in exploring the research topic from the interviewee perspective and assists to understand and analyze why and how they perceive things in a particular way about a particular issue (King, 2004; Baxter and Jack, 2008; Stake, 1995; Yin, 2009; Rubin and Rubin, 2011). These semi-structured interviews are the basis of the case study which gives an overall view of CSR practices in the three MNCs. The concept of CSR was introduced to the participants prior to interviews to avoid any ambiguity. The participants were encouraged to share their perspective about which CSR factors are currently being practiced in their organizations; and how they affect their motivation and employee engagement level towards the organization.

Interviews assisted in exploring individuals experience and ideas and views about the issue (Easterby-Smith et al., 2002; Rubin and Rubin, 2011). Within the qualitative interpretative paradigm undertaking interview is a two way process in which the researcher can ask questions face to face which assist in gaining deeper insight and understanding about the research topic (Burgess, 1982). Interviews allow the flexibility for respondents to share their views and ideas about the particular issue (Sarantakos, 2012). However the outcome is dependent on the perception of how the interviewee is perceiving and interpreting the interview question (Bryman, 2003). The semi-structured interviews conducted in this study provide an in-depth understanding of CSR and its impact on employee engagement in MNCs of Pakistan from an employee and employer perspective and address all the research questions in detail with addition of probing questions. Moreover, it was observed that the face to face interaction of the researcher with the participants allowed prompting questions which encouraged the participants to share their experiences in detail and helped the researcher to gain detailed knowledge and understanding of the research topic from the participants' perspective. However, the

researcher ensured that the discussion addressed the phenomena within a particular framework and did not lose focus.

Semi-structured interviews are found to be a useful technique to investigate an issue as it provides an opportunity for the researcher to:

- probe further questions (Creswell, 1994);
- assist in obtaining detailed information about opinions and views directly from the participants (Jennings, 2001);
- help in clarifying the responses with an in-depth explanation of the issue under investigation;
- give a relaxed and friendly interview setting (Jennings, 2001);

In this regard, Marshall and Rossman (1999 p. 108) state that ‘a degree of systemization in questioning may be necessary in, for example in a case study or when many participants are interviewed’. Given that this research involves interviews with a number of MNCs a semi-structured format for conducting interviews seems more suitable. Semi structured interviews have few limitations as it limits the control the researcher has over the situation and discussion takes longer than intended (Smith and Osbor, 2003). In this study the researcher managed to keep interviews on track and as a result most of the interviews ended up answering all the research questions in an appropriate way.

3.7.4 Interview protocol

To keep the interview smooth and address all the concepts and issues a very flexible interview guide needs to be developed (Smith, 2003). Therefore, a customized interview guide was prepared to cover all the main issues under investigation. The first part consisted of pre-interview guidelines which included a reminder to interviewee to check availability of time, and check recording device. The second part assisted the interviewee to focus on the interview questions and their scope. This part is based on the themes informed by research questions to understand the knowledge and understanding of CSR, how it influences its internal stakeholders and explores the impact of CSR activities in relation to employee engagement in MNCs of Pakistan. The prime focus of the semi-structured interviews was to explore the research topic under investigation in a

friendly way and not to interrogate the participant (Charmaz, 2006). Semi-structured interviews were conducted using an open ended questionnaire but all the questions were identical in nature and were put to all the participants during the course of the interview. This was done to make sure that the interviews addressed the research question, which allowed comparison of the participants' answers and view-points to assess the situation.

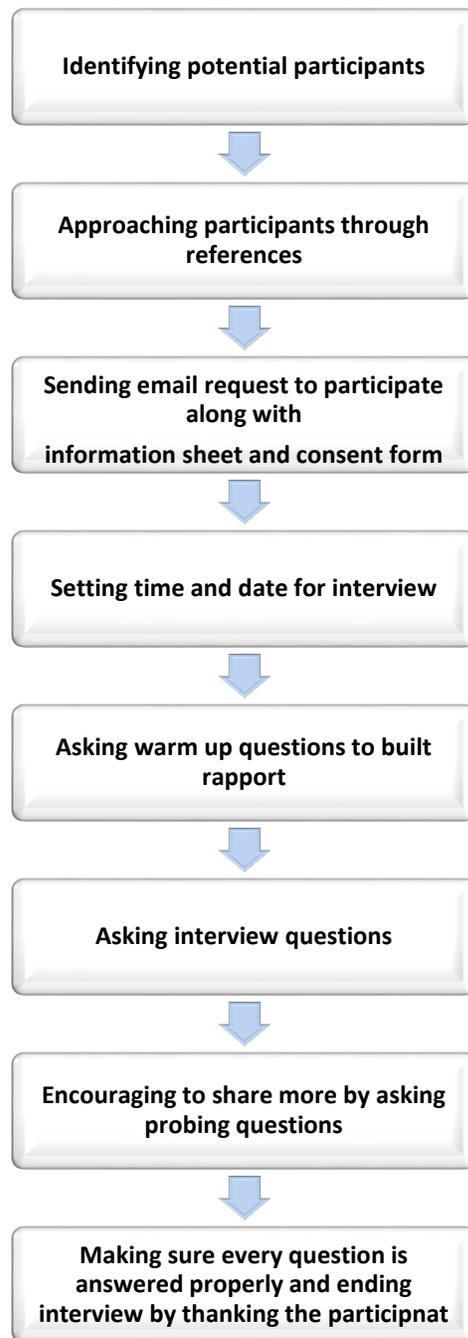
The sequence of the research question varied with different respondents according to the discussion but the theme and concept remained unchanged. The probing questions were influenced by the spontaneous reaction of the participants which assisted in building a rapport and friendly interview process. These probing questions were based on the responses of the participants. A few questions were asked repeatedly using different techniques to identify any conflicts between statements of the participant. Questionnaires were sent to the participants prior to the interview so they could familiarize themselves with the main area of study and the questions. This approach allowed the respondent to share their experiences in detail as it encouraged open discussion without any limitation. Participants were asked about the CSR focused HR activities and how they influence and encourage employees to stay engaged and motivated to the organization. An interview protocol sheet is attached in Appendix A.

3.7.5 Conducting semi-structured interviews

During November and December 2016, the semi-structured interviews were conducted with the HRM&D managers, line managers and employees of the three selected MNCs of Pakistan. Three big MNCs operating in Lahore were identified who were incorporating CSR activities in their organization. The contact details of the required persons were traced through organization websites and participants were approached through references and acquaintance. Before the interview a telephone call was placed to the participant of the research topic and objectives and to specify a time for the interview. An email was also sent to the participants along with information sheet and consent form to fully inform them of details of the research topic under investigation. A consent form was sent to participants stating that their information would remain confidential and they had the right to withdraw from the interview if they feel uneasy physically or mentally

during the session. The interviews were conducted in the mid-morning when participants were full of energy and fresh. Each interview lasted for forty five minutes and participants were invited to the conference room of the organization to undertake the interview. As the local language of the participants was not English the participants were asked to speak in their mother language, which was Urdu, to avoid misconceptions and give them freedom to share views and opinions openly in their comfort zone. All the participants were audio taped and they were assured that their identity will not be revealed at any stage of the research and the data will be kept confidential and will be used for the researcher's research purpose only. The interviews were recorded digitally to ensure that all the details were recorded properly and nothing was missed. This proved beneficial as it provided a chance for the researcher to review recordings and list the important key points to generate efficient data analysis. The data collected was then transcribed and coded using NVIVO11 software to undertake a thematic analysis of the qualitative data. To ensure validity of findings and understanding, the researcher took detailed notes along with the interviews. Transcripts were first typed in Urdu by the researcher and then translated into English to avoid any ambiguity and misconception.

Figure: 3.3 Steps of semi-structure interviews



Source: Developed for this research

3.7.6 Data Management Plan

➤ Storage arrangements

For the duration of the project, the physical data sheets is stored in a filing cabinet in the principal investigator's office. Upon completion, the principal investigator will work with central records and Information Management to find a suitable long-term storage location. Data is stored on the primary investigator's laptop and backed up to an external USB hard drive on a nightly basis. Upon return to Curtin University, all digital data will be transferred to Curtin's R Drive.

➤ Estimated data storage volume

The estimated volume of data generated will be: Data in Excel, 100KB, RAW. Transcribed Data, 40 GB, Excel. Audio recording, 60 GB, Mp3 format.

➤ Safeguarding measures

Redundant copies of data will be kept on a password-protected laptop and a USB hard drive. Backups were performed on a nightly basis after the data was transcribed from the physical datasheets. When the field interviews are complete, the data was transferred to the Curtin R drive, which is set up according to standard Curtin Information Technology Services security and safeguarding protocols.

➤ Retention requirements

7 years (All other research with outcomes that are classed as Minor)

➤ Collaboration

The data is confidential and is subject to privacy concerns. The data can only be accessed by members of the research team.

➤ Data dissemination

The data will be embargoed from open sharing until the final publication of all journal articles associated with this research project, or one year after the conclusion of the research project, whichever comes sooner. Requests for data sharing that come before the end of the embargo period will be considered on a case-by-case basis by the principal investigator.

➤ **Embargo period**

The data collection will be made freely available online after the expiration of the embargo period.

3.8 Data analysis

Analyzing data is one of the most important parts of qualitative research and every qualitative case study is required to select an analytical approach (Yin, 2009). Yin (2003 p.109) explains data analysis by defining it as “*data analysis consists of examining, categorizing, tabulating or otherwise recombining the evidence to address the initial propositions of a study*”. In this regard Glense (1989 p.130) states that “*data analysis involves organizing what you have seen, heard and read so that you can make sense of what you have learned*”. These definitions provide guidelines about conducting data analysis in qualitative research approach but there is no fixed method or approach used to analyze data in qualitative study and therefore data analysis is the most difficult part (Gibson and Brown, 2009; Tellis, 1997). The aim of this study is to explore and investigate the research questions addressed in a systematic way and allow the common themes and categories to emerge from the qualitative collection process.

