

**An Evaluation of the Extent to Which Corporate
Social Responsibility (CSR) affects the Loyalty of
Employees: The Case of AVERDA Company at
King Abdullah University for Science and
Technology (KAUST) in the Kingdom of Saudi
Arabia**

BACHO, M.

DBA

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ABSTRACT

Corporate Social Responsibility (CSR) has become a buzzword in contemporary business literature. Despite the extensive attention given to Corporate Social Responsibility in theory and practice, the concept is still open for interpretation, and the implications for managerial practice lack clarity and consistency. Further, the benefits of CSR in shaping desirable employee behaviour like loyalty is less emphasized. This research seeks to fill the gap in research by evaluating the role of Corporate Social Responsibility in affecting the loyalty of employees within a business case named AVERDA Company at KAUST University. The CSR lens of Dahlsrud dimensions was used to delineate the construct of the responsibility for the organisation mentioned above, and its importance in affecting employee loyalty was explored by utilizing two identified components of Niesink, namely employee satisfaction and engagement. The primary research was conducted within explanatory sequential mixed methods design and involved two data collection and analysis phases: an initial quantitative stage, followed by a qualitative one that builds on the previous phase results. Four questionnaires were utilised to examine the research hypotheses empirically and meet the study's quantitative objectives. Description and regression analysis were conducted to assess the CSR, employee satisfaction and engagement awareness and to test research relationships. Two weak links that are related to CSR with performance appraisals and job insecurity factors were deduced. Based on these results, qualitative interviews and focus group meetings were introduced to explore the reasons behind such weakness. Thematic analysis method was selected to identify and analyse patterns within the qualitative data to determine the research themes that represent the causes of the two hypotheses weakness. Lack of motivational programs, unclear work-role responsibilities, unsupportive management, and lack of appreciation at workplace were reported to be the common causes for the weakness of CSR and performance appraisal relationship whereas work engagement, organizational belonging, unsupportive management, unclear work-role responsibilities, negative work environment, and lack of well-being care were informed to be the main causes behind the weakness of CSR and job insecurity link.

Since this research strategy is a case study for a company based in Saudi Arabia, the conceptual and theoretical framework of this study can be used to understand similar cases and contexts. In this case research, the concept of generalization is “analytical,” not “empirical,” and the inference of findings is “logical,” not “statistical.” Findings are significant in that it draws attention to the effects of CSR on employee loyalty in AVERDA at KAUST that can benefit similar organizations and the academe as well.

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ABBREVIATIONS

BSR	Business for Social Responsibility
CSR	Corporate Social Responsibility
GRI	Global Reporting Initiative
EL	Employee Loyalty
HR	Human Resource
KAUST	King Abdullah University for Science and Technology
MN	Managerial Population in AVERDA at KAUST
NM	Non-Managerial Population in AVERDA at KAUST
HRD	Human Resource Department
HRM	Human Resource Management
ISO	International Standard for Standardization
ISR	International Survey Research
RBV	Resource-Based View
SAGIA	Saudi Arabian General Investment Authority
SPSS	Statistical Package for Social Sciences
TA	Thematic Analysis
MENA	The Middle East and North Africa

STATEMENT OF ORIGINAL AUTHORSHIP

I certify that the work presented in this thesis is, to the best of my knowledge and belief, original, except as acknowledged in the text and that the material has not been submitted, either in whole or in part, for a degree at this or any other University.

I also certify that any help received in preparing this thesis, and all sources used have been acknowledged in this thesis to the best of my knowledge.

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Mohamad Bacho

CHAPTER 1: INTRODUCTION TO THE STUDY

1.1. Chapter Objectives and Structure

Corporate Social Responsibility (CSR) has gained much attention and popularity in the business world and the academic research. Even though the research on CSR has spanned across a few decades and in various fields, only a handful of academic studies have investigated the relationship between CSR and the commonly neglected stakeholder – the employees (Morrow, 2010; Ali, Imran Rehman, Kashif Ali, Syed Yousaf, Jamil Zia, 2010). Employees are an essential part of every organisation and are highly influenced by the CSR initiatives carried out by the organisation (Aguinis & Glavas, 2012).

The title of this study is “An Evaluation of the Extent to Which Corporate Social Responsibility (CSR) affects the Loyalty of Employees: The Case of AVERDA Company at King Abdullah University for Science and Technology (KAUST) in the Kingdom of Saudi Arabia.” This study has been initiated after approving the research committee at Staffordshire University. A copy of the approval is located in the appendix RS-CSREL-RDC-APP. In its first phase, the research seeks to study the extent CSR activities affect employee loyalty and examine the relationships between its social, economic, environmental, stakeholders, and voluntariness dimensions proposed by Dahlsrud (2008) with the determinates of employee loyalty, namely employee satisfaction and employee engagement as anticipated by Niesink (2010). However, examining relationships alone may not provide an accurate picture of the work, and an additional phase is needed to explore findings of the discourse analysis and offer explanations behind possible relationships. Such an approach allows a deeper understanding of the relationship between CSR and employees' loyalty within widening participation.

This chapter aims to introduce the topic and present the reader with an overview of the background of the research study. Although this section sheds light on the research background, it also reflects upon the problem identified. Based on this, research objectives have been formulated. Further, the researcher has indicated justifications for researching this topic. This chapter discusses the possible contribution of the current study to the literature while noting research limitations. It also provides a summary of the research methodology and the overall structure of the thesis.

Figure 1.1 below outlines the structure of Chapter 1. Section 1.2 provides background information for this study. Section 1.3 identifies the research aim and pinpoints the four research objectives that emerged from the literature review undertaken in Chapter 2. Section 1.4 and Section 1.5 justify this research and the methodology applied to investigate the research problem. Section 1.6 describes the research design and illustrates how the information was collected in the fieldwork of AVERDA at KAUST company. Section 1.7 outlines the contributions of this research to the existing literature and its relevance for academics and practitioners. Section 1.8 demonstrates the main findings of the study, while section 1.9 outlines its structure. The chapter's conclusion is detailed in section 1.10.

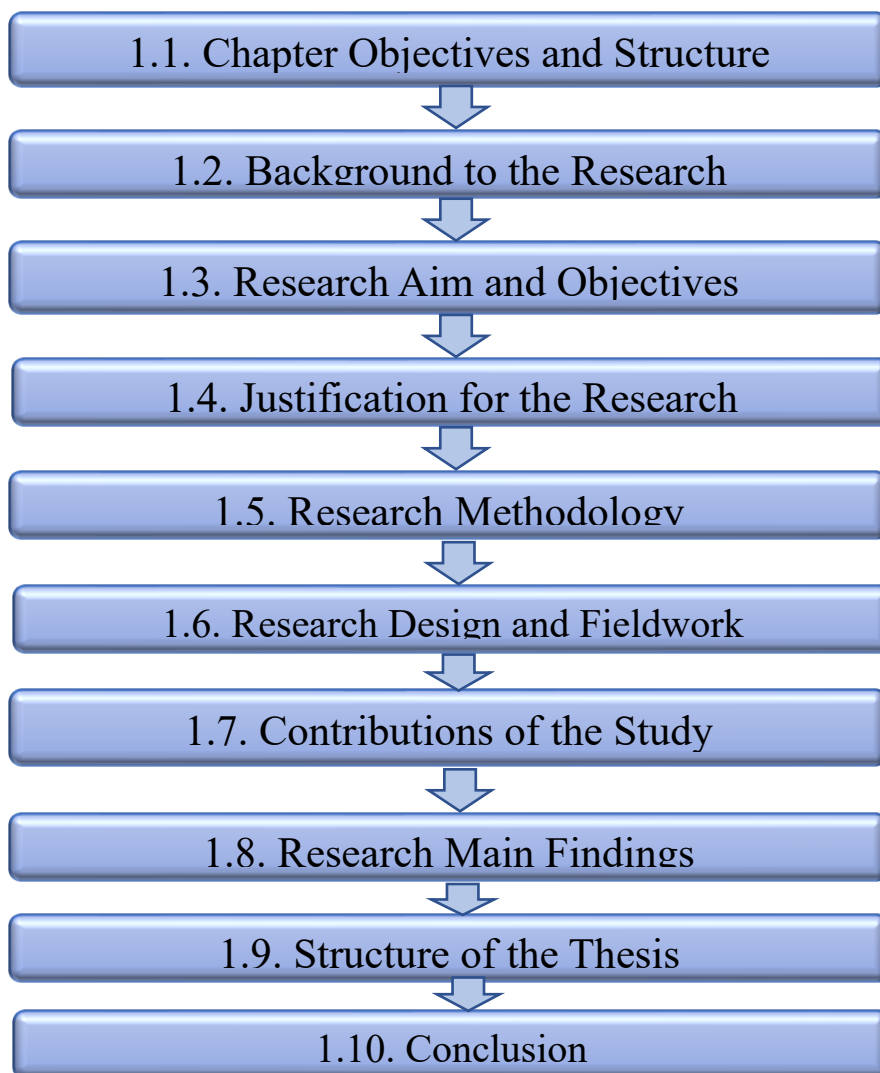


Figure 1.1: Structure of Chapter 1

1.2. Background to Research

It is widely accepted that businesses exist to make money for investors. However, should firms voluntarily perform additional functions that benefit other members of society? Scholarship on Corporate Social Responsibility (CSR) is a broad area of inquiry that attempts to answer this fundamental question. It generally addresses the proper relationship between business and society and the extent to which firms have responsibilities beyond the pursuit of their economic self-interest (Carroll, 2008; Vlachos et al., 2013; Wettstein, 2009). Many organisations started to consider their role in society and realized the need to be more focused and attentive on applying social and community programs to their business functions (Lichtenstein et al., 2004). However, CSR literature has yet to come to a consensus on a more precise definition, which has led to a confusing array of conceptualizations that partially diverge from each other and overlap at times with several other closely related constructs (Aguilera et al., 2007a; Aguinis & Glavas, 2012; Graves & Waddock, 1994; Raub & Blunschi, 2013; Hazarika, 2012; Jamali & Sidani, 2012; Crane et al., 2008).

