

**EVALUATION OF THE EFFECT OF EMPLOYEE PERCEPTION OF
CSR ON EMPLOYEES' JOB ATTITUDES AND TALENT
ATTRACTION: AT ETHIOPIAN AIRLINES**

Thesis paper Submitted to the School of Graduate Studies of Jimma University in Partial Fulfilment of the Requirements for the Award of the Degree of Master of Business Administration (MBA)

By Eyerusalem Abraham

Under the Supervision of **Dr. Zerihun Ayenew**

Co – Advisor: **MR. Osman Rahmata**



**MBA Program, Department of Management, College Of Business and Economics, Jimma
University, Jimma, Ethiopia**

July 2020

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JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MBA PROGRAM

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Declaration

This is to certify that Eyerusalem Abraham carried out this research entitled “*Evaluation of the effect of employee perception of CSR on employee’s job attitude and talent attraction*”. This work is original in nature and is submitted in partial fulfillment of the requirements for the award of a master’s degree in Business Administration (MBA).

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institution.

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Signature

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Certificate

This is to certify that this thesis entitled “*Evaluation of the effect of employee perception of CSR on employee’s job attitude and talent attraction*” has been carried out, under the guidance and supervision of Dr. Zerhihu A and co-advisor Mr. Rehmeta, is my work and that all sources of materials used for this thesis have been fully acknowledged.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institution.

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Abstract

There has been consensus on the argument that an organization's CSR programs have the potential to influence employee attitudes. This study, drawing on review of extant literature and quantitative and qualitative research that conducted on middle and lower level employees of a leading aviation in Africa, the Ethiopian Airlines. This study identifies the level of impact of CSR awareness and perception on employee's job attitude and its role in attracting the employees towards an organization as well as retaining existing employees because CSR also helps employees fulfil their psychological needs. The general objective of this study is to explore the impact of awareness of CRS and its potential relationships with employee's perception and job attitudes. These attitudes such as job satisfaction and organizational commitment. The focus of this study is on current Ethiopian airlines employees, positively or negatively react to their perceived CSR programs. Random sampling was conducted. 420 samples taken with target population size of 9,805. Both qualitative and quantitative are used and researcher collected data through open-ended closed-ended and Likert-scale questionnaires. Stratified sampling is implemented. The researcher is used SPSS version 23. The findings of this study indicate that CSR has a significant effect on employee work attitude and behaviors. This study will contribute a framework to better understand the effect of CSR on employees work attitudes and behaviors in case of Ethiopian Airlines.

Key words: *Corporate Social Responsibility, attraction of talent, Job Satisfaction, Organizational Commitment, work behaviors.*

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Chapter 1: INTRODUCTION

1.1 Introduction of the chapter

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

1.2 Background

Ever since the social movements in the 1950s and 1960s Carroll (2015), the concept of corporate social responsibility has climbed higher and higher up on the agenda among academicians and business executives. Today the concept is one of the hottest discussed topics Skarmeas and Leonidou, (2013), ranging from the motives and validity of the concept, and how it can be used to create competitive advantages Du S and Sen S, (2016). According to Carroll, (1999), businesses began showing interest in concerns of society as early as the 20th century. During those times this philanthropic activity was referred to as social responsibility (SR) in writing as well as practice and it was only in the 1960s that the term Corporate Social Responsibility (CSR) was begun to be used (Carroll, 1999). Corporate social responsibility often referred to as CSR, can be defined as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (Communities, 2001)

For the past few generations, employees had lower expectations of their employers, where job security and a fair salary was often more than enough (Golob, Podnar, Elving, Ellerup Nielsen and Thomsen, 2013). Current employees, however, have completely different expectations of their employers (Crane A & Glozer S , 2016). Today’s employees want to support causes they care about outside of work and make a positive impact on society as a whole (Crane A & Glozer S , 2016). As such, they expect the same from their employers (Golob et al., 2013). For a company to be able to attract and retain such employees in a time of change, one has to be mindful of the communication to employees about CSR issues – something that can increase their satisfaction and commitment through CSR (Birth G, Illia L , Lurati F and Zamparini A , 2008). (Bevan S and Wilmott M, 2002) find that there is a relationship between employees’ loyalty and CSR, while (Joyner B and Payne D, 2002) find that employees are more committed to ethical and socially responsible companies.

Employees are less likely to leave socially responsible companies (Bevan S and Wilmott M, 2002), as it’s believed that employees have similar values as the organization (Maignan I and Ferrell O.C, 2001). (M, 2015) argues that protecting different stakeholder interests results in a variety of benefits. Whereas, Kotler P and Lee N, (2005) along with DU S, Bhattacharya C.B and Sen S, (2007), are convinced of and emphasize a range of benefits that underline the enthusiasm among firms for CSR. They believe it increased sales and market share, strengthened brand positioning, enhanced corporate image and influence, decreased operating costs, increased appeal to investors and financial analysts as well as increased ability to attract, motivate, and retain employees.

1.3 Background of the Organization/Study Area

Ethiopian Airlines

Ethiopian Airlines is the fastest growing Airlines in Africa. In its operations of the past close to seven decades, Ethiopian has become one of the continent's leading carriers, unrivalled in efficiency and operational success. Ethiopian commands the lion share of the pan-African passenger and cargo network operating the youngest and most modern fleet to more than 92 international destinations across five continents (Misachi 2017).

As flag carrier of Ethiopia, Ethiopian Airlines has become one of the continent's leading carriers, unrivalled in Africa for efficiency and operational success, turning profits for most years of its existence. (Airlines, 2017)

Ethiopian Airlines was established on December 21, 1945. As one of the pioneer African airlines, Ethiopian began operations, with DC-3/C-47 aircraft. It has now become one of Ethiopia's major industries and an institution in Africa, operating a modern and environmentally friendly fleet. It commands the lion's share of the pan African network, including the only daily east-west flight across the continent. (Airlines, 2017)

The Ethiopian Airlines vision is to become the most competitive and leading aviation group in Africa by providing safe, market driven and customer focused passenger and cargo transport, aviation training, flight catering, MRO and ground services by 2025. (Airlines, 2017)

Its mission is to become the leading Aviation group in Africa by providing safe and reliable passenger and cargo air transport, Aviation Training, Flight Catering, MRO and Ground Services whose quality and price "value proposition" is always better than its competitors are. In addition, to contribute positively to socio economic development of Ethiopia in particular and the countries to which it operates in general by undertaking its corporate social responsibilities and providing vital global air connectivity. (www.ethiopiaairlines.com)

Ethiopian Airlines is a member of Star Alliance. Star alliance is a global airline network which was established by five airlines, Air Canada, Lufthansa, Scandinavian Airlines, THAI and United on May 14, 1997. It has grown to 27 member airlines to become the first truly global airline alliance to offer worldwide reach, recognition and seamless service to the International traveler. Its acceptance by the market has been recognized by numerous awards including the Air Transport World Market Leadership Award, Best Airline Alliance by both Business Traveler magazine and Skytrax (Ethiopian Fact Sheet 2019).

Ethiopian's network spans to Europe, North America, South America, Africa, Middle East and Asia, connecting cities across the globe. The airline is currently implementing its 15-year strategic plan called "Vision 2025" with the goal of becoming the leading aviation group in Africa.

Ethiopian is currently implementing a 15-year strategic plan called Vision 2025 that will see it become the leading aviation group in Africa with seven business centers: Ethiopian Domestic and Regional Airlines; Ethiopian International Passenger Airlines; Ethiopian Cargo; Ethiopian MRO; Ethiopian Aviation Academy; Ethiopian In-flight Catering Services; and Ethiopian Ground Service (Casey 2018). Ethiopian is a multi-award-winning Airline registering an average growth of 25% in the past seven years. Ethiopian Airlines currently have 16,002 permanent employees in country and internationally. Out of the total 16,002 employees, 36% are women and 64% are men (Ethiopian Fact Sheet April 2019).

Ethiopian airlines have. The board of directors who provides overall leadership and implementation of the strategic plan and governance. The Airlines has Strategic business units (SBU). Each unit consist different department.

1.4 Statement of the Problem (the Rationale)

Employees constitute a very important section of stakeholders whom the organization is obligated to so much so that they have the power to influence the firm Green wood (as cited in Lee et al., 2012, p.1716). This is mainly due to the fact that the talented workforce has the potential to give the organization a competitive edge (DU S, Bhattacharya C.B and Sen S, 2007).

As rightly stated by Greenwood (as cited in Lee et al., 2012, p.1716), employees constitute a very important section of stakeholders whom the organization is obligated to so much so that they have the power to influence the firm. This is mainly due to the fact that the talented workforce has the potential to give the organization a competitive edge (Bhattacharya et al, 2008).

Ellen, Web and Mohr observed in their 2004 study that very little efforts are being put by organizations to involve their employees in their CSR initiatives, with considerable exertion executed on engaging the customers and other external stakeholder groups. Dawkins in a study as early as 2004 pointed out another significance of employee awareness of CSR. He emphasized that CSR aware employees can also act as CSR communicators as employees are a plausible source of information, having strong ties with most stakeholders' groups. By word-of-mouth communication, they can recommend to consumers and other stakeholders the organizations that act responsibly.

The more conscious they are of their firm's social initiatives, the more involved will they be in the actions that can lead to its successful implementation. Employees' awareness leads to their perception of CSR which is defined by Lee et al. (2012, pp. 1717) as "the degree to which employees perceive that an organization supports the activities related to a social cause". This is all the more significant as how employees perceive their organizations' CSR play a huge role on employee attitudes (Galva's and Kelley, 2014). Therefore, a study of employee perception of CSR, which is increasingly becoming a significant aspect of corporate strategy, is crucial as an element of employee management and internal marketing.

Ethiopian Airlines has a remarkable track record of CSR initiatives including sponsorships and community programs since 2013. The Ethiopian airlines is committed to integrate environmental issues into its

businesses to ensure sustainable development and address its social and environmental responsibilities. Not to mention, its focuses on Community development and sponsorship based on request for education, medical travel, art and culture, sport and media. (Airlines, 2017)

Based on the Preliminary assessment done by the researcher even though the airlines integrated CRS on its business strategy and operations, there is no sufficient evidence on to what extent the employee is aware of CSR and the effect on the employee attitude. To this end, the research tries to answer the following

- How employee awareness of CSR can affect employee's performance at a place of work?
- To what extent the perception of CSR plays a role to fulfil employee psychological needs?
- To what extend does CSR contribute to attraction of talent?
- To what extent is employee awareness and perception of CSR determinant of job attitude?

Therefore, in this study, the central theory is the effect of employee perception of CSR on employee's job attitudes & talent attraction.

1.5 Objective of the Study

The General Objective

The purpose of this research is to explore the effect of CSR perception and its potential relationships with employees' job attitude and talent attraction.

Specific objectives

The specific objectives of this study are:

- I. To analyse the effect of employee awareness of CSR
- II. To analyse the role of CSR in attraction of talents.
- III. To explore the effect of employee's perception of CSR on job attitudes such as job satisfaction and organizational commitment in the Ethiopian Airlines Context.

1.6 Significant of the Study

There are few studies has been done to explore the influence of employee's perception of CSR on employees behaviours towards their attitude and behaviour and there is not much research investigating the relationship of perceived CSR, Job attitudes and employee performance.

One of the significant aims of this study was add value to the body of existing knowledge in Corporate Social responsibility, to examine critically how the CSR perception affect work attitude in general and how this in turn determines organizational performance. Moreover, come up with findings that can be used to attract talent and to fill the gap the examining the mediating role of employee's attitude between perceived CSR and employee behaviours.

The study will also be a source of information for improvement effectiveness of the Ethiopia Airlines Management and employees in general. This research is of particular importance to Ethiopian Airlines, which will get an objective assessment of its CSR culture with an analysis highlighting how far away the organization is from the preferred situation as opposed to the perceived current situation.

Thus, this study will shed some light on mixed empirical evidence in this field and at the same time to fill the gap the examining the mediating role of employee's attitude between perceived CSR and employee behaviors.

1.7 Scope and Delimitation

It is not my aim to study the level of employee awareness of CSR. Employees, their awareness and perception of CSR, are the broader units of analysis. However, the effect of employee perception of CSR on employee performance and subsequent organizational success are not being measured. Thus, the effect of an employee's CSR awareness and perception on employee attitude furthermore how it affects the organization's talent attractiveness are investigated. Along with the theoretical contributions of this study, several practical implications can be drawn for the management.

This research focused on Ethiopia Airlines. Apart from secondary data on the literature review and consequences (impacts) of employee perception, primary data is collected through questionnaires (open ended, closed-ended and Likert-scale questionnaires) on employees working in the Ethiopia Airlines. However, this research is limited to Addis Ababa office staff in middle or lower level management. Top management employees are not included in the study because Stawiski et al. (2010) have identified that it is employees who are in the higher levels of the organization that are more positive about its CSR efforts as they have more participation in the CSR decision making processes. Hence the main aim is to understand if the middle and lower level employees of Ethiopia Airlines are being involved in the CSR implementations and if yes, how their perception can affect them in terms of improved job satisfaction, organizational identification, etc.

1.8 Organization of the Study



Figure 1.1 Research Roadmap

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

Methodology: This section will detail the research methodology that used to obtain the results as well as the reliability and validity of the techniques adopted.

Research Design and methodology: This section will detail the research methodology that used to obtain the results as well as the reliability and validity of the techniques adopted.

Research Finding and Discussion: The results obtained from secondary and primary data are outlined in this chapter with the help of tables and charts and discussed.

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

Chapter 2: LITERATURE REVIEW

2.1 Introduction of the chapter

The objective in reviewing the literature on Corporate Social responsibility (CRS) is to build a deep and broad understanding of CRS, and relevant concepts. This chapter will begins with tracing the evolution of CSR, including several stages, models and dimensions of CSR. It also discusses the significance of CSR as an internal marketing tool following the development of the concept of internal CSR. It further explores the role of CSR in developing employee perception of their organization. Finally, the impacts of employee perception of CSR are discussed. In short, this chapter reviews the extant literature to answer the research question “What are the impacts of employee awareness and perception of Corporate Social Responsibility (CSR) within the business sector?”

2.2 Theoretical Review

2.2.1 CSR Definition and Concept

“...The intensive debate among academics, consultants and business executives has resulted in many definitions of CSR (Marrewijk, 2003). There exist nearly as many definitions of CSR as there are articles written about the topic, and the concepts are sometimes supported, sometimes criticized (Marrewijk, 2003). In this section I will present some different viewpoints of CSR-related concepts to illustrate the abundance of existing definitions, and to show that the concepts are all closely related and do not exclude each other. I believe an overview of CSR-related concepts increases the understanding of CSR. This section ends with a description of the meaning of the concept of CSR

Corporate social responsibility (CSR) has been extensively discussed since it was proposed about half a century ago. CSR was first used and defined as a concept by (Bowen, 1953): CSR refers to 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. A lot of the ambiguity behind CSR seems to derive from the lack of universal definition to the subject. While corporations today are encouraged to behave socially responsible on a wide array of issues Welford & Frost, (2006, p.168) there is a confusion in both the corporate and academic world as how to define the concept of CSR (Dahlsrud, 2006, p.1). Dahlsrud concluded that because CSR is a social construction it cannot be universally defined; rather it is something best understood in its specific context. De Schutter (2008, p.204) further suggested that the confusion is about the subjects many perspectives; hence, from what side of the relationship is CSR viewed. (1) “CSR may refer to an understanding of the role of business in society. Business in this sense means socially responsible by owing duties not only so its shareholders but also the stakeholders in its environment”. (2) “CSR may refer to a way of regulating business activities. It manifests a shift from the imposition of top-down obligations under the threat of legal sanctions, to the reliance on incentives and voluntary initiatives as a way of orienting the activities of the corporation”. (3) “CSR may refer as an

alternative to regulating business itself. Here it appears as a code word for abandoning certain questions that might be target to regulatory approaches to market mechanisms” (De Schutter, 2008, p.204).