3.8.1 Document analysis

Organizations’ documents in the form of annual and CSR reports were reviewed thoroughly prior to conducting semi-structured interviews and were used to cross check and triangulate data with the primary data obtained through semi-structured interviews for validity.

3.8.2 NVIVO 11

The data analysis process of this study was aided by NVIVO 11 software, which assists in conducting a comprehensive and structured analysis. The data was analyzed by going back and forth between data and finding emerging themes and concepts and labelling them with codes (Corbin and Strauss, 2008; Miles and Huberman, 1984; Gioia and Thomas, 1996).

Qualitative data analysis is known as “*process of bringing together order, structure and meaning to the mass of collected data*” (Marshall and Rossman, 1999). At this point in time innovative software designs specially designed for qualitative data analysis assist in reducing the complexity and making difficult tasks a little easier for the qualitative researcher. For this purpose the qualitative data analysis software NVIVO 11 is considered to be well suited to manage the coding procedures in qualitative research.

3.8.3 Primary data analysis

This study adopts qualitative data analysis approach suggested by Miles and Huberman, (1994 p.10) who defines data analysis as “*consisting of three concurrent flows of activity: data reduction, data display and conclusion*”

3.9 Quality standards in case study

Research validity and reliability is one of the most important aspects to ensure research quality (Eriksson, 2015).

3.9.1 Internal validity

According to Lincoln and Guba (1985) methods and techniques used to collect and analyze data should be clear and understandable. In this thesis every step is explained systematically from beginning until the end of the process which is ‘data collection method, process of conducting interviews, sampling technique, interview guide, digital recording of interviews, transcribing interviews’. Similarly when presenting the findings further interview quotes are used to justify the arguments and support the analysis. The interview guide was approved by supervisors to avoid any ambiguity and to ensure that it was clear and understandable. Moreover, selecting appropriate respondents for the interviews increased the validity of the research. Therefore in making the research process as clear as possible, an effort is made to present this research as ‘interpretively rigorous’ (Lincoln and Guba, 1995).

3.9.2 Construct validity

As suggested by Yin (1994) there are three ways to improve construct validity of the research which includes multiple sources of evidence, chain of evidence and key

informant review. In this study multiple sources of evidence is collected through semi-structured interviews and documents in the form of annual and CSR reports and are compared with each other verification. One issue that can affect the construct validity of the study could be that the questionnaire was sent to the participants prior to the interviews which might have biased the participants.

3.9.3 Reliability

Reliability is defined as “*the degree to which measures are free from error and therefore yield consistent results*” (Zikmund, 2000 p. 280). Reliability is related with the trustworthiness of the study. The participants were given a brief introduction prior to the interviews and were provided with the interview guide and information sheet for their knowledge. This may have allowed the participants to be prepared to give the accurate answers to the research questions. Participants were given the opportunity to discuss their views and share their experiences openly and freely, but the researcher ensured that the topic under discussion remained unchanged, so the interview remained on track. Since the mother tongue of the participants was ‘URDU’ therefore the interviews were carried out using their mother language to avoid the risk of misinterpretation. The interviews were translated and transcribed later. In this research usage of digital device to record interviews and complete transcriptions enhances the reliability of the research (Locke and Silverman, 2009). Moreover, with an appropriate and clear data collection plan a proper interview guide assists in increasing the reliability of this study. Table 3.3 below explains the quality issues of case study research.

Table 3.3 Quality issues in case study

Quality issues	Description
Internal validity	<ol style="list-style-type: none"> 1. Adopting interpretivist paradigm 2. Using stakeholder theory 3. Collecting data from multiple sources
Construct validity	<p style="text-align: center;">Multiple sources in the form of</p> <ol style="list-style-type: none"> 4. Semi-structured interviews

	5. Documentary evidence (CSR / Annual reports)
Reliability	6. Digital recording of interviews 7. Clear transcriptions 8. Clear data collection and analysis plan 9. Interview guide 10. Information sheet

3.10 Limitations of case study methodology

This section discusses a few limitations of case study methodology. One of the limitations of case study methodology is that case studies are mostly considered as biased and not rigorous in nature (Easterby-Smith, 2002; Thorpe and Lowe, 1991; Eisenhardt, 1989; Yin, 1994). However, this study has followed the methods and procedures suggested in each stage of the case study research to avoid the lack of rigor and biases. Mostly the data collected in case study is focused on selected participants and cases and does not cover the whole population therefore generalizability of result is limited in case study. Moreover, case studies are mostly difficult to plan and conduct due to potential operational issues (Easterby-Smith et al., 1991; Eisenhardt, 1989; Yin, 1994). This research overcame these issues by following detailed step by step procedures which included preparing research protocol, proper interview guide line, systematically asking questions during interviews to address all the issues in detail.

3.11 Ethical Considerations

There are a number of issues that need to be considered when conducting research in the management area. Bryman and Bell (2007) argue that there is a lack of informed consent as an ethical issue and confidentiality issues are not widely debated in the academic literature. The ethical issues are considered highly important at each stage of this qualitative study with respect to Curtin's research ethics policy. This study involves live human participants for semi-structured interview and prior permission was obtained from relevant authorities of MNCs of Pakistan to conduct this research along with ethics

approval from Curtin University's Ethics Committee. All participants were sent a consent form, information sheet and interview questions.

The research is conducted in line with Curtin University ethical guidelines. The research received ethical approval from the Human Research Ethics Committee. This involved lodging a management Sciences - low Risk Application Form, along with the plain language Information Sheet to be presented to each interviewee prior to their interview, and the Interview Consent Form that each interviewee was required to sign before their interview. (Copies of these documents are to be found as Appendices).

The data include transcribed interviews of HRM&D managers, line managers and employees along with audio recordings. The electronic data is stored in the university R drive and kept in a locked cabinet at the School of Management according to Curtin University's data storage policy for future research purpose for at least 5-7 years. This data can only be accessed by members of the research team.

3.11.1 Consent form

Interviewees were provided with a copy of the Interview Consent Form for their records. Participants in the research were informed that information provided will be securely stored against access by persons other than the researcher for a period of five years. At the end of that five-year period all data provided by participants will be destroyed, paper records will be shredded and electronic records deleted. They were informed that they had the right to withdraw at any time from the interviews, if they felt uneasy. A copy of the consent form is attached in (Appendix: C).

3.11.2 Information Sheet

The information sheet made it clear to the participants' that their identity will not be revealed. Participants were given the opportunity to review the transcript of their interview for information they did not wish to be included. Participants were given assurance that their information will remain confidential and they have a right to withdraw from the interview without any penalty. Also, participants have a right to ask for a copy

of the outcome of the project in plain English for their record. A copy of information sheet is attached in (Appendix: B).

3.12 Chapter Summary

This chapter discussed in detail the research paradigm and research methodology adopted to conduct the study. An interpretative qualitative approach is chosen which suggests that reality is subjective. Stakeholder theory is used and it has been argued that interpretivism approach along with stakeholder theory can assist to answer the research questions efficiently. This chapter provides justification of using a qualitative case study approach. It is discussed that case study is more appropriate when the focus of research questions are ‘what’ and ‘how’.

Three MNCs collectively were taken as one single case. Primary data was collected by conducting semi-structured interviews as they helped in gaining in-depth information and assisted understanding and exploration of an interpretive aspect of a complicated phenomenon (Lindlof and Taylor, 2002), therefore semi-structured interviews with HRM&D managers, line managers and employees were used to explore the issue along with the evidence from documents in the form of annual and CSR reports (Sarantakos, 2012). Data was analyzed primarily by viewing organizations documents and then by using NVIVO 11 and adopting Miles and Huberman (1994) three step data analysis approach.

CHAPTER 4: DATA ANALYSIS

4.1 Introduction

The aim of this chapter is to understand and provide detailed insight into CSR factors and policies which are used to enhance employee engagement level in the work place. This chapter presents empirical evidence collected by conducting semi-structured interviews from three MNCs operating in Pakistan. This study collected data by conducting fifteen semi-structured interviews with HRM&D and line managers and employees of the selected three MNCs operating in Pakistan. In particular, this study investigates how MNCs perceive CSR activities collectively and how these activities might influence and benefit their employees. Participants were asked to share their views and experiences about these particular issues. The analysis of the data is conducted on the basis of interviews and secondary data obtained in the form of CSR and annual reports. As this study is interpretivist in nature therefore, it presents the perspectives of participants as well as the researchers' interpretation of the data obtained (Diaz Andrade, 2009; Neuman and Walsham, 1995). This chapter outlines the empirical evidence based on the researcher's interpretation supported by interview quotes and secondary data. This study is a collective qualitative case study, hence all the data is presented and interpreted collectively from the selected MNCs.

The analysis of the interview data was designed to explore the following three research questions:

4.2 Primary data analysis

This study adopts qualitative data analysis approach suggested by Miles and Huberman (1994 p.10) who define data analysis as “consisting of three concurrent flows of activity: data reduction, data display and conclusion”.

4.2.1 Data reduction

The first step involve in data reduction is related to transcription of data. All the interviews were transcribed by the researcher. The second process involves the coding and labelling of data. As suggested by Miles and Huberman (1994 p.66), “codes are known as

labels for assigning units of meanings to the description or information compiled during a study”. Coding is the most important part of the qualitative research which involves “classifying raw data by concept map and research questions” (Stake, 2010 p.151).