One underutilised approach to understanding CSR's extent in firms is to investigate the impact of CSR on employees (Singhapakdi et al., 2015; Raub & Blunschi, 2013; Mandurah et al. Research often addresses how CSR affects important stakeholder groups, especially investors (Graves & Waddock, 1994; Bhattacharya et al., 2009; Breuer et al., 2018; Zheng, 2010) and consumers (Bhattacharya et al., 2009; Green & Peloza, 2011; Rahman & Norman, 2016; Van der Smissen, 2012; Sen & Bhattacharya, 2001; Beekun & Badawi, 2005), but it has tended to neglect employees (Aguilera et al., 2007b; Aguinis & Glavas, 2012; De Roeck et al., 2014; Story & Neves, 2015). This knowledge gap is surprising given how well established it is that employee attitudes and behaviour have far-reaching consequences for the overall success of organisations (Singhapakdi et al., 2015; Cheng et al., 2012; Kim et al., 2010a; Gond et al., 2011; Dumitrescu & Simionescu, 2015; Yusri & Amran, 2012; Choi & Yu, 2014; Dhanesh, 2014b). Research findings have shown that CSR initiatives in employee issues are the most critical activities to increase employee engagement, retention and attract qualified employees (Branco & Rodrigues, 2006; Cheng et al., 2012; Ferreira & Real de Oliveira, 2014; Khan & Aleem, 2014). Further examples of CSR activities towards employees are fair wages, a clean and safe working environment, training opportunities, health and education benefits for workers and their families, provision of childcare facilities, flexible work hours, and job sharing (Gazzola & Mella, 2016; Caligiuri et al., 2013; Hakimy et al., 2012; Glavas, 2016; Madsen & Bingham, 2014).

Employees as a unit of analysis have received limited attention in past CSR literature (Aguilera et al., 2007b; Rupp et al., 2006a; Abstract, 2012). According to Svensson & Wood (2005), the workforce is the most valuable asset. Research findings have shown that CSR initiatives around employee issues are the most critical activities to increase employee motivation and retention (Branco & Rodrigues, 2006; Gazzola & Mella, 2016; Stander & Rothmann, 2010; Khan & Aleem, 2014; Frank et al., 2004). Companies need to integrate CSR into their organisational culture and operating policies to satisfy their essential internal stakeholder, the employee (Buciuniene & Kazlauskaite, 2012; Preuss et al., 2009; Ginena & Wicks, 2017).

The ensuing study investigates the extent CSR affects employee loyalty and the mechanisms to inject CSR programs within departmental sections of AVERDA at KAUST to increase staff loyalty and fill the related literature gap.

1.3. Research Aim and Objectives

As indicated in the section above, this study aims to investigate the extent CSR activities affect employee loyalty and examine the relationships between its social, economic, environmental, stakeholders, and voluntariness dimensions proposed by Dahlsrud (2008) with the determinates of employee loyalty, namely employee satisfaction and engagement anticipated by Jun et al. (2006). The research was undertaken at a well-known company in Saudi Arabia specialized in waste management named AVERDA and within one of its main projects at King Abdullah University for Science and Technology (KAUST). Four research objectives guide the study:

- To provide dimensional clarity for CSR and Employee Loyalty
- To assess the relationship between CSR dimensions and employee satisfaction
- To investigate the relationship between CSR dimensions and employee engagement
- To explore the causes of potential weak relationships between CSR and employee loyalty determinants.

1.4. Justification for the Research

CSR is becoming an important theme in the global business community and academia as well. The growing emphasis on business social responsibility affects companies' relationships and their various stakeholders, including employees (Chen & Hung-Baesecke, 2014; Aguilera et al., 2007b; Rupp et al., 2006a). Even though CSR research is mostly focused on developed

economics than on developing ones (Jamali & Mirshak, 2007; Naudé, 2009), it needs to be an important issue in developing economics since organisations that provide social services are less compared with developed economics (Baughn et al., 2007).

Implications of CSR activities are limited to external prestige and external stakeholders and help manage the internal stakeholders of the organisation (Stawiski et al., 2010). CSR helps maintain a capable workforce, creating a competitive advantage that affects business performance (Branco & Rodrigues, 2006; Ali, Imran Rehman, Kashif Ali, Syed Yousaf, Jamil Zia, 2010).

This study intends to investigate these contemporary issues and provide specific academic information for the management of AVERDA, scholars, practitioners, and policymakers in Saudi Arabia.

1.5. Research Methodology

The research adopted pragmatism with a mixed research methodology. The explanatory sequential design was adopted for the research and involved two phases; an initial quantitative instrument phase, followed by a qualitative data collection phase, in which the qualitative phase builds directly on the results from the quantitative phase. Quantitative results are explained in more detail through the qualitative data. The breakdown of these phases is described below.

1.5.1. First Phase: Quantitative Data Collection and Analysis

The correlational design is appropriate when the goal is to determine if a relationship exists between two variables (Creswell, 2014; Russo, 2011). Steinberg (2018) asserted that the results might indicate a positive, negative, or no relationship between the variables when using a correlational design. This phase uses this design to measure correlations between CSR dimensions and employee loyalty determinants at AVERDA in KAUST to meet the second and the third objectives stated above. It employs a quantitative approach since it typically seeks the causes of social phenomena without involving the ‘outsider’ perspective and is outcome-oriented (Finkbeiner & Finkbeiner, 2017), involving representative sets of data (Ainsworth, 2017; Mesgari et al., 2018). Thirteen hypotheses have been derived from the literature to measure relationships between the CSR dimensions proposed by Dahlsrud (2008) and the determinants of employee loyalty anticipated by Niesink (2010).

A questionnaire was used as a survey tool to collect data based on the present research objectives. Sekaran (2006) mentioned that the quantitative method is a measurement method where data in terms of frequencies, or mean and standard deviations, becomes essential for descriptive studies. Creswell (2003) added that the quantitative method is appropriate to measures attitudes and behaviour and explained that the advantage of the quantitative method is that it allows measurement of perceptions, reactions, and opinions of a sample through a set of structured questions. The quantitative method analysis also helps increase objectivity in interpreting data, measuring validity, and reliability, which could be easily communicable (Byrne, 2001).

1.5.2. Second Phase: Qualitative Data Collection and Analysis

This phase builds directly on the results from the quantitative phase. Its purpose is to explain the reasons for possible weak CSR dimension(s) - employee loyalty determinant relationship(s) (the indicator that measures weak/normal/strong relationship is formulated at the end of the first phase) and to provide operational and academic recommendations that can add value to the organisation and the academe as well. Interviews and focus groups were conducted with a managerial (supervisory level and above) and non-managerial (team leader and below) sample frame to collect qualitative data required to meet the fourth objective of the study. Interview and focus group questions were structured depending on the results of the first phase. The qualitative dataset is evaluated using the thematic analysis method, and the sample size was predetermined on theoretical saturation at which the newly collected data do not constitute further acumens.

1.6. Research Design and Fieldwork

The current study utilises a mixed-methods strategy. Firstly, the quantitative method is employed to investigate the extent to which CSR can affect employees' loyalty. The study population of AVERDA at KAUST consists of two categories: managerial and non-managerial. For the non-managerial category, the distribution of the questionnaire was conducted by scheduling a meeting appointment at the residential camp hall of the company and providing one hard-copy of the CSR questionnaire and one hard-copy of the EL to each employee. Responses were collected and reviewed by the meeting facilitator after one week from the distribution date. For the managerial category, the CSR and EL questionnaire was

circulated in the head office of the organization and collected back from each responsible after one week from the circulation date by the researcher. Further, the consent and information sheet forms were dispersed to the managerial and non-managerial sample.

Secondly, the qualitative interviews were conducted after securing the meeting appointment with the team leader, and the focus group meetings were scheduled with each non-managerial group by the facilitator appointed by the branch manager of AVERDA at KAUST company. The selection of the interview method to collect qualitative data from the managerial sample was based on reasons related to interviewee availability, privacy, and confidentiality. However, the choice of focus group method to gather qualitative data from the non-managerial sample was based on collecting rich data from the interaction of the group members (Kennedy et al., 2001).

1.7. Contributions of the Study

The study aims to achieve a three-fold contribution. Firstly, it is attempting to fill the gap in the literature where limited research was found covering the effect of CSR on employees in Saudi Arabia (Nalband & Al-Amri, 2013; Ali & Al-aali, 2012; Al-Maghrabi & Dennis, 2011; Kayed & Hassan, 2010) and none on the impact of CSR on the loyalty of employees at AVERDA in KAUST. Secondly, it responds to the call communicated with the branch manager of AVERDA at KAUST in the year 2014 to evaluate the impact of the CSR programs conducted by the company on the loyalty of his employees and to provide useful recommendations from the perspective of its personnel. Thirdly, it attempts to answer the call by many researchers for more studies to address the relationship between CSR activities and organisational loyalty in emerging economies (Kim et al., 2010b; Lee et al., 2013; Dhanesh, 2014a).

1.8. Research Main Findings

Quantitative findings showed relationships between CSR and the determinants of employee satisfaction with one weak correlation with performance appraisal. Further, quantitative findings reported associations between CSR and employee engagement influencers with one weak negative relationship with job insecurity. Exploring the reasons behind these two weaknesses are analysed in Chapter 4 and Chapter 5.

1.9. Structure of the Thesis

This dissertation follows the standard format for doctoral theses, as proposed by Perry (1998). It constitutes a five-chapter sequence as outlined below:

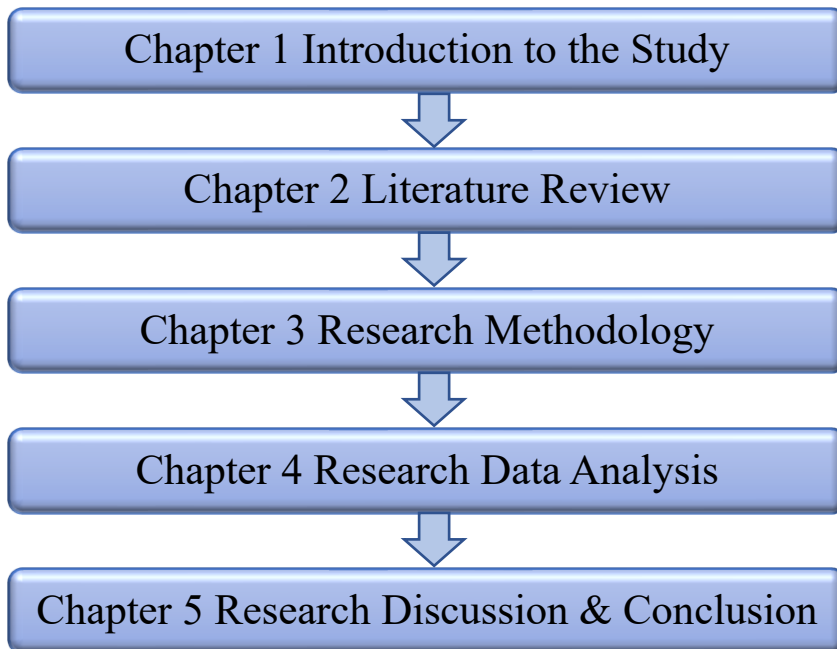


Figure 1.2: Structure of the Thesis

Chapter 1 presents a background to the research project, setting the scene for this study with an overview of the research topic and the research objectives. It details the importance of this research, justifies the chosen methodology, the contributions of the study, the research limitations, and the structure of the thesis.