The EU Definition”...The EU’s Green paper on CSR defines CSR as” a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (Green Paper Promoting a European Framework for Corporate Social Responsibility, 2001)...” (Åsa Helg, 2007)

The EFQM Definition

”...The European Foundation for Quality Management (EFQM) is a membership based not for profit organization, created in 1988 by fourteen leading European businesses with a mission to be the driving force for sustainable excellence. EFQM defines CSR as follows, “CSR refers to a whole range of fundamentals that organizations are expected to acknowledge and to reflect in their actions. It includes – among other things- respecting human rights, fair treatment of the workforce, customers and suppliers, being good corporate citizens of the communities in which they operate and conservation of the natural environment. These fundamentals are seen as not only morally and ethically desirable ends in themselves and as part of the organization’s philosophy, but also as key drivers in ensuring that society will allow the organization to survive in the long term, as society benefits from the organization’s activities and behaviour” (The EFQM Framework for Social Responsibility, 2004)...”. EFQM presents some common characteristics for CSR which are; meeting the need of current stakeholders without compromising the ability of future generations to meet their own demand, adopting CSR voluntarily, rather than as legal requirement, because it is seen to be in the long-term interests of the organization, integrating social, environmental and economic policies in day-to-day business and accepting CSR as a core activity that is embedded into an organization’s management strategy. The following figure illustrates the key dimensions of CSR according to EFQM – social, environmental and economic – and how they link and also overlap. These three dimensions are consistent with the three dimensions of the Triple Bottom Line: people, planet and profit.

Topics of CSR has been accepted as obligation, which have been imposed by societal expectation for guiding business behaviours (Carroll 1999, Fairbrass et al 2005). CSR promotes corporation to take serious account of all the stakeholder’s interest and well –being. This type of responsibility goes beyond the conventional obligations. It encourages corporation to voluntarily take further steps to contribute to the society at large.

The review traces the theoretical evolution of CSR. Although there is no agreement on universal definition and dimension of CSR, the substance of the concept is consistent (CSR refers to responsibility of businesses to benefit the entire society).

Evolution of Corporate Social Responsibility (CSR)

The concept of CSR has a long and ever-changing history, passing through several periods. In this study, according to (Carroll, 1999) chronology of CSR, the evolution of CSR is classified into the following stages: Conception, explosion, development and extension

A. Conception

The conception stage is the process of forming a germinal CSR concept. Began in the 1920s since business practitioners began to recognize the concept of responsible practices (Sheldon 1924). This stage emphasizes both normative and ethical businesses. Namely, general principles are substantive and necessary in business. Meanwhile, business ethics is highlighted in the business environment. Although there is little formal rules or regulations of ethical business, a spirit that characterized as corporate philanthropy and welfare emerged during this period

It was not until 1953 that CSR was first conceptualized as a social obligation (Bowen, 1953). In his book “Social Responsibilities of the Business man”, Bowen initially defined CSR as the Obligation of Businessmen to pursue those polices, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (Bowen, 1953). This is the first-time social responsibility is seriously set forth. It marks the beginning of the modern period of literature on CSR. Bowen’s definition provided a profound discussion of CSR during the first half of the twentieth century. Because of Bowen’s far-reaching and influential work, he has been given the title:” Father of corporate social responsibility” (Carroll, 1999).

Other scholars also consider CSR as one of the key goals for businesses. Corporation’s responsibility to society is explicitly addressed as an important component of business policies and activities (P.F, 1954). For example (R, 1956) a consultant for General Electric wrote in “Corporation Giving in a Free Society”, emphasizing that corporate giving should aim at promoting long term social philanthropy and not as a branch of advertising.

B. Explosion

The second stage showed a noticeable growth in the formation of CSR awareness. This stage started in the 1960s, with a focus on corporation capacity to respond to the increased environmental and ethical awareness. In addition, consumers, the public and civil rights advocates also put a great deal of pressure on corporations. These external factors prompt the explosion of CSR awareness. The growth of CSR thus led to a positive social change: ethical and social values take precedence over the economic values.

Several prominent scholars are identified as the main contributors for CSR diffusion during that time. Davis, (1967) defined CSR a business decision, which reflect an organization’s long run objectives and socially responsible prospect rather than economic interests. He later related business ethics to CSR by arguing that social responsibility is concerned with ethical outcomes (Davis 1967). This perspective extends pervious work and introduce a significant combination of business and society. In addition, (W.C, 1960) maintained that CSR referred to making best use of economic and human resources to increase

profits. Although social welfare was mentioned, economic profits were put in first place. This minimalist view of CSR has been debated for decades (Lucas T, Willin A & Lafferty G, 2001). Unlike Frederick, McGuire (1963) asserted that the corporation should assume responsibilities to the society beyond their economic and legal obligations. He regarded CSR as taking politics, community, employees and the whole society into account. This statement laid a foundation for Carroll, (1979) four-dimensional CSR model. Walton (1967) also plays an important role in the CSR field. He emphasized the role of business in modern society is a voluntarily engage in social responsibility without counting on economic returns. Scholars have interpreted CSR from different perspective. They provided a wide range of information and rich theoretical basis for the following research work on CSR.

With the increasing awareness of CSR, corporations are expected to undertake a broader range of social responsibilities. The diffusion of CSR will contribute more human life, and to the whole society. In 1971, The U.S committee for economic Development's (CED) put forth the essential concept of CSR. The CED redefined the relationship between business and society, asserting that the fundamental responsibility of business is to meet the needs of society. CSR is thus related to not only economic benefits (e.g. Productivity) but also to social expectations (e.g. environment protection). Johnson, (1971) provided a more integrated approach between the business and society. He believed that CSR should be taken as a long run policy and goal. By presenting a number of different views of CSR, Johnson posited that a corporation should attach importance to the multi interests of its stakeholder groups to fulfil multiple goals. These complementary aspects of CSR highlight the importance of maximizing benefits, both for business and for the society, In the late 1970s, (Carroll, 1979) made a further contribution to the study of CSR. He categorized CSR as a corporation's economic, legal, ethical and discretionary responsibilities. These different aspects are regarded as deriving from social expectations at a specific point of time. Meanwhile, he proposed a four-dimensional model of CSR based on the definition. The CSR model is most widely accepted and has been frequently used to explain the CSR construct. Thus, this study will examine the effect of perceived CSR based on these four parts, the details of the CSR model will be specified later in this chapter.

During this time, most scholars hold a similar viewpoint on CSR. That is business should align long-run goal to maximize the social well-being. The research subjects are society orientation, such as public responsibility, social obligation and social expectation (Steiner 1971, Manne & Wallich 1972, Eells & Walton 1974, Zeniske 1979). The research work shows the social responsibility has been raised to a higher level.

C. Development

In this stage, the focus of CSR research is less on definition but more on social sustainability. CSR has been more widely discussed among scholars and practitioners. Specifically, principles of sustainable development have been linked to CSR as the major social expectation after the 1980s. For example,

environmental issues call for a practical concern of the engagement in CSR. Corporations are expected to consider future generation's when satisfying the current society.

This stage began with an interesting prospective in 1980. Jones, (1980) articulated that CSR should be voluntary. The concentration of CSR should shift from traditional shareholders to other social groups such as customers, employees, suppliers, and Communities (Jones, 1980).

Furthermore, World commissions on Environment Development (WCED) reported that CSR should attach more importance to sustainable development (1987). The sustainability aimed at fulfilling the needs of both the present and the future generation. The WCED also emphasized developing countries role in the CSR movement, especially the countries that play and increasingly important part in the global business.

Topics about CSR continued in the 1990s, including corporate social performance (CSP), Stakeholder theory, business ethics and corporate citizenship. Wood's (1991) CSP model and Carol's (1991) pyramid of responsibility were the major contributions during this time. In Wood, (1991) model, CSR was comprehensively analyzed in a broader context. That is CSR put an emphasis on corporation's external performance. Carroll, (1991) revisited his previous four-part CSR definition. He then depicted the categories in sequence as a pyramid. By doing so, CSR was assumed in terms of its different levels. In addition to developing the pyramid, Carroll further suggested a natural fit between CSR and Stakeholders. Essentially, the stakeholder's theory Freeman, (1984) personalizes CSR by specifying stakeholder groups, who should be considered in business activities. This is also the way to shift the CSR prospective from Organizational level to individual level.

D. Extension

Moving towards the new millennium and more recently, CSR has become an essential concept in academy and business world. At the dawn of the 21st Century, CSR debated in the global economy with focus on multinational cooperation's. These operations called on to initiate worldwide CSR programs for improving social conditions. Therefore, a more integrated view of CSR in business is required to include economic, environmental, social and public welfare. Take the Enron collapse for instance, Windsor, (2001) suggested financial performance should never be isolated from CSR in such a competitive global business climate. He implied the popularity of relevant concepts in future research work, such as corporate citizenship and stakeholder management (Windsor, 2001).

During the evolution of CSR, literature provides evidence about the likely impact of CSR on an influential stakeholder group employee. Peterson (2004) in his study linked corporate citizenship with employees' attitudinal reaction, namely organizational commitment. The research findings confirmed his hypotheses that corporate citizenship does influence employee's work attitude. Buren (2005) associated CSR with the employee and proposed an employee – cantered model based on Wood, (1991) CSP model. The involvement of employment practices in the CSP model explained the concern about CSR in employment relationship.

The previous studies have drawn on various theories, including organizational justice theory, social identity theory, and cognitive dissonance theory: These theories provided the basis for reasoning the relationship between CSR and employees. More recently, much research work has embodied the concern for the relationship between individual perceptions of CSR and employees. More recently, much research work has embodied the concern for the relationship between individual perception of CSR and employee's reaction (Brammer, Williams & Zinkin 2007 Rodrigo & Arenas 2008, and Valentine & Fleischman 2008). Both explanatory and empirical models were presented to explore how the perceived CSR programs would affect employees' attitudes and behaviours. For example, S.R Valentine & T Barneett, (2003) research showed a direct correlation between the level of CSR and the employees' job satisfaction. This indicates that CSR has an impact on employees' work attitudes. Overall, the literature shows rich evidence that CSR is closely related to employee work reaction.

Overall, the evaluation of CSR has changed substantially across the decades. A review of CSR evolution provides a clear path to identify its footprint. Research and theories in this field enable us to understand the concept from a single, business- oriented concern to multi-dimensional perspectives. In this course of the overall theoretical evaluation of CSR, Conceptualization of social responsibility deserves equal attention. Various perspectives of Conceptualization may help in understanding CSR and get new insights into the studies of CSR.

2.2.3 CSR in Ethiopia Airlines

Ethiopia Airlines has a remarkable track record of CSR initiatives including sponsorships and community programs since 2013. The CSR works focuses on Community development, Environment acts and sponsorship based on request for Education, medical Travel, Art and culture, sport and media relationship.

As part of the airline's commitment to corporate social responsibility, Ethiopian airlines has been involved in a number of philanthropic activities focused on humanitarian and social programs, sports, education, health, as well as community and environment protection in Ethiopia with both local and international charitable organizations to support humanitarian causes in the region. Like, The Ethiopian Airlines School feeding programs, which was, launched a school feeding program in various elementary and junior secondary schools in Addis Ababa in November. The program benefits students from less fortunate families. The beneficiaries were selected via recommendation made by their respective administrative offices. (Airlines, 2017)

The Ethiopian airlines also is committed to integrate environmental issues into its businesses to ensure sustainable development and address its social and environmental responsibilities through implementing the following policy requirements:

POLLUTION PREVENTION: The Airline minimizes waste releases to the air, soil, and water through reduction of waste at the source and use of environment friendly aircraft and technologies by

implementing green procurement, safer and proper use and disposal of chemicals. (Ethiopian airlines website – under corporate responsibility page)

RISK REDUCTION AND EMERGENCY PREPAREDNESS: Ethiopian shall be committed to meet all applicable government and industry standards to consistently reduce environmental risks. Ethiopian is therefore, committed to reduce environmental risks and demonstrate its emergency preparedness in connection with its existing emergency preparedness and response plan. (Ethiopian airlines website – under corporate responsibility page)

RESOURCE MANAGEMENT: The Airline is committed to manage resources, such as water, energy and land in an environmentally sensitive way.

One of the initiatives towards the environment was **working towards a Greener Ethiopia**. In 2008 Ethiopian Airlines unveiled plans to plant trees throughout Ethiopia, during the Ethiopian Millennium year, and launched a long-term environmental campaign known as FLY GREENER. The strategy thus far was to disseminate seedlings of multipurpose trees that are certain to bring sustainable livelihood values to farming communities. (Ethiopian airlines website – under corporate responsibility page).

2.2.4 CSR Model

A number of CSR models have been developed by social scientists over the years. But researchers are of the view that a common definition of CSR is still obscure Low, (2014) as CSR models developed from 1950s to 1980s are reflective of that time frame’s explicit business needs (Waddock,2008). The typical conceptualization of CSR is summarized on the below table (Table 2.1).

Table 2.1: Typical Conceptualization of CSR

Authors	Conceptualization			
Committee for Economic Development (CED) (1971)	Inner responsibility	Intermediate responsibility		Outer responsibility
Sethi (1975)	Social obligation	Social responsibility		Social responsiveness
Carroll (1979 1991)	Economic responsibility	Legal responsibility	Ethical responsibility	Philanthropic responsibility
Wood (1991)	Principles of responsibility	Processes of responsibility		Outcomes of responsibility
Quazi and O’Brien (2000)	The span of corporate responsibility		The range of outcomes of social commitments	
Current view	Economic responsibility	Environmental responsibility	Social responsibility	

Among them, A.B. Carroll’s “four-part definitional framework of CSR” model provides a comprehensive understanding of CSR. This category of CSR has been widely accepted and frequently adopted in the

literature. This Study will draw on his model to build the framework. It states that “Corporate Social Responsibility encompasses the economic, legal, ethical and discretionary (philanthropic) expectations that society has of organizations at a given point in time” (Carroll, 2016).

The “pyramid of CSR” (Figure 2.1), a transformation of the original four-part definitional framework was published by Carroll in 1991.

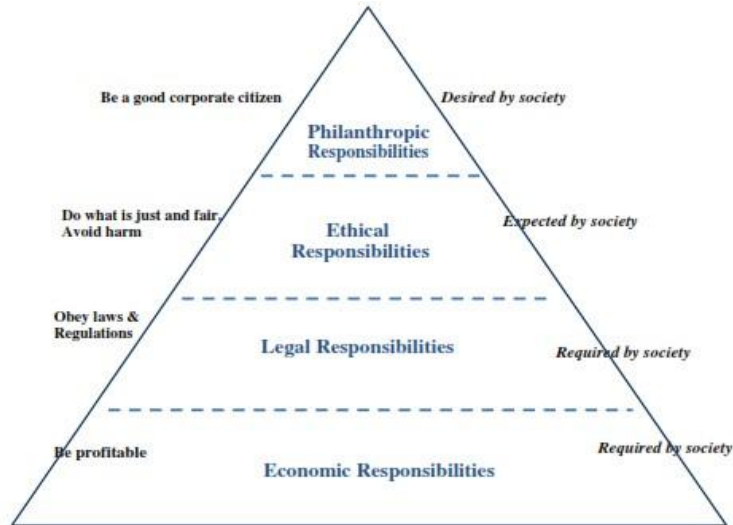


Figure 2.1 CSR Pyramid (Carroll, 2016)

There are three others widely known models of CSR which are pictorially represented as a pyramid, intersecting circles and concentric circles (Geva, 2008). The pictorial representations have been depicted in Figure 2.2.