After the interviews were conducted data was transcribed, IDs were given to the respondents. It was very important not to reveal the identity of organizations and participants as they were concerned that if their identity is revealed it could harm and affect their organizations and their reputation and image. The following table shows the identifiers given to HRM&D managers, line managers and employees from the three MNCs.

Table: 4.1 Participant codes

Organization ID	HRM&D manager ID	Line manager ID	Employee ID
MNC-1	HRM 1	LM-1	Emp-1A Emp-1B Emp-1C
MNC-2	HRM-2	LM-2	Emp-2A Emp-2B Emp-2C
MNC-3	HRM-3	LM-3	Emp-3A Emp-3B Emp-3C

These ID’s are used to quote participants views and opinions. After the IDs are allocated to the participant’s ‘transcriptions were uploaded into NVIVO 11 for data analysis. Data were analyzed and initial coding was done on the basis of common and similar themes in alliance with research questions. After initial coding data was further analyzed to find more common themes and ideas and second nodes were derived.

4.2.2 Data display

Data display is a second step in qualitative data analysis proposed by Miles and Huberman (1994). It involves presenting data in the form of text, diagrams and figures in a systematic manner. Miles and Huberman suggested that empirical data should be presented by using tables and figures whereas other scholars proposes that actual quotations from the interviews should be quoted to give more thick description of data (Pratt, 2009; Schilling, 2006; Stake, 2010). In this study principally data is displayed using actual quotes of the interviewee along with tables and figures in next chapters (chapter 4and5).

4.2.3 Conclusion forming and verification

This is the last step of data analysis in which data reduction and display gives the foundation of drawing conclusion. At this stage of data analysis research knows what things and data means and how to interpret data and draw final conclusion. Additionally to ensure validity of meanings derived from data, this data is further cross checked with documents (annual and CSR reports).

4.3 Nodes derived from semi-structured interviews

By using NVIVO 11 analysis three themes are derived from the data obtained by conducting semi-structured interviews. These themes show how implementation of CSR activity influences and enhances employee engagement level in MNCs operating in Pakistan. The table below lists the first and second tier nodes derived in the data analysis process.

Table 4.2: Nodes

First tier nodes	Second tier nodes
CSR focused HRM activities	<ul style="list-style-type: none">• Training and development• Reward and recognition• Employee participation program

HRM factors influencing employee engagement	<ul style="list-style-type: none"> • Employee wellness • Coaching and Mentoring • Communication with employee
Benefits of CSR focused HRM activities	<ul style="list-style-type: none"> • Low turnover rate • High employee motivation

4.4 CSR focused HRM activities

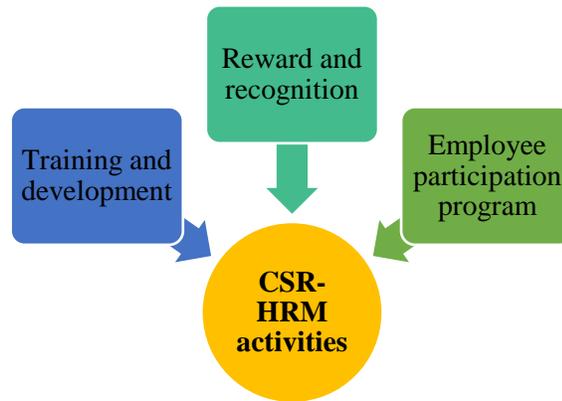
This section will present empirical findings related to research question one (RQ1) addressed in this study “*How do internal stakeholders conceptualize the idea of CSR focused HRM activities being practiced and reported in MNCs operating in Pakistan?*” To explore and investigate participants’ knowledge and understanding about the concept of CSR and what CSR related HRM activities are being practiced in these MNCs, the initial interview questions asked were purposely set to neutral such as, “How your organization helps society? In which programs and activities is your organization involved?”

The term ‘CSR’ was intentionally avoided during the interview session. The interview questions addressed were open-ended which invited further discussion on the questions asked.

Following are the second tier nodes which emerged from the first tier node “CSR activities”.

- Training and development
- Reward and recognition
- Employee participation program

Figure 4.1- CSR-HRM activities



4.4.1 Training and development

The most frequent second tier node that emerged from RQ1 is training and development of the employees. Training is known as the process of developing and enhancing employee skills and abilities to help them in giving their best to the organization and assists them in achieving the organization's goals in a better way (Bramley, 2003). Data showed that there are different forms of training which are offered by MNCs for employees. These forms of training include different types of internal and online training as well as professional training conducted by external consultants. In this regard one of the HRM&D managers said:

“When it comes to the development of employees, all the employees are given an opportunity that they can subscribe to the trainings that are arranged in the organization from time to time. We have an OD (organizational development) department, in collaboration with that department, you can ask your line manager or your line manager can conduct TNA that which sort of areas can be grey areas. If he or she is basically seeing you at a next level position then they would suggest a different sort of training that he or she would want you to go for” [HRM-2].

Training is found to be an important tool in MNCs which assists in enhancing employee engagement and motivation level. Training helps employees to refine and develop their skills and knowledge which makes them more productive and assists them in achieving their goals more efficiently (Bramley, 2003). As one line manager commented:

“This is good about this organization that there is open culture for training. We get a training calendar in the beginning of the year. It has training calendar showing internal as well as external training. If you feel that there is a training that is good for your job development and job growth, then you simply nominate yourself for that training with your manager stating the reason why you want to opt for it. They approve it and you are nominated for that training. It is a very simple process” [LM-2].

Interview data suggested that training programs are also provided to employees on a needs basis. Employees are welcome to talk about their training needs with their supervisors at any time. Managers and HR plan training for every department and choose different employees who require specific training to enhance their skills in order to perform better. One of the employees commented that:

“Actually every year or every 6 months we sit down and discuss the training goals that we plan for the next year as well as about what we accomplished previous year. We also have training workshops at this office and outside other buildings that we attend time to time so it is useful training opportunity” [Emp-1A].

In one of the MNCs, training programs are also considered a part of the employee's KPI. Most employees feel that on-the-job training is best suited for them instead of formal training as it avoids waste of time. However, when only a small percentage of training is considered as part of the KPI, training is then considered as a liability and extra work load by a few employees, as it is a time consuming process which keeps them away from their actual job duties. Employees then feel as if they are forced to attend training, and complete

their work at the same time. Another form of ‘burden’ defined by the employees is in terms of the kind of training provided. The training provided should be according to the needs and requirements of employees. As one of the line managers commented:

“This is an annual exercise. We have to identify the training need areas for employees and we have to conduct training for them every year. It is kind of KPI for us. It is for manager KPI. It is my KPI that my employees should be trained during the year. We also send our employee abroad for trainings” [LM-1].

Interview data showed that the manager’s support is very important in identifying training needs of the employee. There were few cases where managers were found to be un-supportive and arranged training in a way that would affect the employee’s daily work routine. Moreover, in contemporary literature training is known as a part of HR practice that assists in developing employee skills (Delaney and Huselid, 1996; Tannebaum and Yukl, 1992). As one HRM&D manager commented:

“We have a training need assessment process where we do a lot of things. We not only ask employee and their supervisors but we also see audit, service quality audit performance audit results. We see if someone does not perform well then we take care that if a person is not working well then we not only tell him about his weakness but we also train them to work better and improve the weakness”[HRM-3].

A few participants stated in their interview that they also take training as a short break from their office routine life. As one of the employee said that:

“I take training as a ‘break from work’ for most of us. As my work is quite stressful, so attending training helps to take my mind off work for a while. So this gives me some off time from work and allows me to go back to work feeling refreshed” [Emp-3A].

Interviews revealed that there is a huge communication gap between departments within an organization although there are the same objectives and mission statements for

all departments employees hardly interact with each other. The lack of communication and meetings between departments causes communication gaps and misunderstandings. A few employees raised their voices on this issue and said that they need to get along well with their fellow employees from different departments in order to be aware of their contributions, job roles and how they play a role in the organization's performance and success. In this regard, training is viewed as a source to strengthen the relationships between employees of different departments by bringing together employees for training purposes. This creates a positive work environment and leads to an increase in the employee's motivation at work. However, one employee commented:

“No we do not attend training workshops regularly and even if there is any, we being part of treasury department hardly get any time to take part in such activities. We have our own activities that we have to perform on day to day basis that is different from rest of the organization” [Emp-1B].

4.4.2 Reward and recognition

Reward and recognition is considered to be one of the most important tools which enhance employee engagement level with the organization. Interviews revealed that employees feel more motivated and encouraged when their managers acknowledge and praise their work efforts and reward them on the basis of their work performance. One of the HRM&D managers responded:

“Yes, we reward employee. There are several rewards. It includes money, recognition, gifts, bonuses, and increments, spot awards, employee of the month, employee of the year, team of the quarter, team of the year etc. We have all these things lined up for employee to encourage them [HRM-1].

Moreover, rewarding an employee increases the prudence of the employee as stated by one of the HRM&D managers:

“When you say employee of the year or employee of the quarter then obviously employee gets encouraged that my (this particular) behavior is

being rewarded. They are rewarded to tie that tool and behavior” [HRM-2].

To keep an employee motivated and committed to the organization management needs to put an effort into boosting morale by recognizing and appreciating work efforts. As one line manager commented:

“Their efforts should be rewarded in terms of money. I mean why employee would leave this organization? Every person has his own potential and based on that he is working here. Why would he leave this organization? There can be couple of things. One can be that his potential is not used properly. For example, I think that I am sitting in this organization for so many years so I should be in the upper tier now but there is no place in the upper management right now, so I am stuck with this position. Secondly, I feel that I have worked for so many years and I can earn more money as compared to what I am earning then if you are being evaluated properly and your work is being appreciated and it can be seen and you are getting opportunities in terms of your designation, career growth, in terms of money, then no one will leave the organization like Parco, Mobilink, MCB. So these are the things, if these are happening at workplace properly, but they don’t happen in real because there are no vacancies in upper level” [LM-2].