Chapter 2 provides a comprehensive literature review. Every effort was made to acknowledge and examine the depth and breadth of existing literature. The literature review thoroughly analyses the research topic's disciplines, namely, CSR and its dimensions (Sections 2.2, 2.3, and 2.4), employee loyalty influencers (Section 2.6), employee satisfaction (Section 2.6.1), and employee engagement determinants (Section 2.6.2). The chapter ends with the proposed hypothesized research model and the chapter conclusion section.

Chapter 3 details the methodology applied in this research. It outlines the selection and justification of research paradigm, methodology (Section 3.4), ontology (Section 3.2), epistemology (Section 3.3), approach (Section 3.5), design (Section 3.6), inference (Section

3.7), strategy (Section 3.8), data collection and the sampling procedure (Section 3.9), data analysis (Section 3.10), ethical considerations (Section 3.11) and finally the conclusion (Section 3.12).

Chapter 4 comprises two sections of analysis. The first section employs quantitative analysis (sections 4.1.2 and 4.1.3) to obtain an empirical understanding of the second and third research objectives. The second section utilises qualitative analysis (Section 4.2) to gain an in-depth knowledge of the issues identified by the quantitative surveys.

Chapter 5 is the last chapter of the thesis. The impact of CSR initiatives of AVERDA at KAUST on its employee loyalty is highlighted (Section 5.2). Implications and contribution of the current research concerning literature, policymakers, and practitioners (Section 5.3), and future studies (Section 5.5) is emphasized. This chapter concludes with a discussion of the research limitations (Section 5.4) and a chapter summary (Section 5.6).

1.10. Conclusion

Chapter 1 introduced the research topic: Evaluate the Extent to Which Corporate Social Responsibility (CSR) affects the Loyalty of Employees: The Case of AVERDA Company at King Abdullah University for Science and Technology (KAUST), the Kingdom of Saudi Arabia, and presented the foundations to investigate it. In the next chapter, a comprehensive literature review of the related disciplines is documented and leads through the methodological and analytical procedures in Chapter 3 and Chapter 4. Research discussion, summary, implication on practitioners and policymakers, and suggestions for further research are presented in Chapter 5.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

The literature review is divided into four sections that attempt to provide the academic locale necessary to meet the objectives of the study. Section 2.2 investigates the nature of CSR and how this evolving concept is taking root in Saudi Arabia, governed by Islamic principles. The intersecting concepts between CSR and Islam are explored along with the cascaded Islamic and cultural effects on AVERDA at KAUST. Section 2.3 analyses the ontology of CSR and its dimensions as a way of gaining an understanding that is essential to construct relationships with the determinants of employee loyalty (Dahlsrud, 2008). Section 2.4 is an overview of the academic debate related to the loyalty of employees and its leading influencers, namely employee satisfaction and engagement (Niesink, 2010; Jun et al., 2006a; May et al., 2004). Assumptions are formulated to relate CSR dimensions presented in the first section with each relevant influencer related to employee satisfaction. The last section investigates the arguments related to employee engagement and its antecedents to examine possible relationships with CSR dimensions.

2.2. Research Contextual Environment

2.2.1. Corporate Social Responsibility From Islamic Perceptive

According to the Islamic perspective, social responsibility emphasises the activities that directly guide societies or individuals to enhance their living or environmental conditions and encourage them to comply effectively with religious rules and norms (AAOIFI, 2018). According to Kreinath (2011), Islam guides its followers in all aspects of life, provides followers with a comprehensive code of conduct. Muwazir et al. (2006) indicate that vicegerent leaders in Islamic business corporations should practice CSR from the principle of unity, an Islamic term “Tawhid.” Similarly, Kamla (2007) emphasised that the earth and its environmental components need to be fostered by its people. Accordingly, CSR can be perceived as one of the main concepts in Islamic teaching. A study conducted by Williams & Zinkin (2010) revealed that not only do the teachings of Islam conform with the Principles of the United Nations Global Compact (UNGC), but the Islamic values go further than the minimum standards framework.

Further, Islam encourages economic development, including social and economic justice, equitable distribution of wealth, banning all sources of unfair enrichment, and eliminating

exploitation in business activities (Hasan & Asutay, 2017; Sarker, 1999). Such perception is aligned with the statement in The Holy Quran “Never will you attain the good [reward] until you spend [in the way of Allah] from that which you love. And whatever you spend - indeed, Allah is Knowing of it” (Quran S3: 92).

Aligning with philanthropic aspects of CSR, Islamic Waqf is a religious endowment established by the affluent to provide free relief services, aligns with charitable elements of CSR, and connotes socio-economic benefits and solace to the vulnerable member of the society (Shulthoni et al., 2018; Sedek et al., 2013). According to Dhar (2013), Waqf is mainly related to tangible assets set aside by the owners as gifts to Allah and humanity's benefit. It is an institution that serves two objectives that act as a spiritual and perpetual reward for the donor and confers numerous socio-economic benefits to the underprivileged and their community (Abdullah Nadwi & Kroessin, 2014). According to Ibrahim et al. (2013), Waqf institutions can be used as tools for developing a community. This argument is supported by Hassan & Salma Binti Abdul Latiff (2009), who observed the current status of CSR practices among Islamic business institutions and concluded that these establishments could be used to increase the flow of corporate resources into the social sector. The below subsection reflects on the CSR practices in Saudi Arabia as one of the countries that implement Islamic rules and regulations.

2.2.2. Corporate Social Responsibility in Saudi Arabia

Saudi Arabia is an Islamic country with distinct political, religious, cultural, and value structures that play essential roles in how the nation operates and affects its social and economic development. Authorities in the country have embraced the move towards socially responsible business practices as evidenced by dialogue on how CSR can become a catalyst for a positive change and possibilities of utilising cultural and religious history (King Khalid Foundation, 2008; Mandurah et al., 2012). With its nationwide initiatives, National Transformation Program 2020 and Vision 2030, that dictate plans to stimulate social and economic progress through goals set for the respective years — the country shall advance education, provide social and environmental quality of life, increase job opportunities for locals, and modernize its government and business sectors to achieve a high level of efficiency, transparency, accountability, and responsibility (Saudi Vision 2030, 2016).

Aligned with its religious and Vision 2030 values, conventional clerics and Islamic economists have contended that social justice, equity, and redistribution of income could be accomplished in the contemporary Muslim societies through the mandatory payment of income and wealth

(Zakat), philanthropic trusts “Waqf,” and interest-free loans “Qard Al-Hasan” (Mohammad Tahir Sabit, 2015; Abdullah, 2018). The Islamic concept of human well-being and useful life is interrelated with the notion of social responsibility, promoting socio-economic justice, strengthening brotherhood and sisterhood among Muslims, and balancing satisfaction of all humans' material and spiritual needs (De Vries, 2018).

However, social networks and connections play a significant role in the occupational progress of individuals in the workplace in Saudi Arabia (Tlaiss Kauser, 2011); this central feature of Saudi business and society is referred to as “wasta” (Cunningham & Sarayrah, 1993). The earliest study of “wasta” was published by Cunningham & Sarayrah (1993), who identified two kinds of “wasta”: intercessory and intermediary “wasta.” Intercessory “wasta” refers to nepotism or using mediation to obtain advantages or benefits, overcome barriers, or speed up processes, generally concerning power and authorities. This kind of “wasta” influences decision making in business and community contexts and can influence activities irrelevant to the concept of social responsibility and Islam. Consequently, individuals without such type of “wasta” will struggle to negotiate the red tape associated with official procedures, facing long waiting times, or being ignored (Barnett et al., 2013). Islam emphasises the importance of hiring the person with substantial merit and qualifications: “the best that you can hire an employee is one who is competent and trustworthy” (Quran, 28, 26).

In contrast, intermediary “wasta” is used to facilitate intergroup or interpersonal conflicts (Mohamed & Hamdy, 2008) and can be considered a pro-social responsibility and Islam. Middle Easterners have frequently denied the impact of intercessory “wasta,” while individuals continue to practice it regularly. It has continued to be viewed as a lifestyle issue, with little attention directed towards its power for decision making in Saudi society (Rosen, 2010).

Yolles & Sawagvudcharee (2010) mentioned that attempts to control and regulate intercessory “wasta” through juridical or legal constraint were often failed because “wasta” springs from the inherent kinship connections that characterise the social framework of Arab communities (Weir & Hutchings, 2005). Today, multinational, cross-cultural businesses establish written codes of conduct that apply internationally, regardless of the local culture. In a society like Saudi Arabia, which developed rapidly, it is unsurprising that contradictory attitudes coexist. “Wasta” is so entrenched within society that many people still employ it routinely despite considering its use immoral.

Linking Islam and CSR in Saudi Arabia can be stemmed from the perception that CSR is a form of Islamic Zakat, which is a compulsory alms that involves giving out annually 2.5 per cent of an individual's net monetary income or wealth to the needed in the society (Malik Ahmad Malik, 2016; Sloane-White & Sloane-White, 2017). Muhammad Adnan Khurshid et al. (2014) contended that Islam assumes a holistic approach to CSR, combining the spiritual visions depicted in the Quran and describing the relationships between people, nature, and others. Likewise, Beekun & Badawi (2005) described business activities in Saudi Arabia as complying with the Islamic values that reveal cross-effectiveness between Islam and CSR's demands.

Complying with Islamic rules and values, Saudi Arabia provides a zero-return loan (Seyed Kazem Sadr, 2016; Fasiha, 2018) known as "Qard al-Hasan," which is a free interest loan delivered to needed customers to save them from undesirable circumstances and exploitation (Firmansyah, 2016). One of the main objectives of "Qard al-Hasan" is to encourage social harmony and maintain a healthy Islamic community.

2.2.3. Corporate Social Responsibility in AVERDA at KAUST Company – An Overview

The next subsections present the background information on AVERDA at KAUST, its mission, vision, values, and the CSR initiatives driven from its contextual portrait. It is followed by a review of existing literature that relates to the objectives of the study to establish dimensional clarity, assess the degree to which CSR can increase the satisfaction of employees, and measure the level to which CSR can enhance employee engagement within the organisation.