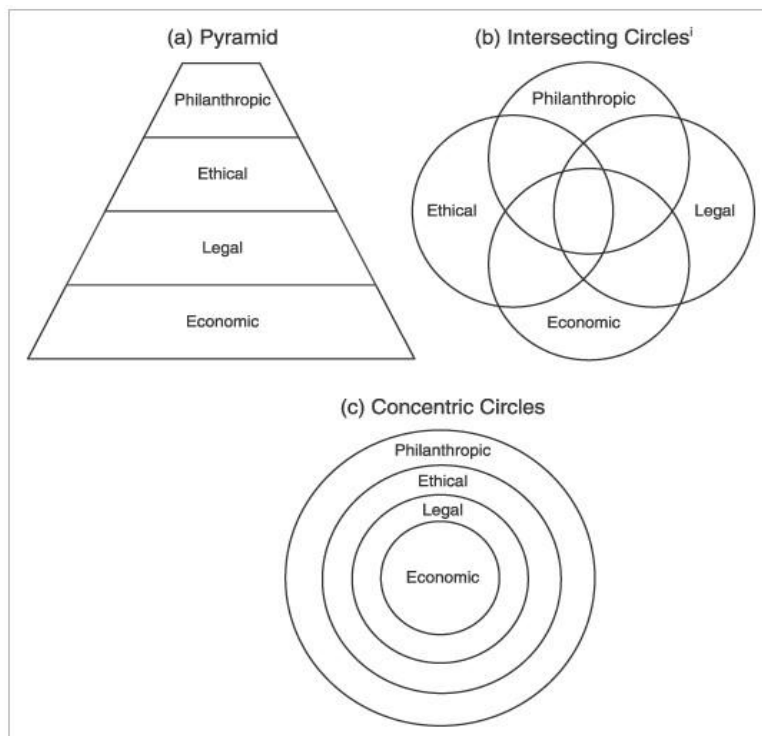


Figure 2.2: Three CSR models (Geva, 2008)

A hierarchy of disconnected responsibilities is depicted by the CSR pyramid. A “non-hierarchical set of interconnected responsibilities” is depicted by the intersecting circles representation whereas the concentric circle representation of CSR implies the integration of the responsibilities that share a core.

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

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

2.2.5 Internal CRS

CSR’s definition has been undergoing slight updates in the last few decades as the concepts of stakeholder involvement, corporate citizenship and business ethics are also being associated with CSR (Low, 2014).

Stakeholders are the individuals and groups who can affect and also can be affected by a corporation activity (Freeman, 1984). The stakeholders were first conceptualized by Freeman (Perrini, 2005) in his book: “strategic management: A stakeholder approach”. A European level CSR promotional campaign was able to deliver a stakeholder-based CSR framework (Perrini, 2005). This framework is also drawn from Freeman’s Stakeholder Theory (1984). The essence of this perspective is that corporations should undertake more extensive responsibilities to their key stakeholder groups. According to Perrini, there are eight stakeholder groups, which are; Shareholders, Financial Partners Community, Public authorities, Human resources, Suppliers, Environment and Customers. These stakeholder groups can be grouped into four broad categories of CSR namely; Employees, Governance, Community and Environment (Hub, 2016).

The stakeholders’ perspective identified identifies the relationship between the stakeholder and corporate performance. It is suggested that stakeholder theory is closely related to CSR in terms of how corporation impact their stakeholders. Based on the stakeholder theory, corporations are suggested to undertake social responsibility by taking into account the interest of all stakeholders who might be affected by their activities. (D.J Wood and R.E Jones, 1995) propose three roles of stakeholders to justify the importance of stakeholders’ evaluation CSR: First on is Stakeholders are the source of expectations of CSR, then stakeholders experience the effects of CSR and finally stakeholders will make evaluation on CSR

In the study conducted among the European countries, CSR based on the human resources category of stakeholders which include the employees gained much attention, especially the features like training and

development of employees, equality of pay, employee health and safety, employee satisfaction and protection of rights (Perrini, 2005).

Employees are one of the most important stakeholder groups whose interest must be taken into account (Clarkson1995). Since they can be affected by and also affect their organization's activities, the employees play a key role in the success or failure of their organization. In this way, employee is likely to be affected by the CSR programs and react differently at work (H.C Koh & E.H.Y Boo, 2001). However, little is known about how the employee perceives and react to the CSR programs. In this study, an attempt has been made explore the relationship between employees' perception of CSR and their attitudinal and behavioural reaction.

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

2.2.6 Employee's perception of CSR & CSR role in the fulfilment of employee psychological needs

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

According to social identity theory, employees find opportunities for personal growth and gain an emotionally rewarding experience when they work for organizations that are socially responsible (Greening & Turban, 2000). Participating in community outreach programs also helps employees in developing marketing and organizational skills thereby enabling them to shine brighter at their works (C.B Bhattacharya, D. Korschun, and S. Sen, 2009).

Also, for different employees, the psychological needs they seek to be fulfilled at work are different (J. Hetland, H Hetland, A Bakker, E Demerouti, C. Andreassen and S. Pallesen, 2015). Hence, it is important to identify employee's order of preference of the needs so that CSR programs can be developed accordingly. Primary data collection in this research aims to understand employees' ranking of the psychological needs.

In addition to understanding contextual factors of organisational leadership, culture, and intervention type, developing more effective CSR and understanding why CSR affects stakeholders must include an understanding of the theoretical underpinnings behind why CSR appeals to certain stakeholders (Rupp & Mallory, 2015). While micro-level research has made significant progress towards answering some important questions, it is limited by a lack of knowledge and guiding theory of the psychological foundations of CSR that explain when and why it affects organisational stakeholders, such as employees

(Aguinis and Glavas, 2013). Thus, while social identity theory, in conjunction with stakeholder theory, provide the overarching framework by which this thesis examines employee CSR engagement, additional theories are also reviewed due to their role in integrating organisational psychology and CSR.

Organisational Identification Theory

According to organisational identification theory, which is an offshoot of social identity theory, individuals develop a feeling of oneness or sense of belonging to an organisation (Ashforth & Mael, 1989). Because organisational identification is relevant within the social identity process, the effects of CSR on identification have also been explored (Brammer et al., 2015; De Roeck, et al., 2014; Kim et al., 2010;). Indeed, the application of organisational identification theory to CSR is a rare deviance from the usual mechanistic approach to examining employee engagement in CSR with no consideration given to how and why these positive employee outcomes are achieved (Glavas, 2016).

Social identity theory is widely used to explain the relationship between CSR and organisational identification. For example, Aguinis and Glavas (2013) demonstrate that employees are attracted to CSR owing to perceived value alignment and the opportunity CSR provides to achieve a higher purpose in work. Rodrigo and Arenas (2008) have also investigated how employees' relationships with their organisation evolve as a result of organisational CSR efforts. Their findings suggest that employee perceptions of their organization's social role and image lead many of them, who formerly felt that their organisation was just a place to work, to view their employer as an institution that shares their own social views and values (ibid). Research by De Roeck and Delobbe (2012) suggests that increased organisational identification through CSR is mediated by organisational trust. Korschun et al. (2014), Glavas and Goodwin (2013) and Farooq et al. (2016) also suggest that CSR has a positive influence on organisational identification.

Signalling Theory

Signalling theory suggests that firms' strategic choices and activities send signals to stakeholders (Weigelt & Camerer, 1988), which in turn stakeholders use to form impressions of the firm. Signalling theory is therefore intrinsically related to social identity theory, with individuals' membership in social categories, such as the organisation they work for, influencing self-concept (Ashforth and Mael, 1989). As part of a growing number of strategic choices and activities within organisations, CSR plays a growing role in organizations' signaling processes.

This has key implications for future employees who may approach organisations with little knowledge of what the employment experience will be like (Rynes, 1991). As a result, employees may rely on indicators of potential outcomes throughout their experiences with the organisation as signals of unknown organisational traits (Rupp & Mallory, 2015). For example, social policies and behaviours toward stakeholders may be perceived as indicators of expected treatment towards employees, and thus individuals may find companies participating in such initiatives more trustworthy and desirable. Research findings by Greening and Turban (2000) suggest that CSR signals an organisation's goals and norms, commitment to

diversity, and working conditions. The work of Behrend et al., (2008) demonstrate that employee job pursuit intentions increase when a pro-environmental message was communicated during recruitment. Signalling CSR information about an organisation can improve the likelihood of employees applying to work within organisations where they see themselves fitting in the organisation's overall value system (Gully, et al., 2013). In this way, signalling theory is closely tied to social identity theories with scholars finding that CSR signals to prospective employees the values of the organisation, thus increasing the potential for values congruence (ibid; Jones et al., 2014b).

Signalling theory is subsequently argued to inform the outcomes, underlying mechanisms, and antecedents of CSR. While generally applied to the study of prospective, rather than incumbent, employees in relation to CSR and firm attractiveness, findings from the CSR recruiting literature do partially overlap with those from incumbent employees. CSR has been found to signal organisational reputation resulting in increased pride and expectations of fair treatment (Jones et al., 2014). Furthermore, corporate social responsibility behaviour can be seen to influence a firm's image and, by extension, an employees' self-image (Turban and Greening, 1997). Therefore, though these findings have implications for prospective employees, they are similarly seen to influence incumbent employees.

Social Exchange Theory

Social exchange theory suggests that under certain conditions, individuals seek to reciprocate those who benefit them. When individuals perceive a mutual benefit in interacting with a group or individual, they develop positive feelings towards that party, resulting in feelings of trust, obligation and mutual benefit (Blau, 1964). Social exchange relationships are therefore based on mutual trust and the expectation that benefits will be exchanged over time (Cropanzano & Mitchell, 2005).

This has implications for organisations, with research suggesting that employees reciprocate the benefits they receive from their employer (Coyle-Shapiro & Neuman, 2004). Organisations can foster social exchange with employees through policies, actions, and organisational reputation, including those pertaining to corporate social responsibility (Rupp & Mallory, 2015). Indeed, exploring corporate social responsibility and related interventions such as volunteering through social exchange theory suggests that employees who believe they benefit from such programmes feel obligated to reciprocate by performing behaviours that benefit the organisation (Jones, 2010; Slack, Corlett, & Morris, 2015).

As Rupp and Mallory (2015) suggest, studies using social exchange theory often examine social exchange relationships through variables of organisational identification and commitment, which focus on perceptions of similarity and trust. Farooq et al. (2014) theorized that when organisations engage in corporate social responsibility, they are perceived as trustworthy by employees, which results in increased employee identification with the organisation and, consequently, attachment and organisational commitment. Increased organisational commitment resulting from organisational CSR was a result of organisational trust and identification (Farooq et al., 2014).

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

2.2.8 Impacts of employee perception of CSR

Employee perception of CSR has been identified to have a number of consequences. Various researchers have proved that employee perceptions of CSR influence employee variables like employee-company identification, organizational commitment, organizational citizenship behaviour, job satisfaction, meaningfulness of work positively in a western context. This section reviews the relationship of employee perception of CSR with the following variables.

A. Organizational Commitment

Organizational commitment is defined by Allen and Meyer (1990) as “an emotional attachment to CSR identification and involvement in the organization” (as cited by Brammer et al., 2007, pp. 7). Glavas & Kelley (2014) quote the work of Maignan et al (1999) that has been able to find a positive relationship between CSR and employee commitment. Maignan et al. (1999) have identified that employees feel more committed towards organizations that are adherents of CSR (as cited by Rettab et al., 2008, pp. 376). According to them, this positive relationship is mainly owing to the fact that CSR instils in employees a sense of pride and makes their work feel more enjoyable. Employees do feel a sense of belongingness upon learning that the organization that they work for is conscious of their obligations to the society and the environment.

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

B. Employee-Company Identification

Employee identification is defined by C.B Bhattacharya, D. Korschun, and S. Sen, (2009) “a psychological concept that reflects the extent to which employees feel that their sense of self overlaps with their sense of their employer.” The research conducted by Bhattacharya and colleagues in both 2006 and 2008 have been able to conclude that CSR plays a huge role in enhancing the sense of identification in both customers as well as employees. “Employees identify with a company when they believe it is socially responsible” (Bhattacharya et al, 2008, pp. 41). The researchers have attributed this CSR based employee identification to a feeling of well-being, job satisfaction and a sense of pride in employees. This is mainly because CSR has the potential to demonstrate to the employees the extent of match or mismatch between their own values and the organizations’ (Bauman C & Skika L, 2012). Additionally, Bauman C & Skika L, (2012)

also argue that an organization's actions and steps taken to support various causes, measures to improve organizational diversity and environmental friendliness speak louder than their mission and vision statements in creating an impact in the employees who think on the same grounds, thereby instilling a sense of organizational identification in them.

C. Job Satisfaction

Job Satisfaction is defined by Locke, (1979) as “a positive emotional condition resulting from the overall evaluation of an employee's job or job experience” (as cited by Rahman et al., 2016). It has been identified that employees' perception of CSR focused on the community is related positively to job satisfaction (S.R Valentine & T Barneett, 2003). The study by Vitell & Davis (1990) conducted in the emerged economy of Mississippi USA, states that job satisfaction is directly related to the existence of an ethical climate in the organization. The findings have further identified that to increase the level of job satisfaction among employees, managers may encourage ethical behaviour. In the developed economy of the southern USA, the study conducted by Schwepker (2001) has been able to find a similar relationship between job satisfaction and the ethical climate in the organization. A number of studies conducted in the developed economies of the world (Vitel & Davis, 1990; Bhattacharya et al., 2008; Valentine and Heischman, 2008) have identified that job satisfaction and CSR are related. A similar study conducted in the Bank of Bangladesh, a developing nation has also found a positive relationship between job satisfaction and CSR (Rahman et al., 2016).

D. Organizational Citizenship Behaviour

Organ (1988) defines Organizational Citizenship Behaviour (OCB) as those “discretionary and cooperative behaviours that promote effective organizational functioning” (as cited by Jones, 2010). Organizational Citizenship Behaviour follows from Employee-Company Identification (Bauman C & Skika L, 2012). Bauman C & Skika L, (2012) CSR is positively related to OCB in employees as it helps in promoting a sense of belongingness and identification. It has also been identified that employees repay the company through OCB on feeling that they benefit from their organization's CSR volunteerism programmes.

E. Work Meaningfulness

CSR has been found to impart meaning and a sense of purpose to the employees; (Bauman C & Skika L, 2012) who has found that employees realize greater meaningfulness in their work if they have the opportunity to serve others through their organization's community outreach and volunteerism programs. They have also been able to find a positive relationship between work meaningfulness and CSR as they conclude from the works of many researchers that when employees perceive that they are working for socially responsible companies, they tend to find more meaningfulness in their work.

2.2.9 Drivers of employee perception of CSR

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

CSR has the ability to satisfy an employee's higher-order psychological needs and thus take the role of a job-product in the internal marketing lever. Hence on giving attention to an employee's needs like self-enhancement opportunities, sense of connectedness to the organization, reputation shield creation and work-life balance, the organization can expect better engagement of the employees in the CSR front (S.Du, C.B Bhattacharya and S. Sen, 2007).

Employees of an organization can better identify with it upon learning that the organization's defining characteristics are at par with their own defining characteristics (as cited by Gupta, 2015). To tackle this, employees should be well informed of the organization's CSR initiatives as the extents to which employees perceive their organization's CSR depend largely on the type of CSR initiatives supported by the organization (C.B Bhattacharya, S. Duand Sen, S. , 2010).

The key is to increase employee proximity to CSR as noted by (C.B Bhattacharya, S. Duand Sen, S. , 2010). They suggest CSR should be incorporated into job-products, which include features like job responsibilities, salary and benefit packages (Bhattacharya et al., 2008). Organizations should provide opportunities for employee participation in CSR without compromising the time required for completing their daily tasks (Bhattacharya et al., 2008). They suggest that organizations should also try to integrate CSR within their employees' jobs and devise mechanisms to monitor and reward their CSR performances.

It is crucial for organizations to keep in mind that there is more than one way in which their CSR program for employee engagement can go wrong.

2.3 Empirical Review

Mallen (2012), depicted that how the trends of CSR have changed from last so many years. This change has affected both the society and business & explained three basic things about the changes in the trend: The relationship between business and society has changed due to social and environmental problem around the world & these conditions, business and society came closer. Second, the businessman's strategy of developing business also affected society a lot, new ideas of business developments also came with CSR management that reflects in their product and services. And the third one is other parties like outside agencies and firm's own goals also interfere with the Firm's activity.