Also giving monetary reward assists in enhancing the engagement level of employees and encourages them to perform well in their job tasks. As one line manager commented:

“Yes it keeps them motivated and we do have our external tours and trips planned for our employees in which the whole team would go to different exotic places where they can go for recreational purpose. This keeps the employees highly motivated to perform well and earn those rewards” [LM-1].

A few employees also shared that they felt that biasness and unfairness in reward systems for employees still exist in some organizations. Favoritism and personal connection plays a large role in career success. The social network has been identified as a powerful tool in helping organizations maintain a competitive advantage and superior performance if it is used in a positive way. The data collected from these interviews shows that the use of social connections is creating a negative impact on employee engagement. A number of employees claimed that this form of social connection affects their level of motivation and engagement in a negative way as social connections are used for getting a promotion, bonuses and other benefits from the organization. One HRM&D manager responded:

“We have our reward and recognition framework that has been designed for our employees. When we talk about reward and recognition framework, it has different sorts of recognition programs like cheer for peers, and then we give them....cheer your peers is when they work well. It is a sort of team building activity. So we have on spot recognition programs and then we award them with different vouchers, gift vouchers and then we have our recognition vouchers in which they can do shopping and they can make spending and then they are reimbursed. Also giving them vouchers for movies, dinners, outings, treat etc., all these sort of activities helps in motivating employees” [HRM-2].

However, only in one MNC participants claimed that the organization follows a bell-shaped curve in giving rewards to the employees. This approach was also viewed negatively by some participants of the organization as it does not do justice with the individual performers as they consider it as an act of discrimination which negatively effects their work and performance. Moreover, as scholars (e.g., Peltokorpi, 2011; Hemmert, 2008) have indicated that traditional rewards based on seniority basis have now been replaced with performance based rewards, but still one MNC in this study is found to use the traditional reward system.

4.4.3 Employee participation program

The employee participation program emerged as the third most frequent concern in the second tier node. Interviews showed that employees are provided with the opportunity to participate in planning and taking decisions about the projects they are working on. Managers think that by providing this opportunity employees are also encouraged to make their own decisions and support them in front of the management. The level of participation employees have in decision making determines how much influence employees had on decisions and how much their decisions and ideas are appreciated and incorporated. One of the participants said:

“They do listen but it does not happen that whatever idea and proposal we give to management and HR gets accepted. Our suggestions are taken and at times they are implemented as well and at times they are not. It is because one thing in Pakistani’s environment that needs to be understood is that we, as compared to the job opportunities, are an over populated country so in such environment when suppliers are more as compared to demand hence the one more in number dictates. Supply of worker is larger than demand. Organizations as well as employees are submissive but I would also say that organizations are becoming competitive as well. They know that their investment in their employees is like capital expenditure. It is something that will serve you benefits in future and hence organizations are becoming conscious more and more. Changes which occurred in last 5 years have not been there around 10 years back. Rate and speed towards change is faster. When foreign qualified employees come they come with new ideas. We send our employees abroad for training. We also go abroad, see and implement what we learn in our organization on coming back. Yes, a positive change is there” [LM-1].

Employee involvement in an organization’s decision making process assists with producing an engaged workforce (Bakker, Hakanen, Demerouti and Xanthopoulou, 2007). As one employee participant said:

“To some extent, but again by the end of the day it’s for their benefit. If the project goes good then it’s organizations benefit. It’s not that my manager is giving me edge to work on my own but on and off they support my ideas and involve me in setting my future goals” [Emp-1A].

4.5 HRM factors influencing employee engagement

This section present the empirical data findings in relation to RQ 2 addressed in this study *“What are the HRM factors which influences internal stakeholders (employees) in MNCs operating in Pakistan?”* The following second tier nodes emerged which will describe the factors which assists to influence employee engagement level in MNCs.

- Employee wellness
- Coaching and mentoring
- Communication with employee

4.5.1 Employee wellness

This is one of the most important factors discussed by all the participants interviewed. According to participants showing concern is related to a manager’s behavior and attitude toward their employees which involves showing support, treating employees with respect, listening and helping to solve their problems. When managers have a close and friendly relationship with employees it gives them confidence and they enjoy their work without any pressure and try to give their best outcome. For these employees showing concern means listening to their problems and helping them in maintaining a work life balance. For example one line manager said:

“Our organization is pretty much flexible about that. For instance, our female colleagues can work from home. They have this facility. For males they have given flexibility that they can come around 9 to 9:30 am and if you feel you don’t have work to do, you can ask your manager and can go home”[LM-2].

In their interview most of the employees expressed that for them work and family matters are equally important. Promoting a culture that supports employees in both their

work role and their family role is appreciated and important for employee welfare happiness and sustainability (Dusseau et al., 2013; Rothbard, 2001). Interviews showed that these employees feel a family-supportive environment and support from their managers at work helps them to be fully engaged in their job. Participants also shared during interviews that showing concern develops when a manager treats their subordinates/workers as a part of their family. This goes beyond the work role of the manager, as it is known that in society family is a major concern that needs to be taken care of properly for an employee to be able to give their best at work. In this regard one of the HRM&D managers stated:

“It is very important for us. We do follow 9 to 6 time frame but we try to, we have actually started of employee flexible timing thing. It has not been implemented yet but it is there in place and we are trying to make it more flexible. In this flexibility we have actually given this leverage to the employees that they can start their work shifts from 8:30am to 5:30pm or 8am to 5pm or 9am to 6pm as per their convenience. Then for working women, for instance if they have kids then we have given them this leverage that they can telecommunicate on Friday. They can work from home on Fridays” [HRM-2].

The data showed that managers are indirectly making an effort to engage employees by showing care and concern and by making an effort to resolve some of the employee’s personal problems and family matters. Data suggested that the productive role of the managers is not limited to providing guidance at work, but also include giving emotional support and understanding of the importance of family to employees to enhance their engagement and commitment level towards the organization. Thus, a manager’s concern in relation to an employee’s family issues/problems plays an important role in affecting that employee’s motivation at work. As one line manager participant described:

“I won’t say that it is carried out on an official level because we have an HR department that takes care of all these things. They offer financing products where different staff categories are worked for. Employees are

helped in case there is some emergency crisis. Employees are well taken care of but then again I would say as compared to some developed MNC or an older organization we are still far behind” [LM-1].

The majority of the employees expressed that they value and respect their manager’s effort in helping them with their work and family issues and this assists them with maintaining a work life balance (Judge et al., 2004). For instance, if one employee is spending extra time at the office to complete his task then, when needed the manager is expected to show some time flexibility to the employee in future.

Data from employee interviews also suggested that they appreciate a manager who cares and respects their job, and makes an effort to be a part of the team. A manager who promotes team effort builds a meaningful, productive relationship with their subordinates and this helps in enhancing employee engagement. As one employee stated:

“Manager is flexible with both late coming and late sitting as per employee need. If I have some kind of work I tell them that I will come late and they say that this is not an issue but all we have to do is to inform them well before time” [Emp-2A].

According to employees, performing well as an employee increases both a manager’s and organization’s concern and care for them. Interestingly, a few employee participants also expressed that when they perform well in their tasks and reach their targets only then they are treated with concern, which shows that at times managers are also found to be more inclined toward facilitating employees who performed well and less attention was given to employees who do not perform well.

Data reveals that a manager who supports his subordinates is highly appreciated by employees. However, few participants shared their view that management of the MNCs needs to pay more attention to an employee’s voice when making policies for the employees. A number of employees also emphasized the importance of showing concern. Most employees discussed this concept in detail by sharing their work experiences.

Participants speak about showing concern in relation to family issues as well as work matters. As one employee commented:

“I am lucky to have a manager who is very friendly and open to both personal and work oriented kind of stuff, so whenever I have any issue or problem related to my work or family life, I simply go to him and we have open and healthy discussion towards it” [Emp-3A].

Very few participants talked only about work-related matters. Employees highlight the importance of having a manager who is willing to let them go home on time and never force them to work late at night so they can have a healthy family life. Most managers seem to be understanding in terms of employee welfare and happiness specifically when a problem is related to family members. Only one of the participants stated that:

“I am telling you I am completely frustrated, I am completely out of my mind; I don't know what to do. At one end they say you have flexible timings that you can come around 12pm and leave around 6pm. But then again the responsibilities assigned to me need to coordinate with the employee who are available in the morning so I have to reach company around 9:30am or 9:45am and can't leave the premises around 6 or 7pm” [Emp-3C].

Therefore, showing concern is found to be one of the factors that enhance employee engagement level.

4.5.2 Coaching and mentoring

Coaching and mentoring is one of the most frequent second tier node issues which emerged which indicated that it is considered as one of the important tools to enhance employee engagement in the workplace. As one HRM&D manager commented:

“yes, when managers share their personal experiences with employee and treat them like a family member, the employees automatically feel motivated and they become more loyal to the company in a way that the

company is basically there to help them through thick and thin. For instance, I know different sort of employees who are passing through dreadful diseases and ailments. The company is there to support them. The company is supporting them in their getting facilitation in terms of support and financial support and moral support. The company is there for them and the employees are well aware of the fact and they feel really good about it and they stay very committed and loyal to the company” [HRM-2].