Research outcome makes a context-specific contribution to the CSR literature for the MENA region. It would be of particular benefit to Saudi Arabia and the organisation as well, given the call to "build on local cultural and faith traditions in many emerging markets, rather than simply replicate from the West" (King Khalid Foundation, 2008, p.8).

2.2.3.1. Organizational Background of AVERDA

AVERDA is a waste management company in Saudi Arabia that cleans and collects, sorts, recycles, composts, incinerates, and landfills waste (AVERDA Link 1, 2017). Although the company started its business in Lebanon in 1964 as a leading designer and supplier of industrial systems (AVERDA Link 2, 2017), it expanded its operations to the United Arab Emirates in 2008 and awarded the waste management contract at KAUST in Saudi Arabia in 2009

(AVERDA Link 2, 2017). Since then, AVERDA was growing across multiple continents, reaching fourteen countries in 2017 (AVERDA Link 2, 2017). With Saudi Arabian operations in Riyadh, Jeddah, Al-Ihsa, and Tabuk cities, AVERDA services its clients from all sectors, focusing on educational, residential, industrial, and hospitality areas (AVERDA Link 3, 2017). Focusing on its major project in Saudi Arabia, the services of AVERDA span KAUST and include general waste collection, janitorial services, recyclables and liquid waste collection, manual and mechanical cleaning, and onsite confidential document bane (AVERDA Link 3, 2017).

2.2.3.2. The Vision, Mission, and Values of AVERDA

The shared vision of AVERDA, as stated on its website, is "to clean our world" (AVERDA Link 5, 2017a). The Chief Commercial Officer of AVERDA stated the management's "belief that individuals can be inspired to care for the ecosystem and act responsibly towards the environment is at the core of what we do" (AVERDA Link 4, 2017a). The Officer extended to elaborate that "we have an obligation to ensure that future generations do not have to bear the cost of our carelessness, and we have made it our mission to use our skill and technology to transform our industry and educate the community on the importance of responsible waste management" (AVERDA Link 4, 2017a).

With such a stated vision and mission, AVERDA was able to customise its services according to the needs of its customers and to provide flexible solutions to meet various commercial and industrial sectors. It corroborates with the statement of its Chief Commercial Officer indicating that "we work to be as flexible as possible with our offerings while ensuring that we remain environmentally efficient, as we understand that each customer's waste management requirements differ, by providing them with the right waste management solutions and remaining environmentally sustainable, we have established ourselves as a company that acts responsibly towards our environment, and educates others on the importance of environmentally viable waste management" (AVERDA Link 4, 2017a). Such organizational commitment was reflected in the activities of the company and demonstrated the embedding of its corporate values of "deliver, care, inspire" (AVERDA Link 6, 2017a).

2.2.3.3. CSR and AVERDA

"AVERDA believes that a clean environment inspires society to improve and manage their ecosystem more efficiently" (AVERDA Link 4, 2017b). Within this context, AVERDA has taken the lead in introducing effective and advanced recycling programmes and initiatives to the MENA region and educating the community on the importance of caring for the environment (AVERDA Link 4, 2017b). Such CSR services include environmental awareness campaigns, recycling kits distribution, waste collection, and manual and mechanical cleaning of the streets of Abu Dhabi since 2011 (AVERDA Link 7, 2017), sweeping and washing roads, collecting green, bulky, and inert waste, and providing metal, plastic, and street trash bins in Morocco since 2012 (AVERDA Link 8, 2017), utilizing technology for useful waste collection in Ireland (AVERDA Link 9, 2017), operating a landfill for hazardous waste in South Africa (AVERDA Link 10, 2017), and building an infrastructure to handle waste around campus, including residential districts, shops, schools and recreational areas at KAUST by applying an approach to educate people about recycling and providing them with the equipment to do it (AVERDA Link 11, 2017a). This commitment intersects with the statement of the managing director of AVERDA indicating that the company "as the largest integrated waste management services provider in the GCC, we have an ethical duty to teach, educate and engage with the children of today – the adults of tomorrow. Such a project makes our mission easier and allows the higher education providers such as KAUST the opportunity to tap into the unrestricted curiosity and learning appetite of young minds: it is our duty to show them various ways in which every single one of them can have a significant contribution in protecting the planet" (AVERDA Link 12, 2017). Although the CSR approach of AVERDA is consistent with the observation made by Booz & Co (2013) stating that CSR practices in Saudi Arabia focus on developing human, social, and environmental consciousness, the company seems to lack a CSR strategy to craft its CSR initiatives in a manner that reflects its business values. However, the latest published Growth Strategy reflects the CSR commitment "by creating environmental and waste management strategies that minimise damage, improve resource retention and raise awareness of some of the big challenges our world faces" (AVERDA, 2019).

The next section investigates the literature related to employee loyalty and clarifies related determinates which can be utilised to build up research hypotheses and conceptual model.

2.3. CSR Definitional Clarity

The proliferation of literature on CSR has resulted in numerous definitions of the construct (Fallon Nicole, 2017; Okoye, 2009; Sheehy, 2014; Turker, 2009b). The first attempt to articulate a CSR definition was through Bowen in 1953, who stated that Social Responsibility

“... 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” (Carroll, 2008, p. 25).

However, many other academics remain sceptical. Levitt (1958) and Friedman (1970) argued that profit maximisation is the primary motive for businesses, whereas social welfare concerns need to be managed by political parties outside the corporate domain. Many scholars argued that corporations have legal and moral responsibilities to operate their business in a way that reduces harm to society and the environment (Bevan et al., 2011; Galbreath, 2009; Simionescu, 2015). Such controversial debate led to a rise of different theories, concepts, terminologies, and CSR approaches (Frynas & Stephens, 2015; Windsor, 2011; Crane et al., 2008; Millon, 2015; Frederiksen, 2010; Marrewijk, 2003).

Moon et al. (2005) argued that an agreed CSR definition might not be that easy because the concept needed to be considered as an ongoing evolutionary process. In this context, Kakabadse et al. (2005) posited that CSR could not be viewed as a static concept because the environment in which members of society live is dynamic. Further, the practice of CSR is contextual and sensitive to environmental, organisational, and even individual specificities making it “... a very rich, but highly complex concept, and certainly difficult to define once and for all” (Kakabadse et al., 2005, p. 286). Several authors have claimed that pursuing a “one solution fits all” definition of CSR is not realistic as it w. be too broad and vague to inform academic debate (Dahlsrud, 2008; Marrewijk, 2003). Likewise, Marrewijk (2003) recommended that each organisation should adopt a definition that is suited to its “... aims and intentions and aligned with the enterprise’s strategy, as a response to the circumstances in which it operates” (Marrewijk, 2003, p. 96).

Although the study of Dahlsrud (2008) acknowledged the definitional diversity of CSR, it concluded that there is significant congruency among them. He researched 37 CSR definitions from the literature, which spanned the period from 1980 to 2003, and focused on how CSR is perceived in these definitions without injecting additional meaning to the literature (Van der

Smissen, 2012). Using content analysis and frequency count methods, Dahlsrud (2008) categorised the definitions under five dimensions: social, economic, environmental, stakeholder, and voluntariness. Table 2.1 (below) illustrates these dimensions and how the coding scheme was applied in Dahlsrud's study, along with example phrases.

Dimensions	The definition is coded to the dimension if it refers to	Example phrases
The environmental dimension	The natural environment	'a cleaner environment.' 'environmental stewardship.' 'environmental concerns in business operations.'
The social dimension	The relationship between business and society	'contribute to a better society.' 'integrate social concerns into their business operations'
The economic dimension	Socio-economic or financial aspects, including describing CSR in terms of a business operation	'contribute to economic development.' 'preserving profitability.' 'business operations.'
The stakeholder dimension	Stakeholders or stakeholder groups	'interactions with their stakeholders' 'how organizations interact with their employees, suppliers, customers, and communities'
The voluntariness dimension	Actions not prescribed by law	'based on ethical values' 'beyond legal obligations' 'voluntary'

Table 2.1: CSR Dimensions of Dahlsrud (2008)

Dahlsrud (2008) concluded that the literature's confusion is not related to existing definitions but rather in how CSR is socially constructed within different contexts.

Many scholars contested the findings of Dahlsrud (2008). Carroll and Shabana (2010) argued that the methodology employed in the study excluded any research that has not validated many definitional constructs and the five dimensions identified. Further, CSR definitions introduced in post-2003 literature were not included in the study, which added more limitations to the results.

Dahlsrud (2008) did not attempt to add more complexity to the existing CSR mosaic portrait but instead sought to clarify its main dimensions (Hazarika, 2012). Various definitions and guidelines provided by several academics and practitioners after 2003 complied with one or more of these dimensions (Hopkins, 2011; Carroll, 2008; European Commission, 2011; Baker, 2015; ISO, 2010; Global Reporting Initiative (GRI), 2015; Lee, 2008; Masaka, 2008; BSR,

2009). Further, there has been a significant focus on the part of researchers to document and comprehend the antecedents and consequences of CSR for organisations (Macaulay, 2015; Aslan et al., 2013; Aguinis et al., 2012; Margolis & Walsh, 2003; Peloza & Shang, 2011). Positive association of CSR with corporate performance and reputation have been identified in the literature that has led to the notion that CSR can benefit firms (Margolis & Walsh, 2003; Orlitzky & Benjamin, 2001; Orlitzky et al., 2003; Peloza, 2009). Epstein (2008) posits that addressing social and environmental issues within the organisational strategy adds distinct value to the organisation. Further, the study that was conducted by Husted & De Jesus Salazar (2006) concluded that organisations could obtain a competitive edge through engaging in socially responsible activities that could be connected with their corporate strategies. Such studies confirm the need for AVERDA to instigate its CSR strategy that scopes its social and environmental performance and strengthen its competitive position in KAUST and Saudi Arabia.

There is generally scarce literature that examines the impact of CSR on employees. Many researchers have addressed CSR and its effect on other stakeholder groups, mainly investors (Breuer et al., 2018; Cheong et al., 2017; Garel & Petit-Romec, 2016; Graves & Waddock, 1994) and consumers (Öberseder et al., 2013; Sen et al., 2016; Peters, 2005; Mueller, 2014; Du et al., 2010), but have tended to disregard employees (Chaudhary, 2017; Glavas, 2016; Aguinis & Glavas, 2012; Im et al., 2016). This knowledge gap needs to be addressed given the significant consequences of employee attitude and behaviours on the overall success of the organisation (Azim et al., 2014a; Shore & Coyle-Shapiro, 2003; De León & Finkelstein, 2016; Vrinda & Jacob, 2015) and the claim by Dincer & Dincer (2015) that the dimensions of CSR do not have the same impact on employee commitment to an organisation. Given that CSR is mainly a social construct, there is controversy on the direction of the relationship between the attitude and behaviour of employees and corporate CSR initiatives (Collier & Esteban, 2007; Ellis, 2009). In the review of existing literature, the link between CSR and organisational behaviour of employees is investigated by focusing on their attitudes and behaviours and relating these factors to their corporate loyalty.