Various researchers have proved that employee perceptions of CSR influence employee variables like employee-company identification, organizational commitment, organizational citizenship behaviour, job satisfaction, meaningfulness of work positively in a western context (Aguilera et al., 2007; Bartel, 2001; Ellemers et al., 2011; Fombrun et al., 2000; Peterson, 2004; Rodrigo & Arenas, 2008; Swaen & Maignan, 2003 as cited by Bauman & Skitika, 2012, pp. 64). The researcher aims to understand if there is a cause and effect relationship between CSR and job attitude using Lee et al. (2013) theory. It has five items measuring CSR effect on job attitude (i.e. employee-company identification, organizational commitment, organizational citizenship behaviour, job satisfaction and job meaningfulness).

The economic Times (2012), news highlighted the views of former president Dr. APJ Abdul Kalam in a CSR award function organized by industry body Assocham. Kalam said that companies should devote some part of its goal to corporate services. It should make mandatory for all the companies to spend a

percentage of its profit on corporate social responsibility. Kalam also discussed about the proposed bill on corporate spending on CSR. They assumed greater importance of CSR in building the lives of the country's citizens.

An article published in *The Economic Times* named as "CSR: A cloak for crooks" on 21 Oct. 2012 explored that there are so many companies which have engaged in CSR, yet they are suffering from financial crisis, fraud and other unsocial causes. In this article, an example has been taken about the company Satyam Computer Services. The company has won several awards in the area of CSR which includes rural communities' commitment and services like healthcare, education and water.

Maignan and Ferrell (2001), Maignan and Ferrell (2004), Backhaus, Stone and Heiner (2002), Brammer, Millington and Rayon (2007), and Peterson (2004) expected that there is a positive relationship between CSR and job satisfaction. Furthermore, Albinger and Freeman (2000), Backhaus, Stone and Heiner (2002), Greening and Turban (2000), Maignan, Ferrell and Hult (1999), and Peterson (2004) revealed that there actually is relationship between CSR and job satisfaction. At the same time, the relationship between procedural justice and affective commitment may be expected to be positive because employees may be expected to identify with ethical organizations (Brammer & Millington 2005). The existing literature provides compelling empirical support for these arguments; a strong relationship has been found between the ethical climate of organizations and job satisfaction (Koh & Boo 2001; Viswesvaran, Deshpande & Joseph 1998) and studies about the relationship between organizational commitment and procedural justice suggest that they are positively and significantly related (Albinger & Freeman 2000; Backhaus, Stone & Heiner 2002; Cohen-Charash & Spector 2001; Greening & Turban 2000; Meyer et al. 2002; Peterson 2004; Turban & Greening 1997). Overall past studies illustrate that a firm's social responsibility deal with matter to its employee and expect to have a positive impact on employee commitment (Albinger & Freeman 2000; Backhaus, Stone & Heiner 2002; Cohen-Charash & Spector 2001; Greening & Turban 2000; Meyer et al. 2002; Peterson 2004; Turban & Greening 1997). These studies also illustrated that a firm's social responsibility deals with matters that relate to its employees and can be expected to have a positive impact on employee's commitment.

In addition, Maignan et al (1999) expected that firms that disclose CSR activities might enjoy enhanced levels of employee commitment for two reasons: they are devoted to ensuring the quality of the workplace experience, and they inform their stakeholders about social issues such as the welfare of the community or the protection of the environment.

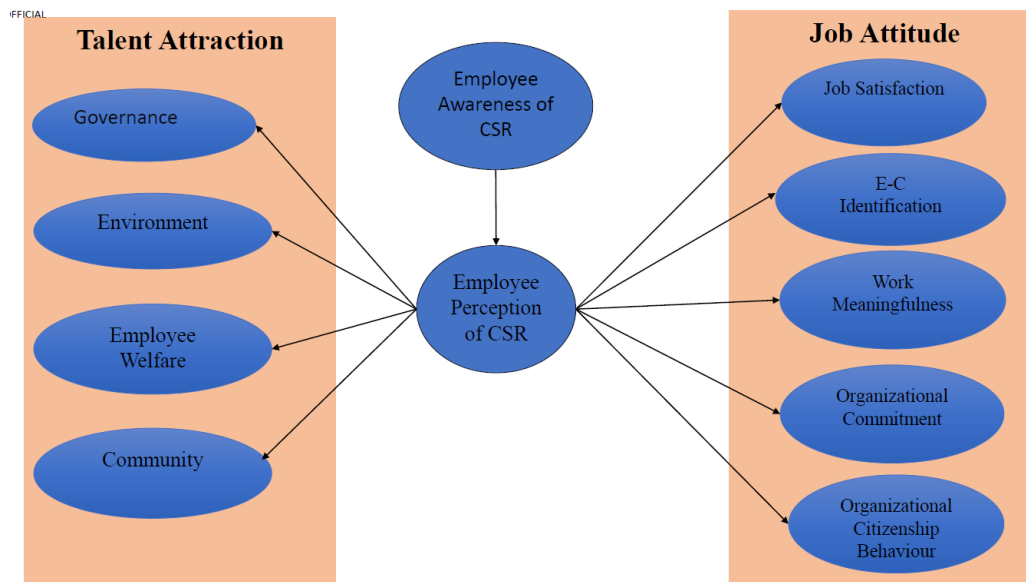
It can be seen that firms that engage in CSR activities should result in a positive relationship in relation to their EC because they might earn employee's commitment compared with firms that do not engage in appropriate CSR activities (Aguilera et al. 2007).

2.4 Conceptual Framework

The conceptual framework of the study has been adapted from the study of Lee et al. (2013). The model demonstrated how employee awareness affects employee work attitude (i.e. E-C identification, Job Satisfaction, work meaningfulness, organizational citizenship) and talent attraction (Governance/Legal

responsibility, Employee welfare, Economy responsibility and Community/philanthropy responsibility) considering employee perception of CSR.

Figure 2:3 Conceptual Framework based on the study of Lee et al. (2013)



Conceptual Framework, study of Lee et al. (2013)

Researchers like Glavas & Kelley (2014) have identified that employee perception of CSR is positively related to Organizational Commitment only when it is partially mediated by Perceived Organizational Support (POS) and work-meaningfulness. Also, Brammer et al. (2007) cite that POS and work experience are the drivers of organizational commitment in employees (Meyer et al., 2002). Similarly, Kim et al. (2010) argue that Employee Company Identification is most positively related to CSR when mediated by Perceived Organizational Prestige (PEP). These arguments refute the direct relationship between CSR and the variables as they are researches that have been done at micro-employee levels. Though such a study can be conducted in the future, the primary aim of the researcher is to identify if a direct relationship exists between employee perception of CSR and the independent variables (Organizational Commitment, Job Satisfaction, Work Meaningfulness, Organizational-Citizenship Behaviour and Employee-Company Identification) in the context of the Ethiopia Airlines. A micro-level study on, employee perception of CSR, while considering the role of mediating factors is a scope for further research.

2.5 Hypotheses

Hypothesis summary:

Table 2.2: Summary of Hypotheses

There is no significant relationship between CSR awareness and talent attraction.
There is a significant relationship between CSR awareness and talent attraction.
There is no significant relationship b/n CSR awareness and psychological need fulfilment.
There is a significant relationship b/n CSR awareness and psychological need fulfilment.
There is no significant relationship between CSR awareness and job attitude.
There is a significant relationship between CSR awareness and job attitude.

Chapter 3: RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

A study of exploratory nature administered in this research while attempting to answer the “what” form of research question. While drawing on existing literature and with the help of primary data collection, the research questions show the level of employee awareness of CSR and its impact on the employee’s attitudes & behaviors towards their work. The research design involves both qualitative and quantitative approaches of methodology, which is known as Mixed Methods Research (MMR). Open-ended questions is used to collect qualitative data and closed-ended and Likert-scale questions to collect quantitative data. The questionnaire has designed keeping in mind the research objectives.

Questionnaire may be defined as technique of data collection in which each person is asked to respond to the same set of questions in predetermined order. The selection of this tool has been guided by the nature of data to be collected, the time available as well as by the objectives of the study and the overall aim of study is to investigate the relationship between CSR perception and employee job attitude and attraction of talent. And questionnaire techniques were adopted in collecting primary data as it provides an efficient way of collecting responses from a large sample size. For the purpose of this study a quantitative methodology involving a self-administered questionnaire was being used as the measuring instrument. The self-administered questionnaires were distributed to groups of people simultaneously, since they were less costly and less time consuming than other measuring instruments.

The selection of this tool has been guided by the nature of data to be collected, the time available as well as by the objectives of the study and the overall aim of study is to investigate the relationship between employee performance and motivation. And questionnaire techniques were adopted in collecting primary data as it provides an efficient way of collecting responses from a large sample size.

3.2 Target population and sampling

Sampling Procedures and sample selection

The population of the study comprises of all the employees of the airline sector in Addis Ababa targeting the middle-level and lower level management. Hence, the target population is top & middle level employees in the organization. Top management employees are not included in the study because Stawiski et al. (2010) have identified that it is employees who are in the higher levels of the organization that are more positive about its CSR efforts as they have more participation in the CSR decision making processes. With this knowledge, this study aims to identify the impacts of CSR on employees who are in the middle and lower levels.

The researcher employed stratified sampling technique to come up with the sample of the entire population. (Sh. Yusuf & GICHINGA, 2016) Also argue that stratified random sampling is inappropriate

methodology in order to make proportionate, and therefore meaningful, comparisons between sub-groups in the population.(Sh. Yusuf & GICHINGA, 2016) Indicate that a stratified random sample typically reflected the characteristics of the population as a whole hence the choice of stratified sampling method. It was convenient to administer the questionnaires to the sample size chosen. The use of stratified sampling technique chosen for it improves sampling process after identifying the needed sample size.

The sample selected based on the organizational level of the employees. This particular study built on qualitative and quantitative data from middle and lower level managers and employees of the company.

Target Population

The target population is comprised from employees of Ethiopian Airlines at the Addis Ababa office. Per the organization database, there are 12,957 permanent and 2,608 outsourced employees. Out of the total 12,957 employees, 2,152 are working outside of Addis Ababa. Table 3 shows the process the researcher follows to calculate the target population.

Table 3.1: Target Population at the Ethiopia Airline

Total Population (Employees)		15,565
Outsourced (Temporary Employees)	2,608	
Permanent Employees		12,957
Regional employees	1,429	
Employee working from d/t country office	723	
Target population (Addis Ababa)		9,805

The study focus group 36% are women and 64% are men. The organization have 16 divisions and seven business units; Ethiopian International Passenger Services, Ethiopian express domestic, Ethiopian Cargo, Ethiopian MRO, Ethiopian Aviation Academy, Ethiopian Catering and Ethiopian Ground handling. The sample frame of this study tried to take a proportional number of samples from the seven business units.

Sampling Technique

This study used stratified random sampling to obtain a more scientific result that could represent the entirety of the population. The population divided into two group (Shraddha) which is Middle level managers and lower level managers and within the group, will collect the data through Simple Random Sampling (SRS).

In this study probability sampling procedure was used particularly stratified random sampling (SPSS) was used to select the sample. For each selected population, stratified random sampling is method sampling where the researcher selects a sample without bias from the target/accessible population. The payroll list of

Ethiopian Airlines has been used to select participants. For Middle level managers strata was taken every 15 people on the list while for the lower level every 6 person on the list of the payroll. This study was used questionnaire instrument as main tool for collection data, which uses in quantitative research and questionnaire was adapted from (Sh. Yusuf & GICHINGA, 2016). Questionnaire may be defined as technique of data collection in which each person is asked to respond to the same set of questions in predetermined order.

Sample Size

For quantitative study, sample size is determined using single population formula by considering the proportion of customers. The study allows the error of sampling on 0.05. Since the total number of employees were 10,805, the researcher uses Taro Yamane’s (1973) simplified formula and table to calculate sample size.

$$n = \frac{N}{1+N(e)^2}$$

Where, n= sample size ; N = Population size; e= is the margin of error (0.05)

Therefore, n = $\frac{9,805}{1+9,805(0.05)^2}$ = 385

Using this formula, the minimum sample size is determined to be 385. To counterbalance for non-respondents, additional 10% is added and a total of 420 employees were sampled for this research.

3.3 Data Source & Collection Methods

To attain conclusive results for the research questions, both secondary and primary data are collected.

Primary Data

Primary data collection through questionnaires by surveying employees of the case organization. To gather qualitative data Open-ended questions used and closed-ended, Likert type questions was used to collect quantitative data.

Secondary Data

The secondary data contribute towards the information of background information. Secondary data collected mainly through written literature on CSR, academic publications on the topic, web pages, and various reports from the company to gain an understanding of the area and what has already been done.

3.4 Sample selection, participants of study and response rate

Hard copy and URL of the online survey were distributed to 420 employees through the trusted source in the organization on simple random sampling. The employees were assured of the confidentiality of their

participation and other concerns addressed with the help of the Participant Information Sheet and Participant Consent form which were distributed prior to the data collection (see Annex).

Of the 420 employees of the case organization approached, 335 of them successfully completed the survey. The data collection began on 01st of March and the last of the response was obtained on 30th of May. Out of the 335, 68 respondents have failed to answer the entire question thus the researcher forced to discard them.

Therefore, the response rate for this research is 63% $((267-1)/420)$. This low response rate has been resulted due to the crash accident happen on ET 302 flight from AA – Nairobi. Most respondent were pulled to crises management and the airlines prohibited its staff to share information to outsiders in any matter until the issue resolved.

The selection of this tool has been guided by the nature of data to be collected, the time available as well as by the objectives of the study and the overall aim of study is to investigate the relationship between employee performance and motivation. And questionnaire techniques were adopted in collecting primary data as it provides an efficient way of collecting responses from a large sample size. The payroll list of Ethiopian Airlines has been used to select participants. For Middle level managers strata was taken every 15 people on the list while for the lower level every 6 person on the list of the payroll

3.5 Design of Questionnaire

The first section of the questionnaire is composed of background questions. The next two sections of the questionnaire are designed to collect quantitative data to accomplish the aim and objectives of the research. The final section of the questionnaire contains open-ended questions that are developed to obtain the qualitative data for research aim and objective fulfilment. The questionnaire and the open-ended questions aimed in finding out the following;

1. To what extent does CSR contribute to attraction of talent.
2. The level of awareness of CSR and the psychological needs fulfilled by CSR.
3. The impacts of employee perception of CSR among the employees in terms of variables like employee job satisfaction and organizational commitment.

The questionnaire consists of four sections, namely Section A, Section B, Section C and Section D. Design of questionnaire can be found in Appendix 1.

3.6 Method of data Analysis and Presenting the Outcome

Method of Presentation and Analysis: Since the data nature is both qualitative and quantitative, a descriptive analysis with support of graphs is made.

The primary data collection and analysis is as follows;

Quantitative data, which is majorly categorical in nature and logistic regression, is used. Data is entered into the epi data entering mechanism and will be exported to SPSS version 21 for details of the collected data analysis on the quantitative questioners

Qualitative data from the open-ended questions will be analyzed electronically through word processor.

The Secondary Data collection and analysis is as follow;

In this research, the information gathered from the secondary sources (companies and organizations report) is aggregated according to the research components. Then the interpretation and discussion of the findings is presented according to the theories and the literature review material.

The data collections continuously analyzed for enhancing the study, but also for ensuring validity. In order to extract relevant data, several precautions will take to ensure both validity and reliability.

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

3.7 Measures

Independent variable: CSR Awareness & perception:

As discussed in chapter two, Carroll's (1991) four-part model provided comprehensive dimensions of CSR and has been widely accepted. This study will measure employee's perception of CSR based on the category of CSR. Maignan and Ferrell's (2001) scale was developed on the basis of Carroll's (1991) four-part CSR model. The CSR scale has been frequently adopted in the literature. Their scale was used in the study because it is an instrument for assessing organization's socially responsible activities from employees' perceptions.

