

Abstract

The current study aimed to examine whether or not employee perceptions of their organisations corporate social responsibility (CSR) practices impacted upon organisational commitment and intention to stay. Moreover, this research aimed to determine whether or not an individual's perception of their organisations CSR practices was impacted upon by their preference for CSR. As an initial step, it was essential to determine whether or not individuals had a preference for certain CSR practices. The current study defined CSR in terms of three distinct constructs: environmental CSR, external social CSR and internal social CSR. Environmental CSR encompassed any action undertaken in order to promote environmental sustainability while external social CSR dealt with initiatives aimed at assisting individuals and communities in need. Lastly, internal social CSR was operationalised as the degree to which organisations address social asymmetries with regards to gender, race, sexual orientation and disability. An exploratory factor analysis demonstrated that employee perceptions of CSR do not occur in terms of the three distinct constructs described above. Rather, employee perceptions occur in terms of actions which impact employees within the workplace, labelled internal CSR, and those that are focused outside the organisation, termed external CSR. Employee perceptions of internal CSR are thus concerned with the degree to which organisations adequately address social asymmetries based on gender, race, sexual orientation and disability. Conversely, perceptions of external CSR are concerned with the adequacy of organisational initiatives aimed at environmental sustainability and assisting individuals and communities in need. The results derived from the multiple regression suggests that both internal and external CSR predict organisational commitment ($t_1 = 4.92, p < .0001$; $t_1 = 2.64, p = 0.0095$ respectively) and intention to stay ($t_1 = 0.13, p = 0.0032$; $t_1 = 0.15, p < .0001$ respectively). In terms of the strength of the predictions, internal CSR is a moderate predictor while external CSR is a weak predictor of both organisational commitment and intention to stay. With regards to employee preference for CSR practices; results derived from analytic hierarchy process and ward's minimum variance clustering method demonstrate that the sample, composed of 119 participants, could be split into two clusters. Both clusters demonstrated that external social CSR was the most preferred CSR practice. Results from t-tests demonstrated that employee preference did not impact upon employee perceptions of external CSR ($t_{117} = 0.10$; $p = 0.92$) and internal CSR ($t_{117} = 0.25$; $p = 0.80$).