Coaching and mentoring involves on-the-job training and a manager’s availability to guide their employees to accomplish their tasks well. Managers and supervisors play the role of mentor and share their hands-on experiences with subordinates so that they can learn from their experiences. A manager who has good reputation and experience in the organization acts as a mentor to his subordinates. According to employees, it is really motivating and inspiring for them to share their manager’s experience and knowledge and this assists them to perform well in their work. Different managers use different approaches to provide coaching. Some are inclined towards a soft-skill approach which involves continuous communication with their subordinates to motivate them. However, there are a few who use hard approach which involves provoking employees all the time to ensure they are active alert and learning constantly.

Data revealed that coaching helps in enhancing employee performance and prepares them to assume more work with more responsibility and give their best. According to a number of employees coaching helps the manager to identify an individual’s strengths and bring the best out of them. The guidance, directions and feedback given by the manager improves the employee’s work ability and polishes their skills. This also affects the KPI for each employee. Having a mentor and proper coaching at work seems to increase an employee’s dedication to their job and organization. As one line manager commented:

“For me, working in any department is of no importance, as long as I’m working with my current boss as I have worked with many different

supervisors in the past, but my current supervisor is really good in a way that he motivates me a lot and guides me whenever I need his suggestions"[LM-3].

Interview data suggested that the organization needs to understand the importance of coaching and mentoring as it acts as a great moral and technical support to employees in their work place. For most employees coaching is viewed as an important role to engage employees at work. Coaching allows a manager to share information and knowledge on day-to-day basis with subordinates and employees which assists in enhancing employee engagement and commitment toward work.

4.5.3 Communication with employees

The second tier node emerged showing that managers and top management should communicate with employees on what is happening in the organization and about the updates and changes in any policies and what activities in which the organization is involved. Misunderstandings and misalignment can occur between managers and employees if there is lack of communication (Den Hartog et al., 2012). As one line manager stated:

“Yes we do communicate well with our employees. It is because we are marketing and we bring business for the organization so we are more mobilized and we are more disciplined as compared to other departments. Also we have more communication so if we will not listen to them that would be wrong because they bring feedback of customers to us” [LM-1].

Effective communication assists with giving clear directions to employees from top management. As stated by Kernan and Hanges (2002), when managers are able to provide employees with complete and productive information about their tasks and the organization goals, this ultimately helps employees to give their best and reduces any confusion and ambiguity. A manager who does not communicate well and does not provide complete and comprehensive information to employees impacts their level of engagement and performance in a negative way. In this regard most of the employees

spoke positively about their manager's communication at their workplace, which confirmed that information communicated by them assisted with achievement of assigned goals. However, MNCs mostly do not encourage communicating and involving employee in policy making procedures. As one HRM&D manager stated:

“Actually what we do is that in policies we do not actually ask employee to come and share their views because we have around headcount of 4,500 to 5,000 employees working with us. So asking everyone would be very difficult. However, we conduct different sorts of survey which are called lie climax surveys, employee satisfaction survey. These sort of surveys are basically designed to get the feedback from the employees what actually they are willing to see. Then in the light of those answers and after doing the analysis of all those survey we make policies and then we design frameworks and then employee are open to give feedback and everything but in core decision making when it comes to policies no we would not involve employees at a very large level”[HRM-2].

4.6 Benefits of CSR activities

This section presents findings related to the third research question addressed in this study “*What are the benefits of implementing CSR focused HRM activities in MNCs operating in Pakistan to both employee and employers?*” The following second tier nodes emerged which will describe the factors which influence employee engagement level in MNCs.

- High level employee motivation
- Low turnover rate

4.6.1 High level employee motivation

In semi-structured interviews most of the participants acknowledged that the socially responsible actions taken by the organizations regarding employees helps to increase employee effectiveness and their motivation level. As one HRM&D manager said:

“The employees feel motivated and they become more loyal to the organization when they know that the organization is there to help them whenever through thick and thin. The organization support is there for them always in their bad times and the employees are well aware of this and they feel really good about it and hence stay very committed and loyal to the company” [HRM-2].

Rewarding employees either by intrinsic or monetary reward assists in raising employee morale. As one participant responded:

“When you say employee of the year or employee of the quarter then obviously he gets encouraged that my (this particular) behavior is being rewarded. They are rewarded to motivate and enhance their engagement level and positive behavior” [HRM-3].

It would appear from the data that implementation of CSR activities from the employee perspective increases employee motivation. As one employee shared his view:

“We are going through a competition. I am talking about my department particularly because I know about it. We have annual targets for sales to generate revenues. When we are not meeting targets and when our staff is under performing then they need motivation. So by the end December our competition will come to an end and the winner will have an international trip to Australia. These things actually boost you up. If you are sitting in a corner and all of a sudden your manager says that you are going to Australia for pleasure trip and that is free of cost then definitely it is motivating” [Emp-2B].

4.6.2 Low turnover rate

One of the things which emerged in the second tier node was the low turnover rate. Participants discussed in their interviews that they have less intention to change the organization when the management implement policies for the benefit of employees, as employees are the assets of the organization. Employees feel motivated and more

committed to the organization when they are being acknowledged and thus the organizations face a low turnover rate. The organization also makes an effort to retain their employees by making them happy through reward and bonuses and acknowledging their work efforts. It is also difficult for organizations when they lose their employees as they need to train new hired employees, therefore, implementation of employee friendly CSR policies and activities help to retain experienced employees. As one HRM&D manager responded that:

“We only lose about 9 to 10% every year and this is fine” [HRM-1].

4.7 Secondary Analysis

After the interviews were conducted and analyzed the responses and answers given by the participants were cross checked with the organization’s annual and CSR reports. This document analysis aided in enhancing the validity of the answers participants gave.

The annual and CSR reports revealed that the MNCs are involved in CSR activities which mainly includes giving charity to the local community, sponsorship of study to the needy and poor kids by enrolling them in schools and paying their tuition fees, in addition to giving donations to NGOs and non-profit organizations. These MNCs are collectively found to be involved with the charitable organizations which are not publicized much, unlike the more popular ones. However, they also make an effort to provide employees with mentorship programs which assist them in solving their personal and social problems, and coaching them with grooming sessions to provide them with a sense of confidence and pride. Interviewees revealed that when performing CSR activities in an organization priority is given to supporting the welfare of the community and less importance is given to activities which include employee benefit. It is obvious from the organization’s documents that the managers and organizations are inclined to support society and their customers rather than their employees. These MNCs are also found focused on promoting clean environment programs to spread awareness to keep the environment unpolluted. However, organizations do make efforts to involve their employees with participation in these CSR programs and offer them paid time off in order to work for their chosen

charities. This is to motivate them to contribute at least once a year and every employee is encouraged to.

The key purpose of documentary analysis in this study was to support respondents' responses from semi-structured interviews. This secondary analysis was valuable as the data obtained from MNCs CSR reports was used to help triangulate with the primary data (as discussed on page 108& 112). For instance, as the respondent emphasized in their interview that their MNCs focus is to help the community mainly charity, health and education issues, this information is then triangulated with the MNCs CSR report. When the data obtained from interviews was compared with the organizations annual and CSR reports it was revealed that the term "CSR" had different meanings for different participants and when the interviewees were asked to name the CSR activities their response was quite different to what organizations actually claimed. While the managers say that they are investing and providing their employees with financial support to enhance their skills and abilities the employees said that the organization's emphasis and prime focus was to raise funds and donations and sponsor community activities rather than entertaining their employees. There is a level of contradiction between what the MNCs do in the area of CSR and what they claim they are contributing to "CSR". Moreover, it is important to understand that MNCs 'CSR reports published on website was for a specific purpose and for their targeted audience that is external stakeholders and business partners of the MNCs; therefore it is assumed that it might contain only information related to CSR activities involving society welfare. Overall, the use of secondary data helped to achieve a better understanding of targeted MNCs values and CSR policies through constant comparison with the data obtained from semi-structured interviews.

4.8 Chapter summary

The findings presented in this chapter have provided a detailed insight into the CSR related HRM activities that are implemented in MNCs influencing employee engagement. The use of semi-structured interviews and NVIVO 11 analysis provided first tier nodes and second tier nodes which helped in understanding this study in detail. The

data analysis is supported by interview quotes which assisted in enhancing the validity of the research.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter provides an overview of the findings in relation to the three research questions addressed in this study. The interpretation of data presented in the previous chapter reveals several interesting findings which will be discussed in detail with reference to research questions in this chapter. Based on the research findings this section aims to present the contribution, implications followed by limitations and the conclusion of this research study. Hence, all of the first tier and second tier nodes derived from the interview data show significant positive relationship between CSR practices and employee engagement. These results also accord with the green paper of the European Commission (2001) which explores the premise that CSR activities include “concern for employability as well as job security”, low turnover rate and high employee motivation “lifelong learning”, which is called training and development in this study, “better balance between work, family, and leisure”, which is the employee wellness program in this study (European Commission, 2001 p. 9).

5.2 Discussion in relation to research questions

This section discusses in detail the findings in relation to research questions investigated in this study.

5.2.1 How do internal stakeholders conceptualize the idea of CSR focused HRM activities being practiced and reported in MNCs operating in Pakistan?