Dependence Variables – Performance quality Dimensions

Attraction of New Talent: measures employee feeling about joining a company with CSR. In this study, it was measured using self-reported response to Likert scale. It has 8 items measuring four CSR dimensions: economic responsibility, legal responsibility, ethical responsibility and environmental responsibility. These items are examined in section B of the questionnaire. Participant were asked to evaluate a number of socially responsibility initiates according to the four categories of the CSR.

Fulfilment of employee psychological needs:

For different employees, the psychological needs they seek to be fulfilled at work are different (Hetland et al., 2015). Hence, it is important to identify employee's order of preference of the needs so that CSR programs can be developed accordingly. In this research aims to understand employees' ranking of the psychological needs. It has four items measuring employee's psychological needs fulfilment from their organization (i.e. connectedness, self-enhancement, reputational creation shield and work life balance).

These items are examined in section B question number 10 of the questionnaire. Participant were asked to rank their psychological needs according to the CSR dimensions.

Effect of employee perception of CSR on job attitude

Various researchers have proved that employee perceptions of CSR influence employee variables like employee-company identification, organizational commitment, organizational citizenship behaviour, job satisfaction, meaningfulness of work positively in a western context (Aguilera et al., 2007; Bartel, 2001; Ellemers et al., 2011; Fombrun et al., 2000; Peterson, 2004; Rodrigo & Arenas, 2008; Swaen & Maignan, 2003 as cited by Bauman & Skitika, 2012, pp. 64). The researcher aims to understand if there is a cause and effect relationship between CSR and job attitude using Lee et al. (2013) theory. It has five items measuring CSR effect on job attitude (i.e. employee-company identification, organizational commitment, organizational citizenship behaviour, job satisfaction and job meaningfulness).

These items examined in section B question number 11 of the questionnaire. Participant were asked to express their feeling towards their job and company using Likert-scale. Thus, this research aims to validate the above hypothesis are true based on the above measures.

3.8 Validity, Reliability and Objectivity

Validity

Yin (2009) states that to judge the quality of research studies, validity and reliability tests should be undertaken. Validity is classified into three tests namely; construct validity, internal validity and external validity (Kidder & Judd, 1986).

Ensuring that the study is measuring what it intends to measure is known as construct validity. Internal reliability is based on the conclusions of the study being consistent and reproducible, while external reliability, on the other hand, assumes that if the entire research is repeated in another setting or at an armed time, the same results and findings will be generated (Mehmetoglu, 2004). Mehmetoglu (2004) argues that this principle comes from a natural science perspective and can therefore be regarded as an unrealistic requirement for qualitative research. To this end, Data validity has tried to achieve in the following ways.

The research approach used is deductive and as discussed earlier, extant literature is discussed and primary data collection from the organization is used to test the propositions.

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

The exploratory nature of this study can be justified, as other researchers have not conducted a study of this nature in the Ethiopia airlines. The research approach used is deductive and as discussed earlier, existing literature discussed and primary data collection from the organization used to test the propositions.

The secondary sources used are authentic and can help improve reliability, as they are all peer-reviewed academic journals and books electronically obtained.

Reliability Test:

This study used Cronbach's α to examine the internal consistency of each variable. Cronbach's α of 0.7 or higher is considered "acceptable" (George & Mallery 2003). Correlation estimates with asterisks are significant at $P < 0.01$, with an asterisk are significant at $p > 0.05$ (2-tailed). Participants responded to a Likert scale of 1 to 5, indicating the extent to which they agree or disagree with the statement regarding their psychological fulfilment, desirability of organization to new applicant, impact on job attitude and behaviour at work. The respondents also indicated their personal information such as gender, age, length of service and education level. Among them, length of service (work experience, education level is significant correlated with some of the research variables. Based on previous studies, these variables may affect work attitude and behaviors (Schipper 1998, Peterson 2004, Valentine & Fleischman 2008). Thus, this study considered the employee position in the organization as control variable. Summary of the reliability analysis listed below (table 3.2).

Table 3.2 Reliability test of the variables

Case Processing Summary			
		N	%
Cases	Valid	267	100.0
	Excluded ^a	0	.0
	Total	267	100.0

a. Listwise deletion based on all variables in the procedure.

Scale	Reliability Statistics		
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Talent attraction	.857	.853	8
Physiological Need Fulfilment	.710	.707	5
Job Attitude	.920	.927	5

The result shows that the values of Cronbach's α for the employee psychological fulfilment is 0.853, desirability of the organization for new applicant is 0.707 and effect of CSR perception to job attitude and behaviour is 0.927.

The values of Cronbach's α of the dependent variables is > 0.70 indicating high internal consistency and highly correlated ($P < 0.01$). Therefore, Ethiopia Airlines may behave according to Lee et al. (2013) study. i.e CSR has a direct relationship with employee's job attitude and behaviour.

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

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

Researcher error and bias: By making sure that the questions are correct and error-free, the possibility of researcher error has been minimized. Effort has also been made to reduce human-error during tabulation and exportation of data from questionnaire responses to word processing formats. Further, leading questions have also been avoided to reduce researcher bias.

Pilot-testing of the questionnaires has been performed on twenty-five employees and feedback considered to further improve validity and reliability. Had there been more time, pilot testing would have been performed on more employees to compare the results and feedbacks in a better way.

Chapter 4: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

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

4.2 Descriptive Analysis

4.2.1 Background Questions – Classification of respondents

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

Table 4.1 Background Information of Participants

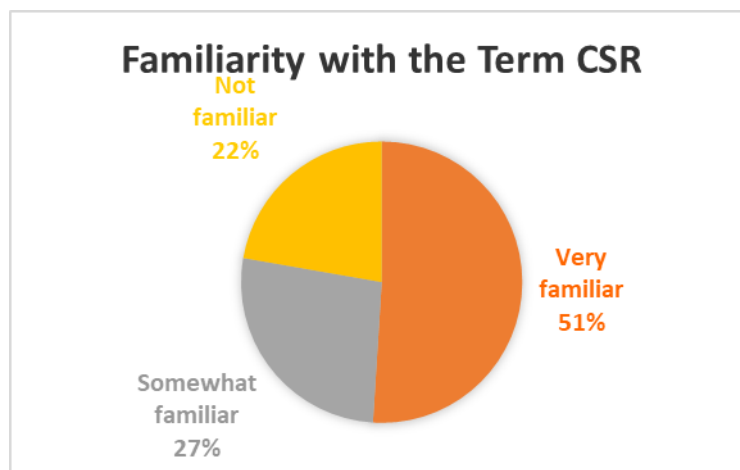
Attribute	Option	No Respondent	Percentage
Age	Less than 30 years	64	24%
	30 – 39 years	102	38%
	40-49 years	59	22%
	50-59 years	19	7%
	>60 years	24	9%
Gender	Female	96	36%
	Male	172	64%
Education Level	Diploma/Vocational School	64	24%
	Bachelor's Degree	138	52%
	Second Degree and above	24	9%
	Others	42	16%
Work Experience	Less than 2 years	123	46%
	2 – 5 years	83	31%
	5 – 7 years	43	16%
	More than 7 years	19	7%
Position	Officers	107	40%
	Team Leader	67	25%
	Manager	56	21%
	Sr. manager	38	14%

As the table above shows 84% of the employees are considered to be young. The gender balance shown on the data seems balanced female (46%) and Male (54%). Based on the Ethiopia Airlines HR manual the lower level management are officers and team leaders whereas the middle level management considered as manager and Sr. Managers. The upper level managers considered to be position holders with director and above. The data collected only covers the middle and lower level management with the percentage 35% and 65% respectively.

4.2.2 Familiarity of the term Corporate Social Responsibility (CSR)

The employee's familiarity to the term CSR were asked, 51% (137) of the respondents are very familiar, 29% (77) of the respondents are somewhat familiar whereas 22% (59) of them are responded not at all familiar with the term. 79% (164) of employees of Ethiopia Airlines implied that they are familiar with the concept of CSR, thus we can say that Ethiopia airlines has created an awareness to its CSR work to its employees when we analyse the familiarity of the CSR based on the position of the respondents 64% (172) of the lower level and 94% (251) of middle level management is familiar with the term CSR.

Figure 4.1 Respondents' familiarity with the term CSR



4.2.3 Organization involvement in CSR

Participants were asked on whether their organization should involve in CSR activities. 67% (180) of the respondents strongly believe their organization should involve in CSR whereas the 16% (43) agreed the organization should involve on CSR. Only 4% (11) of the respondents feel that organizations are not obligated to the society and the environment. 13% (35) of the respondents expressed neither agreement nor disagreement.

Except the 4% (11) of respondents expressed negatively towards organizations involving in CSR, the majority responding that it is important or very important that organizations should also concern about the society in addition to the making profit. Among the 4% (11) respondent 78% (209) were from the lower

level management. Apart from profit making organizations should contribute on the society development this will encourage the employee motivation and belongingness as they are the part of the society.

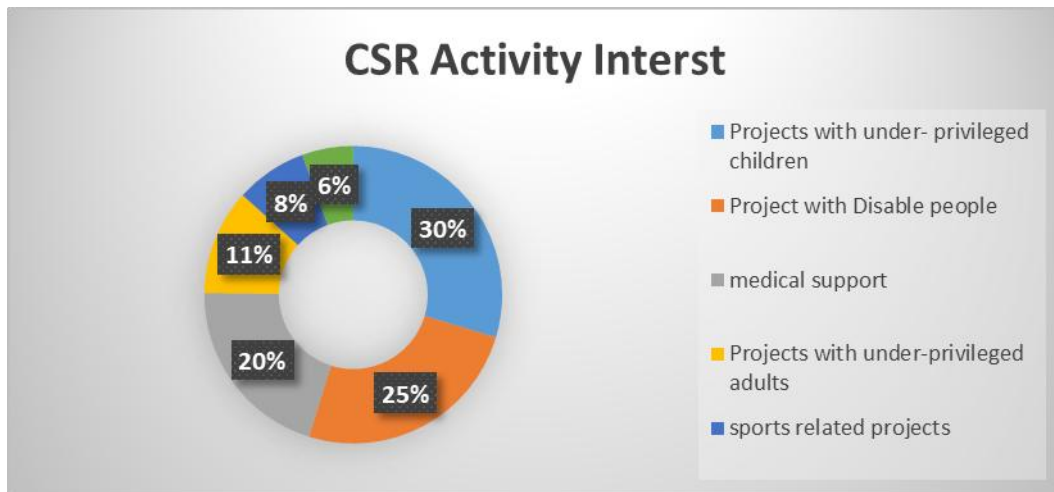
4.2.4 CSR Participation

To understand the level of CSR participation employees were asked whether they participate on the CSR activity that the organization organized. 78 % (209) of the employees responded that they have participated in CSR activities hosted/supported by their organization while 22 % (59) answered that they have not. This shows the organization has created an opportunity to the staff to participate on the CSR activities but need to work more.

4.2.5 CSR Activities of interest

Q9 was posed to comprehend the CSR activities employees are interested in volunteering for. The responses received are represented graphically in Figure 4.2;

Figure 4:2 CSR activities of interest



It can be found that majority (30% (80)) of the respondents chose “projects with under-privileged children” as their CSR activity of interest which is closely followed by “project with disabled people” by 25% (67). 20% (57) respondents chose “medical support” and 11% (29) chose “projects with under-privileged adult”. 8% (21) of the respondents chose “sport related”. The option chosen by the least number of respondents is “environmental projects”.

At present, most Ethiopia airlines CSR activities are focus on environmental projects which make sense It’s because the risk of the global warming and its contribution towards that but if Ethiopia Airlines wants to retain and attract its employees it need a shift to the social developmental aspects like maximizing its supporting privilege children and medical support.

4.2.6 Desirability of CSR elements of an organization to a prospective employee

Apart from being responsible to the society and environment, CSR also includes employee welfare and good corporate governance (Perrini, 2005; Low, 2014).

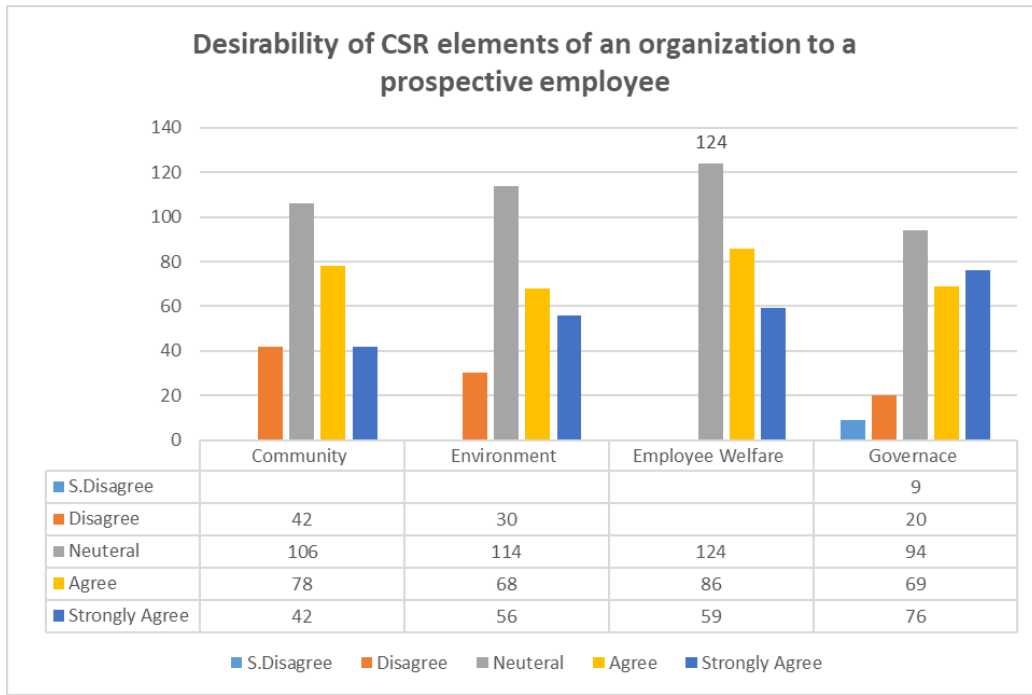
The participants were asked to answer the extent to which they agree or disagree to the statements indicating CSR elements, which measured what motivated them as prospective employees to apply for a job in an organization. The questions were represented in a 5 points Likert-type scale in which the options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

The results obtained aim to analyses the relationship between **Desirability of CSR elements of an organization to a prospective employee** and variables like Community, employee welfare, Governance and Environment. To the statements in the questionnaire, correspond to the following variables. Table 4.2 shows the CSR element each Likert-item statement corresponds to and the mean score obtained by each of them which has also been represented graphically in Figure 8.

Table 4.2: Desirability of CSR elements to a prospective employee

Statement	Variable	Mean	Mean Average
<i>A constant participator in social welfare programs.</i>	Employee welfare	3.63	3.61
<i>Offers good employee benefits and packages.</i>	Employee welfare	3.60	
<i>Maintains good relationship with customers and the community.</i>	Community	3.55	3.56
<i>Fosters a healthy and nurturing working climate.</i>	Community	3.58	
<i>Known to take measures to reduce the organization's negative impacts on the environment.</i>	Environmental	3.51	3.51
<i>A programme in place to reduce the amount of energy wasted in our business</i>	Environmental	3.52	
<i>Follows good corporate practices.</i>	Governance	3.49	3.51
<i>Follows ethical and sustainable policies.</i>	Governance		

Figure 4.3: Desirability of CSR element to the prospective employee



Employee Welfare

Employee Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration.

The responses show that 85 (32%) of the respondents agree to the statement and 59 (22%) of them strongly agree. Interestingly, 124 (46%) of the respondents have opted for “neutral” .

The employee welfare schemes invite more employees within an organization. This is one of the good ways of recruiting employees. During employment, the offered benefits will determine whether an employee commits to an organization or not. As such, good employee welfare enables a company to compete favourably with other employers for the recruitment and retention of quality personnel. Hence, it can be seen that a large majority 144 (54 %) of the respondents will choose to work for an organization that will provide a good welfare plan.