Many organisations have started to focus on sustainable development issues that benefit their stakeholders and communities (Lichtenstein et al., 2004; Criado-Gomis et al., 2017). One of the critical elements of sustainable development is Corporate Social Responsibility (CSR), which represents the extension of the responsibilities of a business organisation from the shareholders to the society as a whole (Singh & Duggal, 2017). It is reflected in the term

“Corporate Citizenship,” which is about the social role of businesses (Kuznetsova & Matveeva, 2015; Matten & Crane, 2005) and achieving their objectives while creating benefits for their communities (Hoeffler et al., 2010). CSR has become a valuable tool for the business to attract external stakeholders and build and maintain the loyalty of its employees (Portney, 2008; Hoeffler et al., 2010; Zhu et al., 2014).

One of the main challenges facing organisations is achieving a balance between CSR and profit maximisation. Early critics of business involvement in CSR posited that the responsibility of business is to maximize profit for the shareholder (Friedman, 1970; Carroll & Shabana, 2010) without being involved in social concerns that were considered to be the responsibility of government (Michael, 2003; Jenkins, 2004). On the other hand, CSR and business profitability should not be seen as mutually exclusive since successful CSR application can be associated with many business developments such as improving the competence of a company (Quairel-Lanoizelée, 2016; Boulouta & Pitelis, 2011; Burke & Logsdon, 1996); increasing market share and reduction of costs (Kong et al., 2002; Heal, 2005); improving reputation and brand value (Gray & Balmer, 1998; Balmer & Greyser, 2006; Walker, 2010); integrating the economic, environmental, stakeholder, social, and voluntariness aspects of business management (Dahlsrud, 2008; Schaltegger & Burritt, 2005; O'DWYER, 2009; Krechovská & Procházková, 2014); contributing towards attracting prospective employees while motivating and retaining existing ones (Turban & Greening, 1997; Epstein & Roy, 2001; Bedarkar & Pandita, 2014); and increasing employee satisfaction and loyalty (Portney, 2008; Kular et al., 2008; Bauman & Skitka, 2012; Keiningham & Aksoy, 2009; Epstein, 2008; Zhu et al., 2014; Skudiene & Auruskeviciene, 2012).

The CSR definition that was formulated by the Commission of the European Communities (2001), and reviewed in 2011, recognized the five CSR dimensions articulated by Dahlsrud (2008), stating that CSR is “a concept whereby companies integrate social and environmental concerns in their business operations and their interaction with their stakeholders voluntarily” (Commission of the European Communities, 2001; Dahlsrud, 2008). Accordingly, research tends to refer to these dimensions while formulating relationships with the employee loyalty influencers illustrated in the below sections.

2.4. Research Conceptual Model

Extant CSR literature shows that corporate CSR initiatives can enhance employee-company identification and employee engagement (Supanti et al., 2015; Kim et al., 2010b; Duthler &

Dhanesh, 2018). Practices such as training, fairness, transparency, care for the elderly, labour support, respect for stakeholder interests, and societal and environmental support have been associated with increased employee satisfaction and loyalty (Portney, 2008; Jun et al., 2006a; Anyango et al., 2013; Messmer, 2005; Ginena & Wicks, 2017). A study conducted by Roudaki J and Arslan M (2017) found a positive correlation between CSR and employee organisational commitment. It corroborates with Stanley et al. (2013) findings, which found an inverse relationship between the organisational commitment to employees and their turnover rate. CSR can provide employees with a sense of security, safety, self-esteem, feelings of belonging, and existential meaning and purpose at work (Oprescu, 2012; Duthler & Dhanesh, 2018; May et al., 2004). Accordingly, companies have new intentions to invest in CSR to maximise long-term benefits for their internal stakeholders and their Community (Lauesen, 2013; Porter, M.R and Kramer, 2006; Mohr et al., 2001). This research investigates the extent to which CSR activities affect employee loyalty and examines the relationship between social, economic, environmental, stakeholders, and voluntariness dimensions (Dahlsrud, 2008) with the determinates of employee loyalty, namely employee engagement and employee satisfaction (Niesink, 2010).

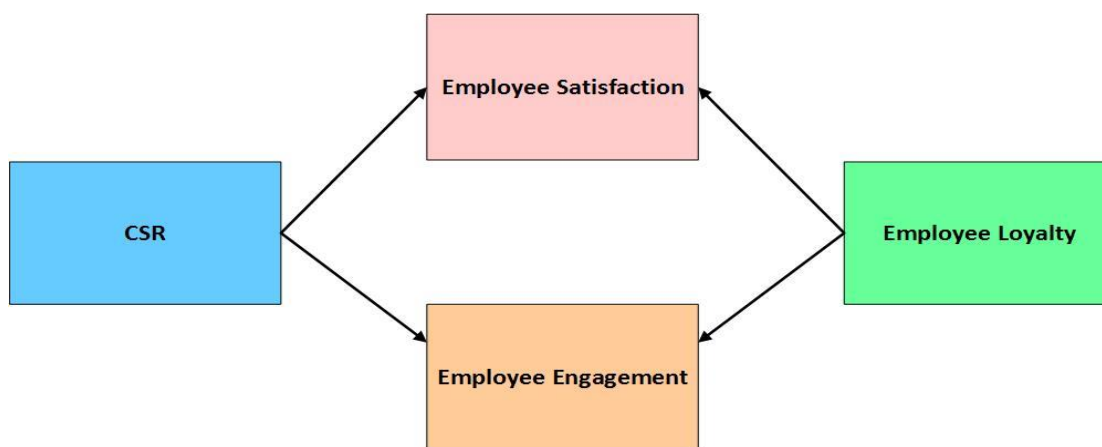


Figure 2.1: Research Conceptual Model

2.5. Determinates of Employee Loyalty

Employee loyalty is a psychological inclination, “feeling” of identification with an attachment or a commitment to the organisation (Guillon & Cezanne, 2014; Abstract, 2012). According to Guillon & Cezanne (2014), employee loyalty is an observable workplace phenomenon that can be materialised by staying in the organisation over the long term and entails little tendency to seek outside job offers. Likewise, Turkeyilmaz et al. (2011) state loyalty as a strong desire to continue membership of an organisation, standing up to the vision and values of the

organisation (Sangeetha, 2008), and delivering high levels of commitment for the sake of the organisation (Rajput et al., 2016). On the other side, a lack of loyalty can be detrimental, leading to loss of trust, inefficient work, and an increase in absenteeism and turnover (Davis & Cable, 2014).

Kobulnicky (1998) argued that organisational commitment might include the psychological status that can affect the decision to stay. Likewise, Radosavljević et al. (2017) noted that commitment is an attitude reflecting an employee's loyalty to the organisation and an ongoing process through which members express their concern for the organisation and its continued success and wellbeing. Although a strong sense of organisational commitment originates from the desire of the employee to sustain the relationship with the employer due to the feeling of loyalty and belonging (Stazyk et al., 2011), commitment can be perceived whenever the employee exhibits the intention to stay and not willing to leave the organisation (Valaei & Rezaei, 2016; Rusu, 2013; Cho et al., 2009). Such understanding corroborates with the findings of Muncherji & Gupta (2004), which found that companies with loyal employees tend to survive longer than those with a high turnover rate. This intent is reflected in the level of commitment and engagement presented by the employees within the organisation (Cho et al., 2009) and the endurance of their satisfaction (Valaei & Rezaei, 2016).

Relating to job satisfaction that focuses on the attitude of employees toward their current job, employee loyalty explores a broader framework to connect the attitude of employees with their organisation (Chen, 2006). Many studies report a strong relationship between organisational loyalty and employee job satisfaction (Jun et al., 2006b; Vokić & Hernaus, 2015; Niesink, 2010; Chang et al., 2010a). Such studies intersect with the empirical evidence provided by Singh et al. (2016) that suggests a positive correlation between employee job satisfaction and loyalty of employees.

To link with employee engagement, reviewed literature indicated a positive relationship with employee loyalty (Field & Buitendach, 2011; Ibrahim & Al Falasi, 2014b; Niesink, 2010). While several authors argued whether work engagement has a conceptual overlap with employee loyalty (Agarwal, 2014; Alarcon & Edwards, 2011; Macey & Schneider, 2008), various researchers have demonstrated that work engagement is conceptually and empirically distinct from employee loyalty (C. Barnes & E. Collier, 2013; Hallberg & Schaufeli, 2006). A high level of work engagement reflects not only a more significant loyal relationship between

an individual and the organisation (Biswas & Bhatnagar, 2013), but it is believed that loyalty can be built from the inside out by instituting an employee engagement process (Durkin, 2007). Accordingly, work engagement can be considered as the primary influencer on the permanence and loyalty of employees for their organisation (Agarwal, 2014; Bakker & Demerouti, 2008; Biswas & Bhatnagar, 2013; Brunetto et al., 2012; Field & Buitendach, 2011; Gruman & Saks, 2011a; Moura et al., 2014; S.Radhika, 2016; Niesink, 2010; Ibrahim & Al Falasi, 2014a).

After identifying the leading influencers of employee loyalty, the below two sections examine associated literature for each influencer and related determinants and drivers. Such review contributes to building up the theoretical model of the research.

2.5.1. Employee Satisfaction

In human resource and organisational management, employee satisfaction is considered one of the leading research agendas (Margolis & Walsh, 2003; Orlitzky & Benjamin, 2001; Orlitzky et al., 2003; Peloza, 2009; Senasu & Virakul, 2015). Anyango et al. (2013) defined job satisfaction as a balance between employee expectations and employee experiences related to work. Likewise, Bruck et al. (2002) attempted to determine job satisfaction as the extent work environment fulfils their expectations and needs (Abraham, 2012; Turkeyilmaz et al., 2011).

Employee satisfaction involves different job aspects such as relationships with co-workers, relationships with supervisors, teamwork, pay and rewards, promotion opportunities, working conditions, and communication (Turkeyilmaz et al., 2011; Sattar et al., 2015). Such outcome intersects with findings of Jun et al. (2006) that identified five drivers for employee satisfaction, namely employee empowerment (Seibert et al., 2004; Ugboro & Obeng, 2000; Hanaysha & Tahir, 2016), human capital development (Gronholdt, Anne Martensen, 2001; Hanaysha & Tahir, 2016; Sattar et al., 2015), team cohesion (Kabak et al., 2014; Hanaysha & Tahir, 2016), performance appraisal systems (Palaiologos et al., 2011; Subekti & Setyadi, 2016), and employee compensation (Subekti & Setyadi, 2016; Singh et al., 2016). These drivers are investigated within the CSR context to evaluate the effect of the precedent dimensions on them and to declare related research hypotheses.