The empirical data from different sources, semi-structured interviews and documents show that CSR is still a little understood term in MNCs operating in Pakistan. As implementing CSR activities is not a mandatory act many organizations collectively presume CSR is a worthwhile contribution to society, taking care of employees and acting as a responsible organization. Data showed that MNCs are trying to make an effort to provide employees with mentorship and coaching programs in order to polish their skills and enhance their abilities. Interview data showed that while implementing CSR activities priority is given to supporting charities and less importance is given to activities which

involve employee benefits. However, organizations do arrange training sessions for employees to enhance their skills so they can perform well in their work. It was obvious from the interviews that managers and organizations were more inclined to support the community and assist their customers to maintain a better position in the limelight rather than benefiting employees. As one of the HRM manager shared during the interview that: *“If I’ll keep myself in shoes of an HR person then definitely my prime focus as per my JD would be to satisfy our internal customers because employees would be something that I am interacting on day to day basis and the business of course and business ppl who we are working with however for the ppl in the marketing department or who have particularly related with their sales targets or their relationship building sort of things is that they can make more sales and create a goodwill of the company and the branding aspects then I think for them the external customers would be priority. So it depends on department to department and your mission statements related to your departments (HRM-2).*

When it comes to rewarding and recognizing employee work efforts, a number of employees share the point of view that HR has a bell-shaped curve and are not fair in rewarding employees, as these MNCs are practicing a policy to select one high performer from each department, regardless of individual efforts and work performance. However, the majority of employees working in MNCs were happy as they mentioned that their organization and managers acknowledge their work efforts and reward them fairly with both intrinsic and monetary rewards which helps in raising their morale and encourages them to perform better and stay committed to the organization. The study indicated that employees are welcome to some extent to participate and share their views in relation to making policies and planning the organization’s goals and objectives. This form of activity is done on a departmental level. Every employee from the department is encouraged to share and express their ideas about changes they want in policies and procedures. These ideas are passed on to the HR department by the manager and taken under consideration. This strengthens and enhances the employee’s engagement level as the employees feel recognized by the organization. However, it is evident from the

interviews that HR decisions, specifically when deciding KPI measures for individual employee, are still made at the top management level.

Findings from this study also revealed that most of the participants classified CSR activities as “charity and social work”, though MNCs are taking initiatives to encourage their employees by providing them with training opportunities but they do not refer that as a part of CSR program. Even on website and CSR report only charity work is mentioned under CSR initiatives taken by the MNCs, as in Pakistan MNCs are found actively contributing when society faces incidents and crisis like natural disasters, earthquakes (for example 2005 earthquake, 2008 flood). During the interviews one of the managers reported the role of CSR as a “social act” which is aimed to address social problems communities are facing which includes donating charity to the local community, sponsorship of study to the needy and poor children by enrolling them in schools and paying their tuition fees in addition to providing discount vouchers for disadvantaged/disabled people. Below are few examples of philanthropic activities which are performed by MNCs and their internal stakeholders:

Philanthropic activities in case of natural disaster	<ul style="list-style-type: none"> a) Cash donations in case of earthquakes or flood b) Helping victims of earthquakes by providing them food and basic necessities
Philanthropic activities to address social issues	<ul style="list-style-type: none"> 1) Cash donation to poor and needy families 2) Cash donation to NGOs to help people in need 3) Scholarships to students 4) Blood donations

MNCs operating in Pakistan are found to be more inclined toward their external stakeholders. Policies and procedures are made to accommodate and facilitate external

stakeholders who are customers and investors and one important reason for MNCs to make an effort to contribute to society is to seek the limelight and demonstrate to their external stakeholders and investors that they are a socially responsible organization. In this way they can attract business partners from outside to invest in their organization which grows business profits. However, everything is black and white about CSR policies and activities for employees. MNCs are making an effort to accommodate and motivate their employees although there are no written policies to be found to date. In a practical sense they are attempting to make their employees happy by rewarding them with bonuses and appreciation certificates, for example, recognizing them as an employee of the month, having a cake cutting ceremony, or arranging a trip for them to exotic places. MNCs also invest in providing training opportunities to their employees which assist them in successfully accomplishing the organization's financial and economic goal. Therefore, CSR is presumed as not only taking care of their customers and suppliers who benefit their business but also as helping and benefiting employees.

5.2.2 What are the HRM factors which influences internal stakeholders (employees) in MNCs operating in Pakistan?

Study has revealed that in MNCs operating in Pakistan, managers are constantly making an effort to help their employees and they consider employee well-being as an important tool to increase the employee commitment and engagement level toward the organization. Previously, specifically in the Western context, showing concern was only related to work-related matters but in developing countries like Pakistan the culture is to treat employees as a part of the family in order to increase their level loyalty and engagement (Chao, 1990). Zhu et al., (2012) states that it is very important that employer acknowledges hard work and efforts of employee as sensitive management approach is of great importance in raising employee morale and engagement level.

Encouraging employees to share ideas and views and encouraging their participation level in the decision making process assists in raising employee engagement level. When employees are provided with coaching and mentoring by their supervisors it instils a positive energy in them which assists with the enhancement of employee skills

and motivation. The majority of the employees when interviewed revealed that close supervision and assistance from their immediate bosses helps them in accomplishing tasks. Most of the managers in MNCs also have an open door policy which encourages employees to visit their managers at any time to discuss their issues, however, the study also suggested that though close supervision is considered ideal for employees in MNCs operating in Pakistan it is also important that a manager should maintain a limit so that the employee does not feel that their freedom at work is taken away. The findings of this research study revealed that when MNC managers were asked about the ethical responsibility they categorized employee's well-being, health and safety, and child labour issues as ethical responsibilities. In the context of Pakistani literature it is suggested that ethical responsibilities are given a much higher preference in Europe and United States than in developing country like Pakistan (Matten and Moon, 2005; Visser, 2006). In developing countries little importance is paid to the ethical domain of Carroll's model (Jamali and Mirshak, 2007; Visser, 2006). Overall, the findings show that implementation of CSR activities play an important role in enhancing employee engagement in MNCs operating in Pakistan.

5.2.3 What are the benefits of implementing CSR focused HRM activities in MNCs operating in Pakistan to both employee and employers?

Employees are the most valuable key asset of the organization and retention of employee guarantees sustainable organization performance (Price Waterhouse Coopers, 2007). Incorporating CSR activities in MNCs shows that when an organization maintains a quality relationship between employee and management it positively increases the employees' sense of identity and raises their engagement and commitment level to the organization and they are less inclined to resign (Becker and Gerhart, 1996; Huselid, 1995; Koch and McGrath, 1996). Practicing CSR activities which involve employee benefits assist employees in deriving a sense of value and belongingness to the organization and results in a low employee turnover (Aguilera et al., 2007). Data showed that when managers share ideas and give trust and respect to their employees' views and opinions, employees feel valued as they feel this shows their worth and importance within the organization and hence raises the employee motivation level (Tyler and Lind, 1992). Thus,

when leaders support their employees and listen to their problems, they are likely to be promoting employee engagement (McCauley and Martineau, 1998). Providing guidance to an employee, treating them with respect, and valuing their ideas and opinions helps to maintain high employee motivation (Bass, 1985). Moreover, data showed that appreciating employees' work and efforts enhances employee engagement and commitment level and lowers the chances of an employee's intention to seek alternative employment (Bakker et al., 2005; Leiter and Maslach, 1988; Bakker et al., 2007).

5.3 Contribution of the study

This study provides an insight into the factors which can be implemented in the CSR programs of MNCs for enhancing their employees' engagement. This study shows that CSR assists in enhancing an employee's affective organizational commitment. Drawing upon this finding, it can be concluded that CSR can result in engaging and retaining employees' long term within the organization (Meyer et al., 2002). Findings of this research contribute to the scientific literature on CSR by providing insights into factors which can be used by HR to enhance employee engagement in MNCs operating in Pakistan.

The findings reveal that although the MNCs operating in Pakistan are involved in CSR activities and practices, in alliance with Jamali and Neville's (2014) study within developing countries, CSR is still a new and little understood idea about which most of the MNCs operating in Pakistan are unaware. The empirical evidence showed that most of the participants assume and categorize CSR as the philanthropic domain in the context of Pakistan where helping society in the form of donation and charity is a common practice. In the light of findings this study suggests that MNCs operating in Pakistan need to widen up their scoop and understanding of the term "CSR". For instance MNCs need to understand the importance of CSR activities related to employees and highlight what they have been doing for their employee welfare and benefits in their CSR reports. Though MNCs are implementing CSR practices there is still a need for improvement and understanding to incorporate CSR practices according to international standards (GRI

standards). Hence, the study stresses the issue that MNCs should start practicing and implementing CSR activities which also target employees of the organization.

The results of this study have multiple implications for managers who are involved in making policies for employees, especially HR managers who are involved in creating and implementing CSR policies which involve employee benefits, therefore these managers need to acquire the relevant knowledge and understanding to design the right approaches. In terms of practical implications, this study also contributes to the importance and understanding of the internal stakeholder in MNCs operating in the developing country like Pakistan (Bowen et al., 2010). This study aims to contribute to the literature on CSR and its impact on employee engagement, and how MNCs operating in Pakistan should strive to promote and implement CSR activities which aim to benefit and engage the employees (Stevens, 2015; Selmier et al., 2015). Well-informed and engaged employees are expected to have a more positive attitude, and thus can help MNCs to raise their performance levels. Therefore, this study helps in understanding the positive relationship between CSR and employee engagement (EE) in multinational organizations operating in Pakistan given the critical role of employee engagement in an organization's success and sustainability. As there is minimal literature available on CSR internationally, as it is an emerging line of inquiry and less existing literature is found in the Pakistani context, the study is expected to add to the management literature by examining CSR and employee engagement in a Pakistani context. Moreover, Stakeholder theory will aid managers to identify and implement the CSR factors which will benefit both the organization and employees as it is found that implementation of CSR positively influences employee contentment, satisfaction and engagement level (Heslin and Ochoa, 2008; Aguilera et al., 2007). Following are the implications for different stakeholders derived from this study:

5.3.1 Implications for different stakeholder

The findings of this study show that MNCs operating in Pakistan need to adopt and introduce CSR practices which includes employee welfare and benefit in their CSR program. Managers should endeavor to implement CSR policies which will help