Governance or Ethical Business Practice

The primary focus on ethics is to provide fair labor practices for businesses’ employees as well as the employees of their suppliers. Fair business practices for employees include equal pay for equal work and living wage compensation initiatives. Ethical labor practices for suppliers include the use of products that have been certified as meeting fair trade standards.

The survey has been able to shows 145 (54%) of the respondents have demonstrated a positive relationship between ethical business practice (governance) of CSR and job attraction. They are more likely to feel proud of their CSR implementing organization which implies employees are more likely to be attracted to apply for organization with governance responsibility. 94 (35%) respondents being undecided of their opinion. 29 (10%) respondents have expressed their disagreement to the statement.

The result shows, CSR helps in increase employee to apply for the job so the organization have a better chance of attracting talents.

Environmental

Environmental sustainability initiatives enacted by businesses generally focus on two main areas: limiting pollution and reducing greenhouse gases. As the awareness of environmental issues grows, businesses that take steps to reduce air, land and water pollution can increase their standing as good corporate citizens while also benefiting society as a whole. Ethiopia airlines, has taken a variety of steps to reduce its carbon footprint, including the Pollution Prevention, risk reduction an emergency preparedness and resource management. The Airline is committed to manage resources, such as water, energy and land in an environmentally sensitive way

To measures employee feeling about joining a company with CSR. The respondents were asked to rate their agreement of the statement “Known to take measures to reduce the organization’s negative impacts on the environment” and “A programme in place to reduce the amount of energy wasted in our business” to analyse their interest in company involved in environmental activity . 68 (25%) and 56 (20%) of the respondents have expressed agreement and strong agreement. While 30 (11%) respondents have expressed disagreement, 114 (42%) of them did select a neutral stance.

This exhibited the 45% of the respondents are neutral and 45% shows positive responses towards environmental responsibility thus we can say that environmental responsibility will not be that much affect the talent attraction as others factors which are community, employee Welfare and environment

Community Responsibility

Philanthropic initiatives include the donation of time, money or resources to charities and organizations at local, national or international levels. These donations can be directed to a variety of worthy causes including human rights, national disaster relief, clean water and education programs in underdeveloped countries. For example, The Ethiopian Airlines School feeding programs, which was, launched a school feeding program in various elementary and junior secondary schools in Addis Ababa in November. The program benefits students from less fortunate families.

As discussed in literature review chapter, Community/ philanthropic initiative is one of the factor to attract workforce and has been identified to have a positive relationship with it. The survey has been able to show 78% (78 strongly agree and 42 agree) of the respondents have demonstrated a positive relationship between community responsibility and talent attraction. They are more likely to feel proud to apply for organization which take the community responsibility as the part of their CSR implementation.120 (39%) respondents being undecided of their opinion. 42 (15%) respondents have expressed their disagreement to the statement.

In general, it can be seen on table 4.2 Employee welfare was the CSR element widely chosen by the respondents, closely followed by community. Employee welfare scores average mean of 3.61 whereas governance scored 3.56. It can be noted that community and environmental elements of CSR have received

the least score, with average mean 3.51. The results indicate that good employee welfare and community engagement are likely to be more attractive to employees when they are considering joining an organization.

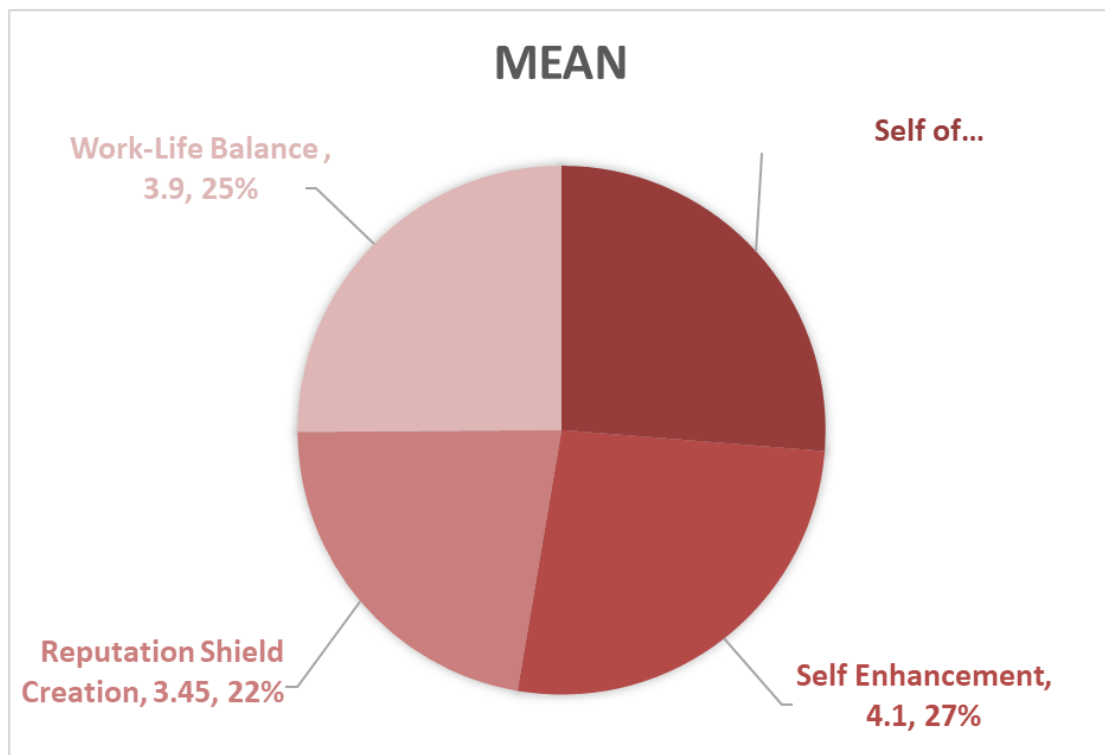
4.2.7 Analysis of employee's psychological needs fulfilment from CSR

The questions aim in analysing employees' overall ranking of these psychological needs, which are fulfilled by an organization's CSR programs. These higher order psychological needs can be fulfilled by CSR but differs from person to person (as discussed in section 2.8) and the results, will help managers to shape the CSR programs accordingly.

CSR has the ability to satisfy an employee's higher-order psychological needs and thus take the role of a job-product in the internal marketing lever. Hence on giving attention to an employee's needs like self-enhancement opportunities, sense of connectedness to the organization, reputation shield creation and work-life balance, the organization can expect better engagement of the employees in the CSR front (S.Du, C.B Bhattacharya and S. Sen, 2007).

Thus, in looking into the rank for psychological need the researcher used the parameter based on the three theories (i.e organizational identification, social exchange and signalling theories) which are evaluated through sense of connectedness, self-enhancement, reputational Shield. The mean score obtained have been graphically displayed in Figure 4.4.

Figure 4.4: Ranking of Psychological Needs



It can be seen that "Self Enhancement" has received the highest mean followed by "work-life balance" and "sense of connectedness". The Least mean is for "Reputation shield creation" with 3.4 and 3.3.

It appears that employees prioritize the fulfilment of their self-enhancement and work life balance needs rather than establishing a sense of Reputation shield creation with their organization.

4.2.8 Effects of Employee perception of CSR on Job attitude

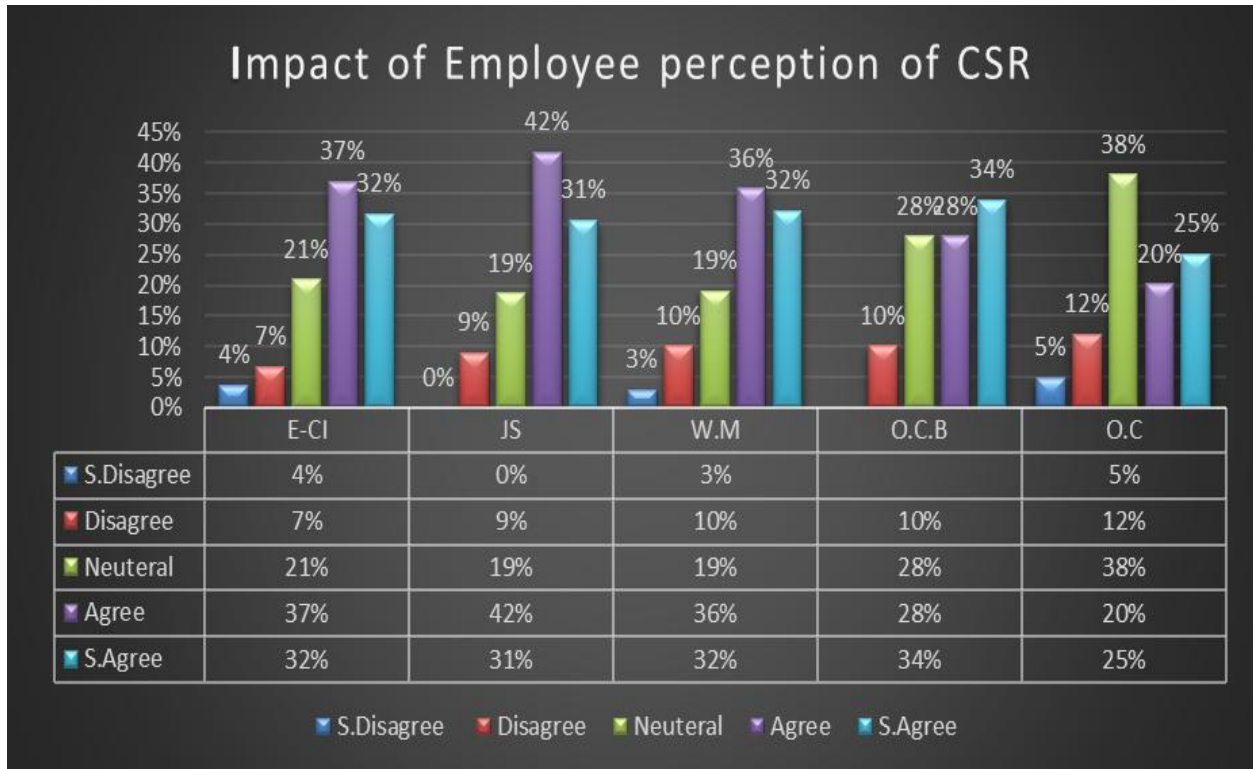
Q9 involved the participants to imagine a scenario in which they are working for a socially, environmentally responsible organization, that provides their employees a pleasant working climate and work benefits, apart from strictly following sustainable products and practices. The participants were asked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

Table 4.3 Effect of Employee perception of CSR to Job Attitudes

Statements	Variables
“I am more likely to feel proud of the organization”	Employee-Company Identification
“I will be excited to go to work there”	Job satisfaction
“I will be more inspired to meet my goals at work”	Work meaningfulness
“I will be very happy to talk about my organization to outsiders”	Organizational Citizenship Behaviour
“I will be delighted to spend the rest of my career at this organization”	Organizational Commitment

The effect of employee perception on job attitude to each Likert item has been graphically displayed in figures 4.4.

Figure 4.5: Effect of CSR perception on employee job attitude



Employee-Company Identification (ECI)

Employee Company Identification is the degree with which the company and the people in the organization share the same values, goals, desires, and aims. As the people in the company share the values of the organization, the company begins to get closer and starts working more like one big team as opposed to different departments staffed by different individuals.

As discussed in literature review chapter, employee-company identification is one of the impacts of employee perceptions of CSR and has been identified to have a positive relationship with it. The survey has been able to show 185 (69%) of the respondents have demonstrated a positive relationship between employee perception of CSR and E-C identification. They are more likely to feel proud of their CSR implementing organization which implies employees are more likely to exhibit E-C Identification. 55 (21%) respondents being undecided of their opinion. 28 (11%) respondents have expressed their disagreement to the statement.

The result shows, CSR helps in creating employee to identify themselves with the company's goals and values so they have a better chance of working as a team and winning. When employees identify or agree with these aspects of business, they have more pride about the jobs they do and the companies they work for and will feel better about themselves in the roles they are in.

The 69% (185) of the Ethiopia airlines employe showed their CSR perception will increase their employee company identification. This closeness in values or beliefs shows in customer service and product quality, since the employees and the company all have the same vision and goal. This will lead to the success of the company.

Job Satisfaction (JS)

The first aspect that comes to mind when we think about causes for job satisfaction is the rewards a person gets while doing their job. In this cases,we see CSR as extrinsic reward and tried to unnderstand effect of CSR perception on job Satisfaction.

The relationship between employees' CSR perception and job satisfaction has been analyzed by measuring the participants' agreement or disagreement to the statement "I will be excited to go to work there". The responses show that 43% (115) of the respondents agree to the statement and 30% (80) of them agree strongly. Interestingly, 19% (51) of the respondents as in the previous case have opted for "neutral" and 9% (24) expressed disagreement.

Considered CSR as an extrinsic job satisfaction, has more to do with the work conditions. Job satisfaction is a very important part of an employee's lifecycle and motivation to remain loyal to and employed with an organization. Hence, it can be seen that a large majority (73% of the respondents) will be satisfied with their job if they are working in an organization strictly following CSR.

Work Meaningfulness (WM)

The variable work-meaningfulness has been expressed in the statement "I will be more inspired to meet my goals at work". 36% (96) of the respondents have expressed agreement whereas 32% (86) of the respondents strongly agree to the statement. Only 19% (51) of the respondents have expressed indecision and 13% (35) disagreement, as in the previous cases. From the above data 68% (182) of the respondents believe they will attain work-meaningfulness in a CSR implementing organization. Thus, majority of respondence see their work has importance. When people have a sense of meaning in their work, they become more committed to the organisation they work for and have a greater drive for producing results.

Organizational Citizenship Behaviour (OCB)

OCB is defined as conscious and voluntary actions by employees that increase the effective functioning of an organization separate from the goal of employee productivity (Zhang and Huang, 2008).

The respondents were asked to rate their agreement of the statement "I will be very happy to talk about my organization to outsiders" to analyse their Organizational Citizenship Behaviour. 115 (43%) and 96 (36%) of the respondents have expressed agreement and strong agreement. While 17 (6%) respondents have expressed disagreement, 40 (16%) of them did select a neutral stance.

Thus, the 211 (79%) of the respondents agree to be positively inspired by their CSR organization in exhibiting Organizational Citizenship Behaviour.

Organizational Commitment (OC)

Organizational commitment was aimed to be measured with the statement “I will be delighted to spend the rest of my career at this organization”. The responses have showed a 32% (86) & 18% (48) of the respondents have expressed agreement and strong agreement. 26% (70) who have neither agreed nor disagreed. It was interesting to note that 24% (64) of the respondents expressed disagreement to the statement.

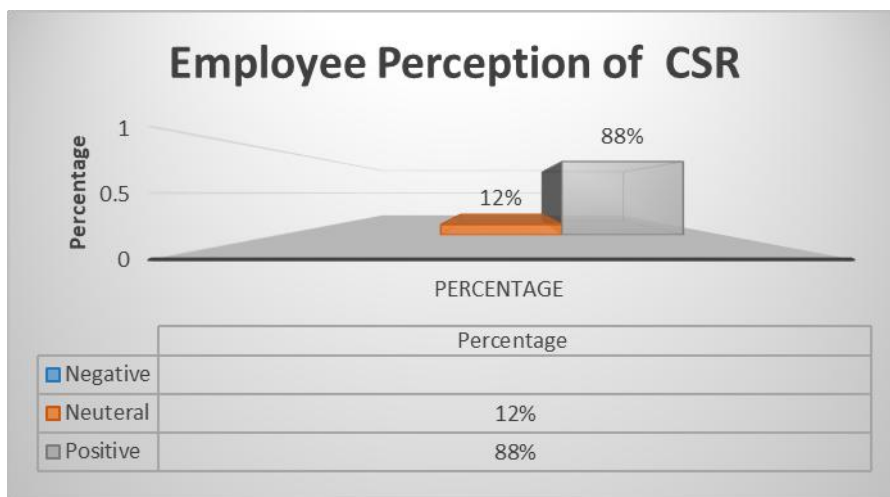
Considering the agreement and disagreement have a same proportion we can say that organizational commitment will not be affected based on perception of CSR.