2.5.1.1. Employee Empowerment

Empowerment of employees has been identified as one of the main contributors to organisational success, with many authors indicate a relationship between employee empowerment and satisfaction (Seibert et al., 2004; Ugboro & Obeng, 2000; Hanaysha & Tahir, 2016; Asmawi-, 2017). GHOSH (2013) states empowerment as a “giving power and authority” integrated with employees' related duties and responsibilities. Even though empowerment is considered to be a valuable management tool for cascading the organisational vision across the hierarchy of the organisation as a way of achieving a “win-win” situation between the management and subordinates (Raquib et al., 2010), Kadyan (2014) perceives it as the delegation of responsibility from higher levels of the organisational hierarchy to lower-level employees to improve productivity and job satisfaction. Likewise, Ganjinia et al. (2013) define it as a transfer of power from the employer to the employees. Although GHOSH (2013) argue that empowerment is related more to responsibility and accountability, Kaymakçı & Babacan (2014) posit that empowerment is a state of mind where the employee has control over the job that needs to be performed, is aware of the work context, and is accountable for the work output.

Given Greenwood's (2007) identification of employees as salient stakeholders with the legitimacy to influence the firm, the organisational practice of empowering employees to address employee satisfaction and loyalty issues can result in employees who are keen to embrace and implement organisational objectives (Ugboro, 2006; Brindha, 2013; Yao et al., 2013; Fernandez & Moldogaziev, 2013), improve job attitudes (Dewettinck & Ameijde, 2011; Fernandez & Moldogaziev, 2013; Evanschitzky et al., 2012), and increase the productivity of employees (Tuzzolino & Armandi, 1981; Brindha, 2013; Fernandez & Moldogaziev, 2013; Dewettinck & Ameijde, 2011; Baird & Wang, 2010; Yang et al., 2013). Likewise, many scholars suggested that empowerment is a process through which most of the goals of social and individual change can be accomplished (Drury & Reicher, 2009; Lan & Chong, 2015; Fernandez & Moldogaziev, 2013; Cattermole et al., 2013; Rothermel & LaMarsh, 2012; Bennett, 2002; Tutar et al., 2011; Baird & Wang, 2010). In that regard, empowered employees are more likely to engage in social and voluntariness activities that can benefit the organisation, its employees, and the community (Cycyota et al., 2016; McCallum et al., 2013).

AVERDA at KAUST seems to support this notion by empowering its employees to provide social support through its CSR programs. Employees are encouraged to volunteer and assist

KAUST members in promoting their environmental awareness and youth and community development (AVERDA Link 11, 2017b). The company supports a team spirit culture where delegation and empowerment are key ingredients to its success (AVERDA Link 4, 2017b; AVERDA Link 6, 2017b). Such direction has been interjected by the Chief Talent Officer of AVERDA, stating that “We empower our employees who embody these characteristics to drive their careers forward while investing in personal development and allowing them opportunities to share their expertise cross-functionally throughout the organisation. We have found this approach to be highly successful in driving the engagement level of our top talent” (AVERDA Link 13, 2017a). Accordingly, it is interesting to investigate the relationship between this determinant and related CSR dimensions for the activities offered by AVERDA at KAUST:

H1a: There is a positive relationship between the social, environmental, and voluntariness dimensions of CSR and the employee empowerment determinant of employee satisfaction.

2.5.1.2. Human Capital Development

The World Bank defines human capital as “the knowledge, skills, and experience of people that make them economically productive ...” (King Khalid Foundation, 2008, p. 9). According to Nelson (cited in King Khalid Foundation, 2008, p. 21)

“To help build human capital and job opportunities to achieve both economic competitiveness and social progress is the most essential contributions to society that any corporation can make in any country or industry sector. “

While investment in the development of employees can provide a competitive position to an organisation by availing skilled staff, attracting potential candidates, and satisfying existing ones (Barney, 1991; Jun et al., 2006a), it is also perceived as part of investing in both the employees and the community and thus addresses both social and economic concerns. Even though the study of Anyango et al. (2013) revealed that professional training does not significantly affect job satisfaction, other scholars identified it as a direct influencer on the more significant of employees (Saks, 2006; Latif, 2012; Latif et al., 2013; Sahinidis & Bouris, 2008; Gronholdt, Anne Martensen, 2001; Kabak et al., 2014; Hanaysha & Tahir, 2016). Likewise, various studies found that educating employees were among the driving forces for establishing initiatives related to environmental awareness (Ji et al., 2012; Liu et al., 2014; Perron et al., 2006; Hammer et al., 2009; Tung et al., 2014; Shiryan et al., 2012; Delmas & Pekovic, 2013; Barney, 1991). Hanaysha & Tahir (2016) posit that employees who participate

in training programs are usually more satisfied than others who did not. Accordingly, satisfied employees are more likely to be loyal and stay in the organisation (Kotey & Folker, 2007; Niesink, 2010; Pandey & Khare, 2012; Chang et al., 2010b).

In Saudi Arabia, human capital investment is considered an essential strategic contribution to national development (Saudi Vision 2030, 2016). One of the main goals for Vision 2030 is to develop the national workforce and becomes less dependent on expatriates. Such perception is aligned with the study conducted by Maqpool (2015), stating the difference in the social focus between developed and developing economies like Saudi Arabia. Research outcome deduced that developed economics usually focus on human rights, labour rights, environment, and anti-corruption while developing ones focus on human and social capital development (Maqpool, 2015). Many scholars endorse the difference where employee training and development is part of a CSR agenda to address social and national sustainability (Naudé, 2009; Cardenas & Carpenter, 2008; Echtner, 1995; Robertson, 2003).

Aligned with its applied definition, CSR involves the integration of social concerns into daily business operations. Training and development is a national requirement that is cascaded to various business sectors in Saudi Arabia. The Saudi Labour Law protects such national awareness in Articles 42, 44, 46, 47 (SAGIA, 2005). It is reflected in the business philosophy of AVERDA as stated by its Chief Executive Officer, indicating that “alongside technology, our investment in people and training has become a key factor in our business philosophy. Employing bespoke recruitment programmes, hiring and developing local talent alongside on-going training initiatives have helped us to build a skilled, dedicated and renowned workforce” (AVERDA Link 13, 2017b). Since training and development benefit the employees and the organisation, corporate participation may be seen as both an investment and a socially responsible activity (Hoque, 2003; Finegold & Wagner, 2002). Several studies provide general support for a relationship between social commitment and corporate investment in training (Meyer et al., 2002; Lee & Bruvold, 2003). Consequently, the relationship between these two components is investigated:

H2a: There is a positive relationship between the social, economic, environmental, and stakeholder dimensions of CSR and the human capital development determinant of employee satisfaction.

2.5.1.3. Team Cohesion

According to Morgan Jr et al. (1986, p. 3), a team can be considered as “a distinguishable set of two or more individuals who interact interdependently and adaptively to achieve specified, shared, and valued objectives.” Likewise, Scarnati (2001, p. 5) defined teamwork as “a cooperative process that allows ordinary people to achieve extraordinary results” while many scholars identified its purpose to develop mutual relationships to accomplish the objectives of the team (Currie, 2003; Kabak et al., 2014; Tyler A. & Parker A., 2011; Daily et al., 2012; Fisher et al., 1997; Johnson & Johnson, 1987; Harris & Harris, 1996). For teamwork to be successful, synergism needs to occur among the team members to endorse and encourage a positive and efficient team environment (Luca & Tarricone, 2001). Effective teamwork has been associated with several organisational benefits such as increased satisfaction of team members (Jun et al., 2006a; Griffin et al., 2001; Hanaysha & Tahir, 2016; Chang et al., 2010b); increased employee morale (Cleary & Horsfall, 2015; Cooper, 2016; Rahman & Bullock, 2005); workplace productivity (Maarleveld & de Breen, 2011; De Melo et al., 2013; Davis & Cable, 2014); product or service improvements (Dayan & Di Benedetto, 2011; Revilla & Knoppen, 2012; Angelis & Fernandes, 2012); lower levels of absenteeism (Rousseau & Aube, 2014; Diestel et al., 2014); reduced employee turnover (HU & Liden, 2015; Messersmith et al., 2014; De Melo et al., 2013); increased harmony (Jackson & Joshi, 2011; Torrente et al., 2012; Hunter et al., 2010) and improved workplace performance (Torrente et al., 2012; Hauschildt & Konradt, 2012; Horwitz & Horwitz, 2007; Rousseau & Aube, 2014).

CSR and effective teamwork seem to be relevant and stimulate interaction among corporate employees (McWilliams & Siegel, 2001). Social and economic dimensions of CSR complement the notion of collaboration where the commitment to the shared goals of the group (Griffin et al., 2001; Kabak et al., 2014), positive collaborative environment (Costa et al., 2014; Jackson & Joshi, 2011; Kabak et al., 2014), communication transparency (Cardon & Marshall, 2014; Costa, 2003; Boies et al., 2015), and commitment to the team processes (Costa et al., 2014; HU & Liden, 2015; Yang & Choi, 2009) are the main attributes for a successful CSR program (McWilliams et al., 2006). This notion has been reflected by the project manager at AVERDA asserting that “the core development has required every aspect of the business to be agile and resilient, ensuring it can consistently offer the highest quality of work while remaining competitive and entrepreneurial. This evolution has been executed by a unique team whose diversity and industry experience has enabled continued growth” (AVERDA Link 13,

2017b). Such traits are reflected in the corporate values of AVERDA and in its CSR programs that are introduced for the KAUST community (AVERDA Link 4, 2017b). Accordingly, the relationship between these two aspects needs to be examined:

H3a: There is a positive relationship between the social and economic dimensions of CSR and the team cohesion determinant of employee satisfaction.

2.5.1.4. Performance Appraisal Systems

Performance appraisal links the performance of an employee with the business goals and objectives and is part of an organisational management system (Aguinis et al., 2012). Bartlett & Ghoshal (2013) concluded that corporate human capital constitutes an essential strategic resource that forms an organisational strategy foundation. The strategic importance of human capital is implementing a performance management system to harness this resource, boosts the sustainability and competitiveness of the organisation (Tuytens, 2012; Roberts, 2003; Braithwaite, 2007; Daoanis, 2012a; Chadwick & Dabu, 2009).