*employees in improving their engagement level. Study revealed that CSR is directly linked with an employee's commitment and engagement level. This study also provides feedback to managers and policy makers of MNCs that suggests the implementation of CSR activities enhances employees' morale and is beneficial for both employee and the organization. Following are the implications for different stakeholders:

5.3.1.1 MNCs HRM&D Managers

- Focus on employees' needs, wants and welfare
- Employee should be rewarded and recognized fairly on the performance without any biasness
- Ensure proper training is offered which meets employee needs
- Encourage employees to share their ideas and opinions
- Internal stakeholders should be given the opportunity to become involved in policy-making
- Incentives should be given on individual performance
- Trainings should be offered to employees to enhance their skills and abilities
- Setting goals and objectives with mutual concern between departments and employees
- Employees should be guided into more career opportunities and possibilities

5.3.1.2 MNCs line managers

- There should be transparency between the employee and manager
- Appraisal should be based on an individual's effort and participation
- Increased role of on-the-job training
- Show more concern to the employee
- Issues and problems of employees should be addressed properly
- Setting project goals and targets with mutual concern
- Employee feedback should be encouraged and considered
- Coaching and mentoring sessions should be provided to employees by managers as a part of on-the-job training

5.3.1.3 MNCs Employees

- Employees should participate in the organization's plans and decisions
- Should actively participate in setting and deciding an employee's career goals together with their manager

5.4 Future Research

- One of the findings from this study suggests that with reference to Carroll's (2010) work for developing countries there is one main limitation that in Pakistan ethical responsibility is considered as desired whereas discretionary-philanthropic activities are expected. Whereas Carroll's work suggests that ethical responsibility are expected and discretionary are desired. It is unique and different idea to understand why MNCs are so much involved in philanthropic activities. Thus, it is suggested to explore this issue in more detail in future by other scholars in other developing country contexts also.
- An interpretive collective case study approach adopted in this study provides guidelines for future research to explore the issue in other developing countries to specifically gain an overall idea of CSR and CSR activities being practiced in the host countries of MNCs operating in Pakistan. Since there is limited CSR research in developing countries further research on CSR will add to contemporary and academic literature. Hence, this research will assist future researchers who have similar aims and objectives to explore CSR in a developing country context.
- This study does not explore CSR policies and procedures adopted by a single MNC as it sees collectively how MNCs implement CSR activities to raise the employee engagement level. Therefore, future research should be conducted to explore the topic in more detail by comparing CSR policies of different MNCs in Pakistani context.

5.5 Limitations of the study

- As this study is conducted specifically in the Pakistani context the findings derived from this research study will give insight and a detailed view in the context of a

single developing country, 'Pakistan' in this case. Thus the contextual boundary of the country limits the use of data and findings of this study.

- One of the limitations of this research could be that the primary data is obtained by conducting semi-structured interviews. The interviews would have been well prepared to answer the interview questions or there might have been an unintentional or intentional biasness in their responses. To minimize this issue the respondents were assured that their identity and organization name will remain confidential and whatever information they provide will only be used for this research purpose.
- Secondary data availability was another challenge in this research. Two of the MNCs have CSR report section in their annual report whereas one of the MNCs has a one page document which shows their CSR activities on the website. Nothing other than philanthropic activities was mentioned in annual/CSR reports. Everything was in black and white and no policy or activity related to employee benefit was mentioned in documents. The document also does not follow any international guideline like GRI.

5.6 Conclusion

As previous literature indicates, the studies addressing CSR and employee engagement in developing countries like Pakistan are rare and the ones that do exist are very limited in their outcomes mostly focusing on just one aspect of CSR overlooking the other factors. It is most important for managers to understand the concept of CSR and to incorporate it successfully in the MNCs. This study can be one of the confirmatory research studies to provide valuable insights for management to incorporate CSR in their MNCs operating in developing countries with complete knowledge and understanding of the term. This study shows that there is a need to understand the concept of 'CSR' and make it an essential part of an organization's policy. This study provides a detailed insight into CSR factors which enhances the employee engagement level in MNCs operating in Pakistan. CSR practices and employee engagement in MNCs of Pakistan is explored using semi-structured interviews supported with organizational annual and CSR reports. The results generated have significant implications for HRM&D managers of the MNCs. This

study shows that CSR is an emerging concept for enhancing an employee's engagement and commitment level toward the organization. Drawing upon the findings from this study, it can be concluded that practicing and incorporating employee friendly CSR activities within the organization can ensure that the employee is motivated and feels obliged to the organization (Meyer et al., 2002). The study also encourages practitioners to approach CSR which focuses on employee friendly activities like employee welfare and benefit. The contribution of reward and recognition, training and development, and employee wellness program are the most important CSR practices which help to enhance employee engagement in MNCs operating in Pakistan. This initially emphasizes the importance that MNCs operating in Pakistan should implement and incorporate CSR activities which focus on giving reward and recognition, promoting employee wellness program, training and development opportunities as well as providing employees with coaching and mentoring sessions which eventually enhances employee engagement, commitment and motivation level.

The results generated from this study are expected to contribute to the academic literature on the CSR and employee engagement by providing insights into how employee friendly CSR activities help to engage employees. This study has multiple implications for managers who are involved in making and implementing policies and CSR strategies, particularly HR managers who are responsible for the development of socially responsible behaviors toward employees and who need to have sufficient knowledge and awareness to design and implement the right policies and procedures to benefit employees. Hence, this study endeavors to explore and investigate the concept of CSR and its impact on employee engagement in multinational organizations operating in Pakistan in both theoretical and empirical perspectives. The findings also reveal that these MNCs do not follow any international standard of CSR activities such as GRI. Even HR managers were not aware that they need to follow international standards as they claim it is not a mandatory act so CSR is still on initial levels in Pakistan. It is not mandatory and being done to attract business and grow profits. The concept for many is that they think it is just a matter of doing something good for society's wellbeing (Jamali and Mirshak, 2007; Twigg, 2001).

5.7 Summary of the study

In recent years, CSR is gaining popularity but CSR and its impact on employee engagement in multinational organizations operating in Pakistan is still an under researched topic. Therefore, this study investigates the research topic in detail by exploring the research questions addressed. The critical review of the literature was conducted in detail as the research focused on “An Exploration of CSR and Employee Engagement in MNCs operating in Pakistan” provided a new insight into the CSR literature. Hence, the review of the literature focuses on CSR specifically CSR in a developing country context, particularly in Pakistan. The findings from this study provided detailed understanding of the CSR practices in relation to employee engagement in MNCs of Pakistan. These findings support previous literature that the term “CSR” is not properly understood by the MNCs operating in developing countries like Pakistan (Jamali, 2007; Jamali and Mirshak, 2007; Lund-Thomsen, 2004; Meyer, 2004; Visser, 2006; Welford, 2006). Data from the interviews revealed that though MNCs are implementing CSR activities which aim to benefit internal stakeholders such as employees, but in their CSR document nothing is mentioned in relation to employee benefits. Only activities related to the welfare of society is considered as a CSR activity. The participants, specifically HRM&D managers, in their interviews also state that NGOs are also attempting to contribute and make efforts to support CSR (Campbell, 2007; Arya and Salk, 2006; Muthuri and Gilbert, 2011). The findings of this study are different in relation to the role of NGOs in promoting CSR and differs from the Muthuri and Gilbert (2011) findings from the developing context study conducted in Kenya where NGOs play an important role in promoting and supporting CSR. The findings of this study in alliance with Teegan et al., (2004) shows that developing countries have lack of resources and expertise and thus are not incorporating employee friendly CSR initiatives properly. Hence, this research acknowledges that MNCs operating in Pakistan need to broaden their understanding about the concept of CSR and should try to follow international standards when implementing CSR practices and should make policies and procedures to benefit both their internal and external stakeholders.

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Appendix A: Interview guideline

Personal interview guide line

Pre-interview check list

- Confirming interviewee availability and time
- Recording device

Organization

Name of participant

Meeting date and time

Meeting location

During interview

Ice breaking

- General introduction of researcher and participant
- Introducing research topic
- Telling participant of the use of tape recorder

Interview questions	Sub-questions	Notable points
RQ1		
RQ2		
RQ3		

Post interview

- Offering copy of outcome to the participant
- Thank you email to the participants

Appendix B: Information sheet



“An exploration of CSR and employee engagement in MNCs operating in Pakistan”

Project Overview

The proposed study seeks to investigate and compare the current corporate social responsibility (CSR), especially internal corporate social responsibility (CSR) practice and its relationship to employee engagement in multinational organizations in Pakistan. CSR is considered to be an increasingly essential aspect in the business world and a high profile management variable which the business world perceives as strategic. CSR has both internal and external dimension where CSR is defined as *“the activities related to all the internal operations of the company”*. Being a developing country Pakistan is at its preliminary stage of practicing CSR initiatives. Currently 27.2 percent multinational organizations in Pakistan have existing CSR policies with written and formal practices. The primary purpose of this project is to collect data through semi-structured interviews with five HRM managers and line managers from the targeted multinational organizations in Pakistan to investigate and compare the current CSR practice and its relationship to employee engagement.

Participation Procedure

You are invited to be interviewed about issues including:

- CSR activities being practiced in organization;
- What factors influence/enhance Employee Engagement in an organization;
- Benefits of implementation of CSR in an organization.

Time commitment: forty five minutes.

Benefits and Risks

The following groups could benefit from an increased awareness of the issues:

- Employees and Employers
- Organizations

Confidentiality

All the information of the participants will be kept confidential and name of the participant and organization will not be revealed.