4.2.9 Employees perception of socially responsible organizations

The qualitative data obtained for the question to analyse the employee perception of CSR has been coded using QDA Miner and frequency of positive, neutral and negative responses have been depicted graphically in Figure 4.6.

12% (32) of the responses were neutral whereas, 88% (235) of the respondents expressed highly positive responses, whereas no negatives responses were received.

Figure 4.6: Employee perception of CSR

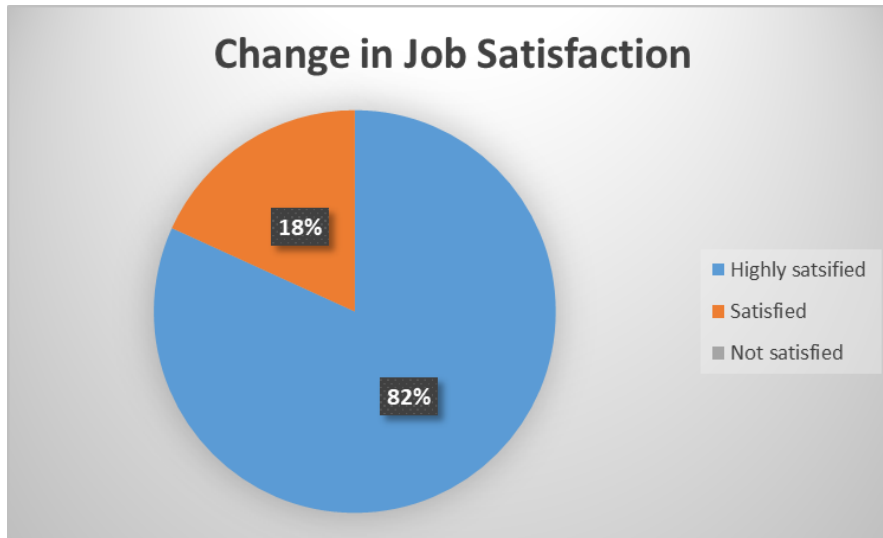


The fact that all responses were positive could imply that employees perceive CSR implementing organizations in a very positive and favorable light. On other hand, it appears that employees are perceived CSR positively whether they participate in these activities or not. Thus, their perception and awareness can be interpreted differently when it comes to job satisfaction and organizational commitment.

4.2.10 Employee satisfaction on working with a CSR organization

The participants were asked to express their level of satisfaction with their job if they are able to make a positive difference in this world with the help of their organization in Q14. The responses were qualitatively analyzed and coded to qualitative as depicted in Figure 4.7.

Figure 4.7: Change in job Satisfaction

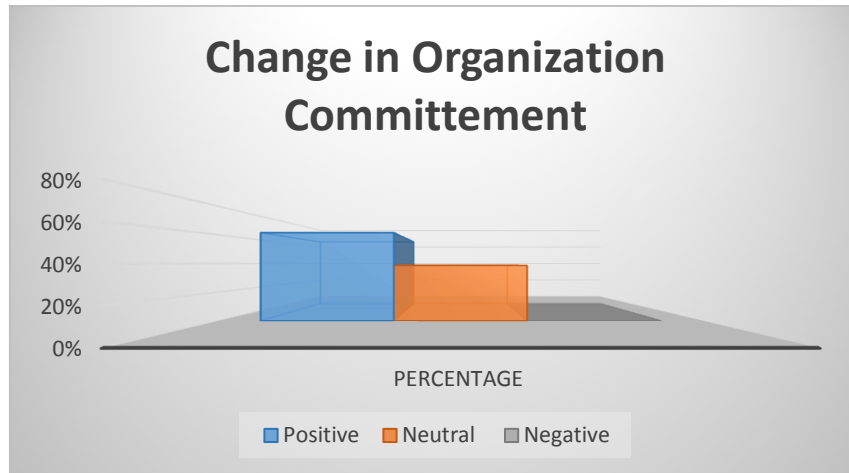


81.8% (219) of the respondents answered that they will be highly satisfied with their job if it involves working with their organization for the society and the environment at large. 18.2% (49) of the employees expressed their satisfaction with their job in such a scenario. Most notably, there was not a single negative response implying that the employees unanimously felt they that their job satisfaction levels will be positive if they are to work with a socially and environmentally responsible organization.

4.2.11 Change in organizational commitment

Q13 was asked to understand the change of commitment in employees upon realizing that their organization is an adherent of CSR. The responses received were coded using QDA Miner to understand that 76.9% (206) of the respondents believed they will be more committed towards their organization if the organization has a good CSR record. But 23.1% (62) of the respondents expressed that their commitment towards their organization will remain the same and will not change when they realize their organization is a socially and environmentally responsible one. The % distribution has been depicted graphically in Figure 4.8 below;

Figure 4.8 Change in Commitment to CSR organization



From figure 4.8 on CSR's relationship with Organizational Commitment, a total of 27% (72) employees (9% disagreed and 18% neutral) expressed that they do not think they will be more committed to their CSR implementing organization. Hence it can be seen that a minority of employees feel that their commitment to their organization is independent of their organization's CSR acts.

4.3 Inferential Analysis

The inferential analysis section includes correlation and regression analysis to assess the relationship between the performance quality and CSR awareness.

4.3.1 Correlation between performance quality and CSR Awareness

Pearson correlation analysis was performed to see the association between the performance quality dimensions and CSR awareness.

Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. A positive correlation indicates the extent to which those variables increase or decrease in parallel and a negative correlation indicates the extent to which one variable increases as the other decreases. The values of the correlation coefficients range from -1 (negatively correlated), to 0 (uncorrelated) to 1 (positively correlated). The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation (Field, 2009).

Dancey and Reidy (2004) stated that a correlation result which is 0 indicates zero correlation, a result between 0.1 and 0.3 indicates a weak correlation among variables, a result which is between 0.4 and 0.6 shows a moderate correlation, a result between 0.7 and 0.9 indicates a strong correlation among variables while a result which is equal to 1 indicates a perfect correlation.

Table 4.4 shows the correlation between the performance quality and CRS perception.

		Talent Attraction	Phycological Need Fulfilment	Job Attitude
Talent Attraction	Pearson Correlation	1	.608**	.516**
	Sig. (2-tailed)		.000	.000
	N	268	268	268
Phycological Need Fulfilment	Pearson Correlation	.608**	1	.710**
	Sig. (2-tailed)	.000		.000
	N	268	268	268
Job Attitude	Pearson Correlation	.516**	.710**	1
	Sig. (2-tailed)	.000	.000	
	N	268	268	268

Source: Survey 2019

As shown in Table 4.4, all of the performance quality dimension has a positive relationship with CRS awareness although the strength of the relationship varies across the variables. The CSR perception dimension have statistically significant correlation, the strongest correlation being between the job attitude dimension and CSR awareness (0.710). The psychological need fulfilment (0.608) and talent attraction dimension has a moderately significant relationship with CSR awareness (0.516).

Thus, it is possible to conclude that performance quality and CSR awareness is positively related, which indicates that better performance quality will result in higher rate of CSR awareness.

4.3.2 Diagnosis Test

Before running the regression analysis, the basic assumptions of multiple Regression Models (MRM) has been tested. Each of the tests are discussed below.

Normality

According to the central limit theorem, as long as the sample size is 30 or more; the sampling distribution would tend to be normal irrespective of the population distribution (Field, 2009). Primarily, the large enough sample size (268) of respondents used in this study satisfies the requirement of normality. However, in order to examine the suitability of data for further analysis, graphical methods, such as histograms and normality plots, can be conducted to provide a visual inspection of the normal distribution of a data set prior to further interpretation of the regression analysis (Tabachnick & Fidell, 2007). Histograms can provide important information about the shape of a distribution. If most of the scores are gathered around the middle of the continuum and a gradual, symmetric decrease of frequency on either side of the center score occurs, it is considered a normal distribution. However, if the scores are not symmetric and are spread out away from the majority it is considered skewed. The researcher did run histogram and normality plots with the data collected (Appendix 2 fig A1 and A2) and the data were normally distributed.

Linearity

Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Darlington, 1968). Multiple regressions can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). Some researchers argue that this assumption is the most important, as it directly relates to the bias of the results of the whole analysis (Keith, 2006). If linearity is violated, all the estimates of the regression including regression coefficients, standard errors, and tests of statistical significance may be biased (Keith, 2006). If the relationship between the dependent and independent variables is not linear, the results of the regression analysis will under- or over- estimate the true relationship and increase the risk of errors (Osborne & Waters, 2002).

For the purpose of the study, use of theory method can be adopted, in light of sufficient empirical evidences (in the literature) that link between independent (performance quality) and dependent value (CSR awareness). In addition, residual plots showing the standardized residuals versus the predicted values are very useful in detecting violations in linearity (Stevens, 2009). The linearity assumption can best be tested with scatter plots. Figure A3 in Appendix II visually demonstrate linear relationships since there is a random scatter about the horizontal line. For the assumption of error-free measurement of regression, it was considered to be of no concern in the context of this study, as the reliability coefficients (Cronbach alphas) were above the threshold limit of 0.7.

Multicollinearity

Multicollinearity refers to situation in which two or more explanatory variables in a multiple regression model are highly linearly related, meaning one can be linearly predicated from the others with a substantial degree of accuracy. While it is good to have a relationship between dependent and independent variables, it is not recommended to have relationship between independent variables (Asthana & Bhushan, 2016).

Table 4.5: Multicollinearity Test Coefficient

Collinearity Statistics		
	Tolerance	VIF
Talent Attraction	0.502	1.991
Psychological Need Fulfilment	0.524	1.908
Job Attitude	0.577	1.734

Variables: CSR perception

Source: Survey 2019

VIFs exceeding 10 are signs of serious multicollinearity requiring correction and VIF results exceeding 4 needs further investigation for further multicollinearity (Asthana & Bhushan, 2016). The Multicollinearity tests in Table 4.5 above shows the variables with their respective Variance Inflation Factors (VIF) values

ranging from 1.70 to 1.99. Therefore, regressions results were assumed to be free from the problem of multicollinearity.

Heteroscedasticity

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). When the variance of errors differs at different values of the independent variables, heteroscedasticity is detected. According to Berry and Feldman (1985) and Tabachnick and Fidell (2007) slight heteroscedasticity has little effect on significance tests; however, when heteroscedasticity is marked it can lead to serious distortion of findings and seriously weaken the analysis, thus, increasing the possibility of error.

The homoscedasticity assumption can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). Specifically, statistical software scatterplots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution (Osborne & Waters, 2002).

In Appendix II fig A3, the scattered plots indicate that the data distribution is randomly scattered with a fairly even spread of residuals at all predicted values. It implied that there is homoscedasticity - equal variance of errors across all levels of the independent variables. This is an indication that the assumption of homoscedasticity for the variables has been met (Hair et al., 2010).

4.3.3 Regression Analysis

Multiple regression analysis examines the relationship between a single outcome measure and several predictor or independent variables (Jaccard et al., 2006). Correct use of the multiple regression models requires that several critical assumptions be satisfied in order to apply the model and establish validity (Poole & O'Farrell, 1971). Inferences and generalizations about the theory are only valid if the assumptions in an analysis have been tested and fulfilled.

As indicated in the above section, all assumptions for using multiple regression analysis were met. Linearity and homoscedasticity were examined through the analysis of residuals, and partial regression scatter plot, multicollinearity assumption was tested through variance inflation factor and tolerance. The normality was examined through normal probability plots (P-P plots) of the standardized residuals. Hence, multiple regression analysis can be employed to examine the variables.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.935 ^a	0.873	0.872	0.13742	0.873	478.792	5	347	0.000

a Predictors (Constant), Talent attraction, psychological need, Job attitude

b. Dependent Variable: CSR awareness

Source: Survey 2019

Table 4.7: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.211	5	9.042	478.792	.000 ^b
	Residual	6.553	347	0.019		
	Total	51.764	352			

a Dependent Variable: CSR awareness
b. Predictors: (Constant), Talent Attraction, Phycological needs fulfilment, Job attitude

Source: Survey 2019

Table 4.8: Regression Result of performance quality Dimensions and CSR Awareness

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.415	0.066		6.262	0.00
	Talent Attraction	0.115	0.017	0.178	6.605	0.00
	Phycological Need Fulfilment	0.118	0.014	0.223	8.454	0.00
	Job Attitude	0.195	0.022	0.225	8.948	0.00

a Dependent Variable: CSR Awareness

Source: Survey 2019

Table 4.6 above presents the model summary for regression. The model summary table helps to measure appropriateness of the regression model employed. The model summary shows that, the independent variables (Talent attraction, psychological need fulfilment and Job attitude) explained the level of CSR

awareness with adjusted R-square of 87.2%, implying a significant relationship with CSR perception. Furthermore, the value of $R=0.873$ indicates that there is a strong correlation between the dependent variable and the independent variables together with the effect on the dependent variable of 87.3%. The remaining 12.8% is explained by other variables out of this model.

The ANOVA table (Table 4.7) provides the overall acceptability of the model being tested from statistics point of view. The significant value which is also P-Value in the model is 0.000 which indicates the independent variable in the model explains the dependent variable. As P is less than 0.01, the model is significant, and the variation explained by the model is not due to chance. Thus, the combination of the independent variables (Talent Attraction, psychological needs fulfilment and Job attitude) significantly predicted the dependent variable ($F=478.792$; $p < 0.01$).

4.4 Summary of Findings

H₀₁: There is no significant relationship between CSR awareness and talent attraction.

H₁: There is a significant relationship between CSR awareness and talent attraction.

The result of the multiple regression analysis, as shown in table 4.8, found that the talent attraction dimension has a beta value of 0.115 and that it was significant at 0.000 significance level. These findings indicated that the researcher has very strong evidence to reject the null hypothesis and support the research alternative hypothesis. That is, there is a significant relationship between talent attraction and CSR awareness.

H₀₂: There is no significant relationship between CSR awareness and psychological need fulfilment.

H₂: There is a significant relationship between CSR awareness and psychological need fulfilment.

The result of the multiple regression analysis found that the psychological needs fulfilment dimension has a beta value of 0.118 and that it was significant at 0.000 significance level, as shown in Table 4.8. These findings indicated that the researcher has very strong evidence to reject the null hypothesis and support the research alternative hypothesis. That is, there is a significant relationship between psychological needs fulfilment and CSR awareness.

H₀₃: There is no significant relationship between CSR awareness and job attitude.

H₃: There is a significant relationship between CSR awareness and job attitude.

The result of the multiple regression analysis found that the job attitude dimension has a beta value of 0.195 and that was significant at 0.000 significance level, as shown in Table 4.8. These findings indicated that the researcher has very strong evidence to reject the null hypothesis and support the research alternative hypothesis. That is, there is a significant relationship between job attitude and CSR awareness.

Table 4.9: Hypothesis Testing

Hypothesis	Variables	Findings	Hypothesis
H ₀₁	CSR Awareness → talent attraction	Positive and statistically significant ($\beta=0.115$; $p<0.01$).	Rejected
H ₀₂	CSR Awareness → Psychological need fulfilment	Positive and statistically significant ($\beta=0.118$; $p<0.01$).	Rejected
H ₀₃	CSR Awareness → Job Attitude	Positive and statistically significant ($\beta=0.195$; $p<0.01$).	Rejected

Source: Survey 2019

To sum-up, the outcomes of regression analysis of each model shows that CSR awareness is individually and jointly predicted by talent attraction ($\beta=0.115$; $p<0.01$), psychological need fulfilment ($\beta=0.118$; $P<0.01$) and job attitude ($\beta=0.195$; $P<0.01$). These variables together explain 87.2% of the variance on level of effect of CSR awareness. Thus, null hypothesis 1, 2 and 3 are rejected. CSR awareness is primarily and positively affected by job attitude ($\beta = 0.195$), followed by employee psychological needs fulfilment ($\beta = 0.118$) dimensions, while talent attraction ($\beta = 0.115$) is found to be the least determinant dimension.