Performance appraisal is the process of assessing the performance or productivity of the employee against pre-agreed measurable targets or expectations over a pre-set period (Tuytens, 2012; Kondrasuk, 2011). However, it can be a source of dissatisfaction if perceived as unfair by the employees (Sudin, 2011; Hannay, 2010; Martin & Bartol, 2003; Farrell, 2013; Kim & Holzer, 2016). A system that does not accurately capture the technical and operational work of an employee (Daoanis, 2012a; Kuvaas, 2006); a biased or irrelevant reward system (Obisi & Ph, 2011; Lee, 1988; Ali et al., 2015); a system that does not recognize the effort and contribution of the employees to the organisation (Khan, 2006; Kondrasuk, 2011; Hannay, 2010; Heslin et al., 2005); and a system that focuses on narrow evaluative aspects ignoring the broader view of the organisation (Aguinis et al., 2011; Ali et al., 2015). Such deficiencies have been found to lead to a lose-lose situation for the employee and the organisation (Sudin, 2011; Kavanagh & Brown, 2007; Heslin et al., 2005; Teagarden et al., 1992), and to decrease the feeling of belonging and satisfaction among employees (Kuvaas, 2006; Obisi & Ph, 2011; Sudin, 2011; Ali et al., 2015; Hannay, 2010).

The relation between corporate citizenship and performance appraisals is increasingly important (Zheng et al., 2012; Kolade et al., 2014; Zhang et al., 2008; Davenport, 2000; Valor, 2005). Ashridge (2008) states that a range of human resource levers is essential for developing CSR organisational capabilities that include performance management and incentive systems.

Therefore an appraisal system that is consistent, congruent, and able to capture and quantify existing and potential skills of employees can reduce the likelihood of losing employees (Thornton, 2008; Farrell, 2013), increases job satisfaction and adds value to the organisation and its stakeholders (Aguinis et al., 2011; Jun et al., 2006a; Cowandy, 2014).

There is no published reference by AVERDA describing the type of performance appraisal system implemented, and it seems that the chain has the HR configuration that supports this notion. Its organisational structure appears to include a section that manages employee performance appraisal and career paths, ensures motivation program for employees are organised and conducted according to the planned calendar, analyses employee satisfaction survey, manages employee grievances, and meets employees regularly for coaching and counselling (AVERDA-HR Officer Profile, 2017a). Further, the Operational Supervisor for AVERDA at KAUST mentioned the utilization of daily performance evaluation processed for the non-managerial employees are monthly analysed for performance incentive and reflected on their payslip. However, the supervisor indicated that the managerial staff are evaluated yearly by their superiors to determine their annual bonus allowance. Such responsibilities interest with the value pillars of the company and with the work activities provided for the KAUST community and its employees as well. Accordingly, the below hypothesis is formulated:

H4a: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and the performance appraisal system determinant of employee satisfaction.

2.5.1.5. Employee Compensation

Employee compensation refers to all forms of payments or rewards received by employees due to their employment (Hughes, 1993; Corby et al., 2009; Zingheim & Schuster, 2007). An effective compensation system enables the organisation to retain competent individuals to accomplish its goals (Dessler, 2002; Asmawi-, 2017). Likewise, Subekti & Setyadi (2016) stated that compensation affects the satisfaction of employees. To decrease possible misunderstandings in payment practices, transparency in communication is required to clarify an organisational payment system (Dayan & Balleine, 2002). Misunderstandings relating to remuneration can lead to an increase in turnover (Okennam, 2004; Bryant & Allen, 2013), and failure to design a suitable compensation system can have an unfavourable effect on the productivity and satisfaction of employees and the performance of the organisation (Neo A.R. et al., 2006; Khan & Aleem, 2014). For such reasons, an effective compensation plan can

include various types of rewards such as salaries, incentive payments, and non-wage benefits such as medical insurance and retirement plans, all of which can increase the sense of belonging among employees and increase their job satisfaction (Bernadin, 2007; Cascio, 2010; Robbins, 2003; Asmawi-, 2017).

Various scholars have argued that providing a compensation system that considers the welfare of workers during and after their work lifetime intersects with the social, stakeholder, and economic dimensions of CSR (Pascale, 1985; Bartel, 2001). Likewise, the study by Mahoney & Thorne (2005) found a significant relationship between long-term performance compensation and total corporate responsibility. This correlation includes employee incentives that necessitate a commitment to proactive environmental behaviour, which can provide sustainability and profitability for the organisation. This study aligns with the one conducted by Johnson & Greening (1999) and concludes the common interest among the executive management and the interests of the firm and its Community. On the other hand, many scholars have argued that expensive CSR activities can inversely affect the income of the organisation and the wages of its employees (Reinhardt et al., 2008; Heal, 2007; Lee et al., 2012; Costas & Karreman, 2013) leading to employee dissatisfaction. Such studies are consistent with Portney (2008), who indicated that such a situation could lead to the adoption of CSR activities that have little or no impact on organisational profits and job satisfaction.

Even though there is little secondary information related to the compensation systems adopted by AVERDA, the Operational Supervisor of AVERDA at KAUST stated that the company follows the guidelines declared by the Saudi Labour Law. Chapter four of this law addresses the end-of-service award and tackles the payment mechanisms related to various compensation forms (SAGIA, 2005). The company includes a policy to regulate discretionary bonus payments for its employees, depending on the business unit and employee performance scales (Anon, 2014). Such regulations are managed at the corporate level and are cascaded to the operational level at KAUST. It is interesting to investigate the association between this factor and the CSR dimensions affected by the programs initiated by AVERDA at KAUST:

H5a: There is a positive relationship between social, economic, environmental, and stakeholder dimensions of CSR and the employee compensation determinant of employee satisfaction.

Table 2.2 (below) summarizes the above hypotheses related to CSR dimensions as the composite independent variable with each determinant of employee satisfaction as the

dependent variable. Building up the first structure of the theoretical research model shown in figure 2.2 is articulated based on the information in the below table.

Hypothesis ID	CSR Dimensions (Independent Variable)					Determinant (Dependent Variable)	EL Influencer	Correlation Type
	Social	Economic	Environment	Stakeholder	Volunteerism			
H1a	x		x		x	Employee Empowerment	Employee Satisfaction	Positive
H2a	x	x	x	x		Human Capital Development	Employee Satisfaction	Positive
H3a	x	x				Team Cohesion	Employee Satisfaction	Positive
H4a	x	x		x		Performance Appraisal System	Employee Satisfaction	Positive
H5a	x	x	x	x		Employee Compensation	Employee Satisfaction	Positive

Table 2.2: Hypotheses Table Summary for CSR Dimensions and Employee Satisfaction Determinants

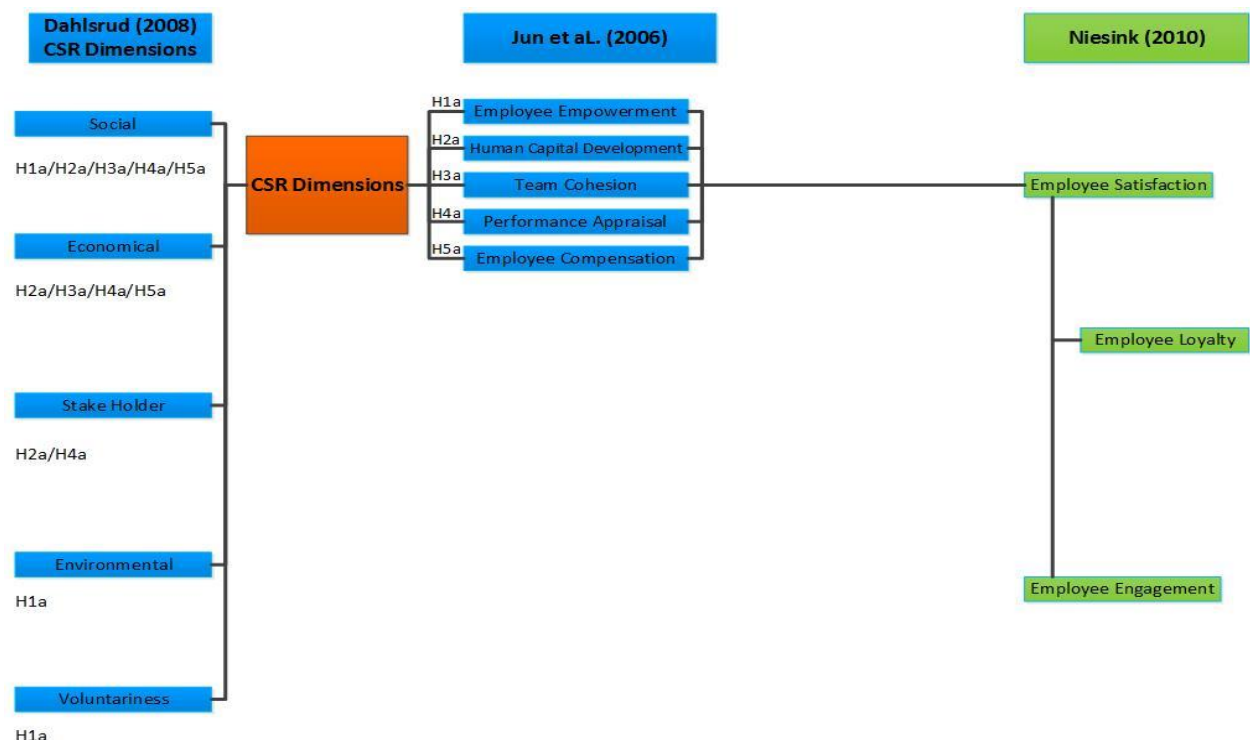


Figure 2.2: Research Theoretical Model-V.1.0

The next section inquires about the determinants of employee engagement and provides a comprehensive research hypotheses model.

2.5.2. Employee Engagement

Employee engagement can be considered a source of competitive advantage that can mitigate organisational problems and can assist in stimulating staff performance and productivity (Macey & Schneider, 2008; Gruman & Saks, 2011a; Chandani et al., 2016). Engaged employees usually exhibit enthusiasm and work retention, leading to minimising turnover and related costs (Macey & Schneider, 2008; May et al., 2004; Vance, 2006; S.Radhika, 2016).