Outcomes and Publication of results

The results will be published in the form of a written journal. Participants can ask to receive a plain English statement of results from the study on the consent form.

Consent

Participants will be provided with individual signed copies of the consent form and project information sheet prior to the commencement of the interviews.

Right to withdraw

Participants have the right to withdraw if they feel uncomfortable without any penalty at any time during the process.

Feedback

Participants can ask to receive a plain English statement of results from the study on the consent form.

Questions/Further information

If you have any questions or require further information about the project please contact: Farah Asim, at Curtin University's Bentley Campus
Email: farahasim.asim@postgrad.curtin.edu.au

Concerns/Complaints

Curtin University Human Research Ethics Committee (HREC) has approved this study "*The impact of corporate social responsibility (CSR) on employee engagement in multinational organizations in Pakistan*". Should you wish to discuss the study with someone not directly involved, in particular, any matters concerning the conduct of the study or your rights as a participant, or you wish to make a confidential complaint, you may contact the Ethics Officer on (08) 9266 9223 or the Manager, Research Integrity on (08) 9266 7093 or email hrec@curtin.edu.au.

Researcher Name

Researcher
Signature

Appendix C: Consent form



School of Management
Curtin Business School

Project Title “An exploration of CSR and employee engagement in MNCs operating in Pakistan”

Principal Investigator Farah Asim

Co-Investigators Dr Subas Dhakal , Dr Kantha Dayaram and Dr. Roslyn Cameron

Version Number 1

Version Date 06/10/2016

- I have read the Participant Information Statement listed above.
- I understand its contents and I believe I understand the purpose, extent and possible risks of my involvement in this project.
- I voluntarily consent and understand that I can withdraw from the study at any time.
- I consent to being audio-recorded.
- I have had an opportunity to ask questions and I am satisfied with the answers I have received.
- I am sharing information with the understanding that my answers will be kept confidential and that my name will not be associated with my answers.
- I understand I will receive a copy of the Participant Information Statement and Consent Form for Participants.
- I understand that this project has been approved by Curtin University Human Research Ethics Committee and will be carried out in line with the National Statement on Ethical Conduct in Human Research (2007) – May 2015.

Participant Name

Participant
Signature

Date

Declaration by researcher: I have supplied a Participant Information Statement and Consent Form for Participants to the person who has signed above, and believe that they understand the purpose, extent and possible risks of their involvement in this project.

Appendix D: Ethics approval letter



Office of Research and Development

GPO Box U1987

Perth Western Australia 6845

Telephone +61 8 9266 7863

Facsimile +61 8 9266 3793

Web research.curtin.edu.au

07-Oct-2016

Name: Roslyn

Cameron

Department/School:

School of

Management

Email:

Ros.Cameron@cur

tin.edu.au

Dear Roslyn Cameron

RE: Ethics approval

Approval number: HRE2016-0361

Thank you for submitting your application to the Human Research Ethics Office for the project “**An exploration on CSR and employee engagement in MNCs operating in Pakistan**”

Your application was reviewed through the Curtin University low risk ethics review process. The review outcome is:

Approved.

Your proposal meets the requirements described in National Health and Medical Research Council’s (NHMRC) *National Statement on Ethical Conduct in Human Research (2007)*.

Approval is granted for a period of one year from **07-Oct-2016** to **06-Oct-2017**. Continuation of approval will be granted on an annual basis following submission of an annual report.

Personnel authorised to work on this project:

Name	Role
Asim, Farah	Student
Cameron, Roslyn	CI

Dhakal, Subas	Co-Inv
Chatterjee, Samir	Co-Inv

Standard conditions of approval

1. Research must be conducted according to the approved proposal

- Report in a timely manner anything that might warrant review of ethical approval of the project including: proposed changes to the approved proposal or conduct of the study unanticipated problems that might affect continued ethical acceptability of the project major deviations from the approved proposal and/or regulatory guidelines
- Serious adverse events.
- Unanticipated problems that might affect continued ethical acceptability of the project major deviations from the approved proposal and/or regulatory guidelines
- Serious adverse events

2. Amendments to the proposal must be approved by the Human Research Ethics Office before they are implemented (except where an amendment is undertaken to eliminate an immediate risk to participants).

3. An annual progress report must be submitted to the Human Research Ethics Office on or before the anniversary of approval and a completion report submitted on completion of the project.

4. Personnel working on this project must be adequately qualified by education, training and experience for their role, or supervised.

5. Personnel must disclose any actual or potential conflicts of interest, including any financial or other interest or affiliation that bears on this project.

6. Changes to personnel working on this project must be reported to the Human Research Ethics Office.

7. Data and primary materials must be retained and stored in accordance with the [Western Australian University Sector Disposal Authority \(WAUSDA\)](#) and the [Curtin University Research Data and Primary Materials policy](#)

8. Where practicable, results of the research should be made available to the research participants in a timely and clear manner Unless prohibited by contractual obligations, results of the research should be disseminated in a manner that will allow public scrutiny; the Human Research Ethics Office must be informed of any constraints on publication.

9. Ethics approval is dependent upon ongoing compliance of the research with the [Australian Code for the Responsible Conduct of Research](#), the [National Statement on Ethical Conduct in Human Research](#), applicable legal requirements, and with Curtin University policies, procedures and governance requirements.

10. The Human Research Ethics Office may conduct audits on a portion of approved projects.

Special Conditions of Approval

None.

This letter constitutes ethical approval only. This project may not proceed until you have met all of the Curtin University research governance requirements.

Should you have any queries regarding consideration of your project, please contact the Ethics Support Officer for your faculty or the Ethics Office at hrec@curtin.edu.au or on 9266 2784.

Yours sincerely



Professor Peter O'Leary

Chair, Human Research Ethics Committee

Appendix E: Semi-structured interview questionnaire

ROs	RQs	HRM and Line Managers Interview Questions	Employees Interview Questions	Labour unions Interview Questions
<p>To investigate current CSR practices and reporting in selected MNCs operating in Pakistan.</p>	<p>How do internal stakeholders conceptualize the idea of CSR focused HRM activities being practiced and reported in MNCs operating in Pakistan?</p>	<p>I. To what extent your organization have CSR policies and practices that are adapted and tailored to the local culture and conditions? Please name some.</p> <p>II. Is there any guidance or requirement on reporting CSR activities/initiatives in your organization e.g. GRI?</p> <p>III. What is management's overall level of knowledge of CSR international standards, guidelines and initiatives? Can you share some with me?</p> <p>IV. What are the possible resources you might need in order to</p>	<p>I. How are you engaged in contributing to campaigns and projects that promote the well-being and welfare of the employees? Which is the most recent project you have participated in?</p>	<p>I. To what extent CSR policies disseminated to employee?</p>

		successfully integrate social responsibility into your business practice? Can you name them?		
To explore the relationship between an organization's CSR practices and employee engagement from an employee perspective in Pakistan.	What are the HRM factors which influences internal stakeholders (employees) in MNCs operating in Pakistan?	<p>V. Does your organization's CSR strategic policy involves employees? Please share an example.</p> <p>VI. Is your organizations main CSR focus targets the needs of stake holders inside the organization? What those CSR initiatives are please exemplify.</p> <p>VII. Does your organization modify its strategy and policies as a result of internal stakeholders' feedback? If yes please share an example.</p> <p>VIII. How receptive is your organization to the implementation of modern form of CSR which assists in enhancing employee engagement?</p>	<p>II. Do you get the opportunity to discuss your training and development requirements with your employer? Which is the most recent training you have completed?</p> <p>III. What are the recent activities you have participated in your organization?</p> <p>IV. What kind of a workplace environment does your organization provide? Do you feel comfortable at your work place or you want to change something?</p>	<p>II. Do you have any concerns about working conditions and employee rights? If yes, can you identify the concerns and problems you are facing?</p>

<p>To identify what forms of engagement in achieving CSR is occurring in MNCs operating in Pakistan.</p>	<p>What are the benefits of implementing CSR focused HRM activities in MNCs operating in Pakistan to both employee and employers?</p>	<p>IX. How important is maintaining work/ life balance for employees? Do you make any effort in this regard and can you provide any example?</p> <p>X. Do you provide employee with the opportunity for personal development which includes training and development? Which trainings are recently conducted for employees?</p> <p>XI. Do you think socially responsible actions implemented by your organization increases employee effectiveness? How please share any example?</p> <p>XII. How well the implementation of CSR activities contributed to employee social needs? Please name some of those?</p> <p>XIII. Does your organizations top management involve stakeholders in</p>	<p>V. How your organization encourages its employees' to participate in CSR activities? In which CSR activities you have participated? Did you enjoy that?</p> <p>VI. In your opinion how much concerned management of the organization is about employees' needs and wants? Can you exemplify how they deal with employee's needs?</p> <p>VII. Do you feel your work efforts are being appreciated by your managers/organization? Can you give me an example of your work recognition?</p> <p>VIII. What kind of recognition mean the most to you and how often your efforts are recognized by your manager? Can you share your experience?</p> <p>IX. How much your organization supports employees who want to acquire additional education to enhance their skills? Did you get any recent training which you want to share?</p> <p>X. How many meeting a month you have with your manager?</p>	<p>III. Are the employees provided with sufficient perks and benefits and how this influences employee commitment level towards the organization? Can you give any example?</p>
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		<p>making new policies? What is the recent policy which involved employee's participation?</p>	<p>XI. Who participates in annual meetings of the organization?</p> <p>XII. Can you share an example or your experience about how your organization work to implement flexible policies to provide a good work and life balance for its employees?</p> <p>XIII. Do you think the managerial decisions related with the employees are usually fair in your organization? Can you relate this with yourself?</p>	
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