The Regression analysis result (Table 4.8) shows that, other variables held constant, one-unit increase in job attitude would lead to 0.195 unit (or 19.5%) increase in the level of CSR awareness and one-unit increase in psychological need fulfilment would lead to 0.118 unit (11.8%) increase in CSR awareness

4.5 Research Discussion

The findings of the inferential analysis indicated that there is a significant and positive relationship between all the performance quality and CSR awareness.

Although all three dimensions have positive relationship, the degree of significance varies among the three dimensions. According to this study, job attitude and psychological need fulfilment are the most significant predictors while talent attraction is the least predictor. Per the

H1 - There is a significant relationship between CSR awareness and talent attraction

In the literature review, the significance of employee awareness of CSR was identified, specifically as an internal marketing tool in the context of “internal CSR”. The questionnaire aimed to analyze the familiarity of the employees with the term CSR. As discussed in section 4.1.2, 78 % of the employees expressed their familiarity with CSR concept. The results are assuring and imply that Ethiopian airlines is doing a

tremendous job in introducing the concept and creating a link with employees work to main stream CSR on with their daily routine work.

Table 6 shows the employees rank of the different CSR elements of an organization that motivates them to work there, which are community welfare, environment friendliness, employee welfare and corporate governance. The result shows that employees are most attracted to “employee welfare” aspect of their prospective employer, which are good benefits and package.

Ethiopia Airlines as a brand recognized company throughout the world has a huge impact on the corporate governance and environment. Interestingly employee has ranked the two bits (good governance - ethical and sustainable policies and Environment - existence of a healthy and nurturing working climate) the lowest. It implies that employees, as job seekers are more inclined to look for organizations that provide them the best pay and socially responsible among the other stakeholders. Being environmentally and has a good governance are added bonuses.

H2: There is a significant relationship between CSR awareness and psychological need fulfilment.

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

On analyzing employee perception of CSR, it was identified that 83% of the employees felt organizations should participate in CSR in addition to being profit-making entities. There were only 4% of the employees who believed that organizations were not obligated to involve in CSR. In contrast, when the employees were asked to state their general perception of organization’s involving in CSR through the open questions, the responses received were all positive. Many employees responded to the questions with words such as “proud to be a part of the organization”, “good”, “happy”, “great” among others.

The responses were also indicative of the psychological needs that the employees expected to be fulfilled by their organization by being involved in CSR. The key words in the open-ended question were, if the organization involve in CSR activity, they feel motivated to work, find opportunities for self-growth and feel a sense of belongingness and pride in such an organization.

The primary data collection identified that self-enhancement is the psychological need that employees most seek to be fulfilled by their organization. It is followed by work-life balance, reputation shield creation and sense of connectedness. It can be understood that employees give the most importance to their personal growth and look forward to their organization’s support in becoming better than their previous selves.

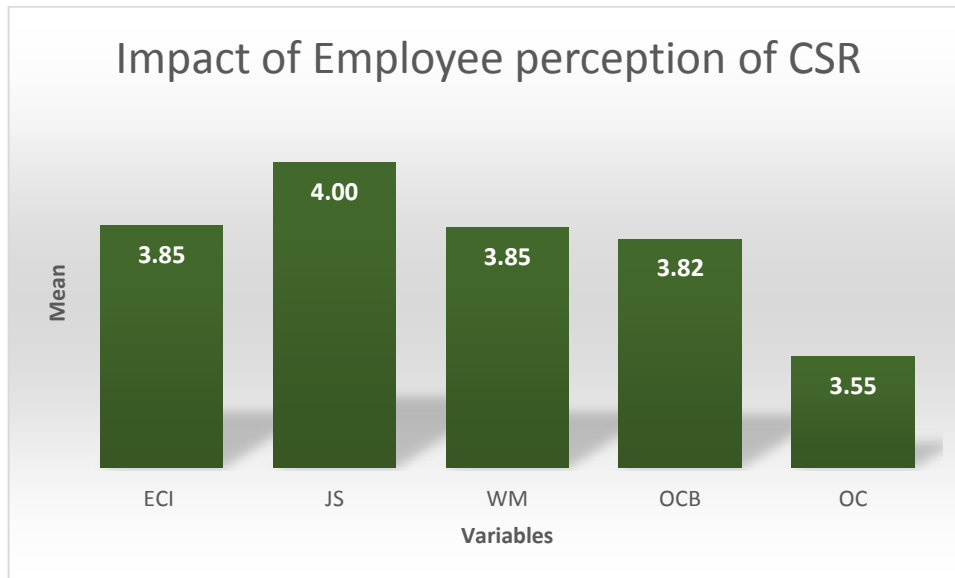
The qualitative responses were further able to verify the highest ranking of “self enhancement” psychological need. “I would be more productive and enthusiastic if I’m patriated and give ideas on the activities conducted by the organization”. Male officer, Less than 30 years of age, 1 to 3 years in the organization

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

H3: There is a significant relationship between CSR awareness and job attitude.

When comparing the impact of CSR to the variables (Figure 4.9), it was seen that Job Satisfaction leads the Chart. The graph below shows the ranking of each variable on the basis of their relationship with CSR;

Figure 4.9: Impacts of Employee Perceptions of CSR



The qualitative responses imply that employees seem to have a positive feeling in being able to work with a CSR implementing organization. Job Satisfaction was the one that most employees expressed. Followed by Employee Company Identification and Work meaningfulness. The feeling of work meaningfulness as a result of employee perception of CSR was also expressed by the employees. Employees have also expressed a sense of gratitude to their CSR implementing organization, which develops Organizational Citizenship Behaviour.

Most interesting of the findings was the least score for Organizational Commitment as an impact of employee perception of CSR. A majority (40%) of employees responded that their level of commitment will not change upon realizing that their organization is CSR implementing. This could also mean that there are other factors of more priority that the employees' organization commitment could depend on. Stawiski et al. (2010) state that CSR's contribution on Organizational Commitment is smaller than the contribution of basic job satisfaction, implying that if employees are not generally satisfied with their job, CSR can only do little in enhancing their experience with the organization and thus improve their organizational commitment.

However, the results (figure 4.9) show that employees' response received a higher score for job satisfaction as an impact of CSR than organizational commitment. This shows employee commitment and job

satisfaction has their own factors to be considered. One person could be satisfied with the work he/she engaged because of several reasons as one the CSR of the organization but that doesn't mean she/he will spend the rest of her/his career in the organization as commitment can be affected by different factor such as salary, age and others.

The CSR activities of interest of the employees were found to be in the following order of importance projects with under privileged children, Projects with disabled people, Medical camps, Projects with under-privileged adults, Environmental projects and Sports related projects where ranked 1-6 respectively. This finding can help managers to devise CSR programs that will result in the maximum involvement and engagement of the employees.

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

Chapter 5: CONCLUSION AND RECOMMENDATION

5.1 Introduction

This final chapter serves to bring together the findings of this research study. This is achieved by focusing on the contributions this research has provided and the implications this research has for future practice and study. The chapter begins with the research conclusion via summarizing findings for the research question and objectives. Then followed by managerial and theoretical implication by considering limitations of the current study and providing recommendations for future research.

5.2 Research Conclusions

This thesis has endeavored to address effect of employee awareness and perception of CSR. In doing so, it provides guidance for Ethiopia Airlines management on how to facilitate employee CSR engagement within their organisations. The fundamental objective of this research was to contribute understanding on effect of employee awareness and perception of CSR on employee's Job attitudes and talent attraction in the Ethiopia Airlines.

The main research questions this study aimed to answer was "What are the effect of employee awareness and perception of Corporate Social Responsibility (CSR) at Ethiopia Airlines".

- The employees of the Ethiopia Airlines identify that employee awareness and perception of CSR is crucial for the organizations of today because a good CSR program helps the organization in attracting and retaining talents.
- Also found that employees seek psychological needs fulfilment through their organization CSR activities.
- Employee perception of CSR has been found to affects an employee's Employee-Company identification, Job Satisfaction, Work Meaningfulness, Organizational Citizenship Behaviour and Organizational Commitment positively.

CSR was seen to affect employee's attitude and behaviour on their job and thus it appears that employees are influenced by organisational CSR efforts whether they participate in these activities or not. Hence, it concluded that strengthening the current CSR programs that involve employees could help Ethiopia Airlines to safeguard its talent pool and attract potential employees, which leads the organization to keep its current position and provide a huge opportunity to penetrate the market.

5.3 Managerial implications

Employee awareness and perception towards CSR are without doubt among the key success factor for an organization to create a conducive environment for employees to come and work for and even attract a new talent. In order to increase employee commitment and job satisfaction, managers should strive to

involve employees on CSR activities and try to develop the knowledge as early and as comprehensively as possible. Since there are big differences in how much and in what ways employees can and want to be involved, as well as in what extent, managers need to understand the way this all interrelates and how to embrace employees wishes for involvement, based on employee segmentation.

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

Employees can potentially be a great source of new emerging initiatives and improvements, if they are happy and satisfied with their working environment and company strategies. Creating a sound CSR strategy and communicating it in open culture will be of great support in engaging employees in a higher degree and a more rewarding manner – for both parties and ultimately the society. It's important to not forget that CSR can be one of the most important channels for communicating effectively to employees, as what goes around, comes around. When deciding what the CSR strategy would be, employees as a target group should be defined among the most important ones. Having department dedicated to CSR can possibly be the key to success even though it often a forgotten and overlooked department within a company's CSR activities.

5.4 Theoretical implications

This study to certain extent confirms previous findings on the subject of the effect of CSR awareness and perception on employee attitude and talent attraction. In addition, it shows the importance of employee involvement in creating CSR strategy, as well as how this may vary from employee to employee, although the limitations of the study have to be taken into account.

5.5 Research Limitation

A limitation of this thesis and indeed CSR research in general, is caused by the fragmented and inconsistent definition of CSR (Dahlsrud, 2008). Indeed, it became clear that within the Ethiopia Airlines, employees largely understood CSR to be specific elements of the organisations overarching corporate responsibility strategy, rather than referring to the strategy as a whole. However, In spite of limited employee knowledge of the formal elements of the company's CSR, it was noted during the research that employees ranged from those who were enthusiastic supporters of CSR to others who had little or no interest in CSR activities. Nevertheless, employee understanding of CSR as being limited to corporate fundraising and corporate volunteering, which are largely peripheral activities, raises several questions surrounding CSR communication and employee understanding and engagement with corporate responsibility, and thus highlight key areas for further research.

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

5.6 Recommendation for further research

This study helps to bring the knowledge about effect of CSR awareness and perception on employee's job attitude and attraction of talent a step further, but there can still be argued to be a lack of research regarding this subject. A deeper understanding of employee attitudes towards CSR is needed in order to differentiate the effect on job attitude and attraction of talents. Furthermore, the questions used for the primary data collection were mostly phrased in an imaginative stance urging the participants to imagine the scenario in their CSR implementing organization. Hence, this research can also be redone by rephrasing the questions to analyze the employee perception of their current organization's CSR programs by selecting case organizations that have wide-scale CSR participation. This study confirms that CSR has positive effect on employee job satisfaction and attracting talent whereas there hasn't been any proof it affects Organizational commitment therefore; what type of CSR initiative can be used as a motivation to the employee needs to be investigated further. Connecting other fields of study with effect of CSR on employee behaviour could potentially be very beneficial for further development and broaden the knowledge in the CSR field. Greater unity about the definition of the concepts and the right placement of studies could help develop models that may be useful in practice for managers, as CSR is a challenging and difficult field to maneuver for managers seeking its increasingly important knowledge. Lastly, quantitative empirical research should perhaps be combined with qualitative research and conducted in different contexts to confirm the findings made in this study as well as findings in previous other studies.

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Annex 1: Questionnaire

Section A: Background Questions

1. How long have you been working in this organization? Working experience:
 - Less than 1 years
 - 2- 5 year
 - 5- 7 years
 - More than 7 years
2. Gender
 - Female
 - Male
3. Age
 - Less than 30 years
 - 30 to 39 years
 - 40 to 49 years
 - 50 to 59 years
 - More than 60 years
4. Your education level:
 - Diploma/Junior College
 - Bachelors' Degree
 - Second degree and above
 - Others:
5. Your Position in Organization:
 - Sr. manager
 - Manager
 - Team Leader
 - Lower Level Employee

Section B

6. How familiar are you with the term Corporate Social Responsibility (CSR)? -
 - Very familiar
 - Somewhat familiar
 - Not familiar
7. Organizations involving in CSR - "I feel organizations should take care of the environment and community apart from making profit."
 - 1 Strongly Disagree
 - 2 Disagree
 - 3 Neutral
 - 4 Agree
 - 5 Strongly agree
8. I have participated in social initiative events hosted/supported by my organization.
 - Yes
 - No

9. Please select the types of volunteer activities you are interested in (**tick all that apply**):

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

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

Please put your answer by ticking under;

1- Strongly disagree, 2- Disagree, 3- Neutral, 4-Agree and 5 - Strongly agree.

“As a job applicant the following attributes of an organization will motivate me to apply for a job there”

Statements A to G will measure the desirability of an organization to a job applicant having the following CSR elements such as socially responsible, environmentally responsible, Employee welfare, corporate governance.

Statement	Variables	1	2	3	4	5
A constant participator in social welfare programs	Community					
Known to take measures to reduce the organization’s negative impacts on the environment.	Environmental					
A program is in place to reduce the amount of energy and materials wasted in our business	Environmental					
Fosters a healthy and nurturing working climate.	Employee Welfare					
Follows ethical and sustainable policies.	Governance					
Our organization encourage partnerships with local business and schools	Community					
Follows good corporate practices.	Governance					
Offers good employee benefits and	Employee Welfare					

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

Please put your answer by ticking under;

1- Strongly disagree, 2- Disagree, 3- Neutral, 4-Agree and 5 - Strongly agree.

Analysis of employee’s psychological needs fulfilment from their organization: “As an employee, it is important for me that;”

Statement	Variables	1	2	3	4	5
My organization values causes that I hold close too.	Connectedness					
The work I do is meaningful.	Self enhancement					
My organization follows ethical practices.	Reputation Shield Creation					
My organization gives utmost importance to employee welfare.	Work Life Balance					
My organization’s works impact peoples’ lives positively.	Reputation shield creation					

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

1- Strongly disagree, 2- Disagree, 3- Neutral, 4-Agree and 5 - Strongly agree.

Statements A to E measure an employee’s organizational commitment, work meaningfulness, employee identification, and organizational citizenship behaviour with respect to their perception of CSR in their organization.

“Imagine that the organization you are working for donates regularly to charities, sponsors community and environmental welfare events (like run-for-causes/blood donations/tree planting /clean-up drives/ donation of old clothes or toys or books) and encourages employees to volunteer for the same. In addition, the organization also has an excellent working climate and a system that prioritizes the welfare, safety and security of employees. The organization also makes it a point to use sustainable resources in its day-to-day operations.”

Statement	Variables	1	2	3	4	5
I am more likely to feel proud of the organization.	Employee Company Identification					
I will be excited to go to work there.	Job Satisfaction					

I will be more inspired to meet my goals at work.	Work meaningfulness					
I will be very happy to talk about my organization to outsiders.	Organization Citizenship behaviour					
I will be delighted to spend the rest of my career at this organization.	Organization Commitment					

Section C

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

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

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

Thank you for taking the time to complete this survey

1. Appendix 2- Participant Consent Form

Participant name:

Title of Project: **EVALUATION OF THE EFFECT OF EMPLOYEE PERCEPTION OF CSR ON EMPLOYEES' JOB ATTITUDES AND TALENT ATTRACTION**

Name of Researcher: Eyerusalem Abraham

Participant to complete this section:

Please initial each box.

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

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

I agree to take part in the above study. []

I agree to the use of anonymized quotes in publications Yes [] No []

Name of participant		Signature		Date	
Data Collector Name		Signature		Date	

When completed, 1 copy for participant & 1 copy for researcher site file