Notwithstanding the perceived benefits, there is a lack of a common definition of employee engagement (Kular et al., 2008; Macey & Schneider, 2008; Shuck, 2011; Slack et al., 2014; Bridger, 2015). Kahn (1990, p. 694) defined it as “the harnessing of organisation members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” Other scholars have defined it as an emotional and intellectual commitment to the organisation (Simon, 2011; Lloyd & Bell, 2005; Shaw, 2005; Macleod & Clarke, 2009). Similarly, engagement at work has been defined as a positive, fulfilling, and work-related state of mind that includes vigour, dedication, and absorption (Schaufeli & Bakker, 2004; Salanova & Schaufeli, 2008; Demerouti et al., 2001). Workers who are engaged in their work are characterised by creativity, productivity, and willingness to go beyond the call of duty (Avolio et al., 2004; Gruman & Saks, 2011b). Within this context, engagement is contagious (Vance, 2006; Shaw, 2005; Slack et al., 2014). Such studies aligned with the research conducted by Lu et al. (2014) and concluded that organisational performance results from the combined actions of individual employees that can engage in business knowledge transfer.

Despite the variations in definition, scholars and practitioners agree that the consequences of employee engagement are beneficial to the organisation (Saks, 2006; Shaw, 2005; Ludwig & Fraizer, 2012; Slack & Morris, 2014; Saks & Gruman, 2014). Harter et al. (2002, p. 272) concluded that “employee satisfaction and engagement are related to meaningful business outcomes at a magnitude that is relevant to many organisations.” K.S. (2012) found a positive relationship between employee engagement and business growth. Likewise, International Survey Research (ISR) found encouraging indications that firms can reach their required efficiency through engaging employees with the vision and mission of the organisation (International Survey Research (ISR), 2005). Other scholars investigated the relationship between employee engagement and job demands and concluded the inversely related link

between the former indicator and employee turnover (Schaufeli & Bakker, 2004; Cole et al., 2012; Leary et al., 2013; Fairlie, 2011).

To achieve further understanding of the varying levels of attachment employees expressed towards their roles, Kahn (1990) conducted several studies on engagement and were empirically tested by May et al. (2004). They identified three psychological conditions related to this concept, namely meaningfulness, safety, and availability. May et al. (2004) found that Job enrichment and work role fit were positively linked to psychological meaningfulness. Rewarding co-worker and supportive supervisor relations were positively associated with psychological safety, whereas adherence to co-worker norms was negatively associated. Psychological availability was positively related to resources available and negatively related to job insecurity and outside activities. Such a view is aligned with the study initiated by Kahn (1990), stating that employees usually engage in their role performances when their organisation provides the relevant resources to excel in their work roles. However, physical availability was found to be inversely linked with withdrawal behaviours that include lateness, absenteeism, turnover, and burnout (Blau, 1994; Cascio, 2010; Adler & Golan, 1981).

Based on the above information, figure 2.3 shows the employee engagement component added to the theoretical research model and the colour legend that reflects the type of relationship between the psychological conditions of meaningfulness, safety, and availability and the determinants of May et al. (2004).

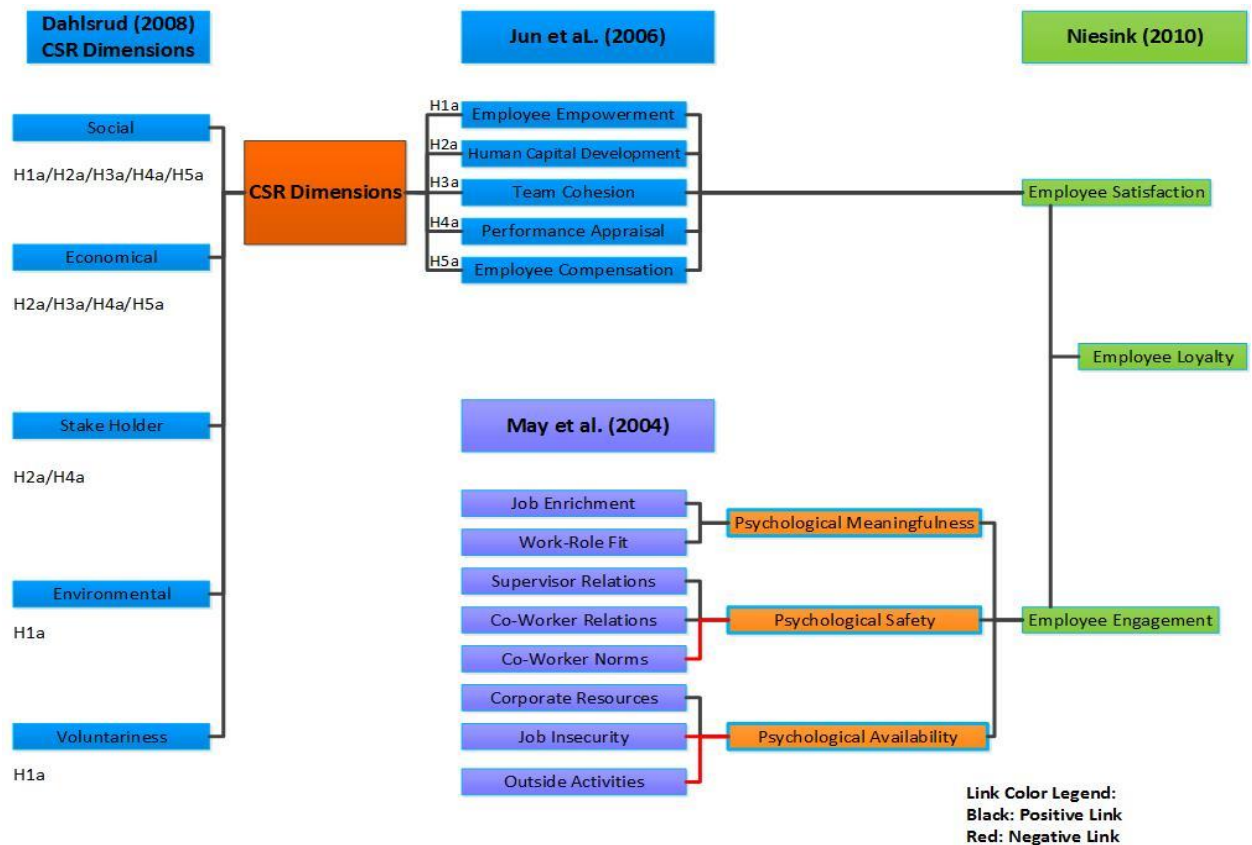


Figure 2.3: Research Theoretical Model -V.1.1

The remaining sections of this literature review investigate the physiological conditions and related factors of employee engagement and examine possible relationships with CSR dimensions practised in AVERDA at KAUST.

2.5.2.1. Psychological Meaningfulness

Kahn (1990, p. 704) defined meaningfulness as “a feeling that one is receiving a return on investments of one’s self in a currency of physical, cognitive, or emotional energy. People experience meaningfulness when they feel worthwhile, useful, and valuable as though they make a difference and are not taken for granted”. Many scholars have identified the experience of psychological meaningfulness as an essential condition that influences employee behaviour (Cartwright & Holmes, 2006; Chalofsky & Krishna, 2009; Hackman, 1980; Hirschi, 2012; Geldenhuys et al., 2014).

Work engagement is influenced by psychological meaningfulness due to the inherent desire in employees to find meaning in the work they perform (Rothmann & Welsh, 2013b; Geldenhuys et al., 2014). Although previous research has revealed that meaningfulness is related to internal work motivation (Locke & Henne, 1986; Fried & Ferris, 1987; Renn & Vandenberg, 1995),

recent research identified a positive correlation between meaningfulness and work engagement (Mao et al., 2009; May et al., 2004; Olivier & Rothmann, 2007; Asiwe et al., 2017; Geldenhuys et al., 2014; Rothmann & Welsh, 2013a). Work that is perceived meaningful by employees is the one that develops their personal growth and work motivation (Spreitzer et al., 1997; Isen & Reeve, 2005; Herzberg et al., 2007). The degree of meaningfulness felt by employees depends, among other things, on job enrichment and work role-fit factors (May et al., 2004) that are illustrated in the following sections.

2.5.2.1.1. Job Enrichment

One of the leading influencers of employee engagement is job enrichment. While Herzberg (1966) defined job enrichment as an attempt to motivate employees by offering the opportunity to use an assortment of their knowledge, skills, and abilities, Raza & Nawaz (2011) defined it as creating changes in job descriptions and dimensions, physical job conditions, and essential tasks to increase job satisfaction. Although job enrichment may yield positive outcomes such as reduced turnover (McEvoy & Cascio, 1985; Ali et al., 2016), increased productivity (Rosenzweig, 2011; Sushil, 2014; Choudhary, 2016), and reduced absenteeism (Zhang & Zhang, 2011; Davoudi, 2013), it can cause dissatisfaction among some employees as they may expect additional autonomy and responsibility to be coupled with higher levels of compensation (Locke et al., 1976; Reif & Luthans, 1972; Cooper & Brown, 1986). Some scholars posit that job enrichment can decrease the motivation of employees as a result of workers disliking it as a form of workplace involvement (Kelly, 1992; Pollert, 1991; Zhang et al., 2011; Norton et al., 1979). It is essential to appreciate motivating employees since, without such understanding, job enrichment interventions will not be productive (Hackman, 1975; Parker, 1998; Parker, 2014; Fung et al., 2014).

CSR has been found to provide employees with a sense of meaning from work (Grant, 2007). Wilcox (2006) concluded that job enrichment could be perceived as a part of human resource development associated with organisational social responsibility. Some scholars identified skills development opportunities, creativity, autonomy, and control of the job to be performed as common attributes between CSR and job enrichment (Kelly, 1992; Nicholson, 2003). Consistent with this notion, the studies conducted by Iqbal et al. (2012) and Azim et al. (2014) revealed that CSR has a significant effect on the attitude and behaviour of employees and can contribute to the achievement of organisational goals. Organisations that promote social and voluntariness awareness programs can impact the self-esteem and identification of employees

(Azim et al., 2014b; Liu et al., 2014; Perron et al., 2006; Tung et al., 2014; Shiryay et al., 2012). Such studies are aligned with the HR directions and CSR programs offered by AVERDA to develop its employees by managing their career path (AVERDA Link 13, 2017b), participating in volunteerism programs in Jeddah and KAUST (Wallpapers, 2010), promoting delegation (AVERDA Link 13, 2017b), and enhancing motivation (AVERDA-HR Officer Profile, 2017b). It seems that the HRD at AVERDA represents a powerful lever to adopt more responsible behaviour that shall solidify the establishment of CSR within the organisation and at the KAUST Community. Shcuba (2015) and Gond et al. (2011) agree with such a view by emphasizing the critical role of HR in the success of the firm and its CSR programs. It is encouraging to examine the relationship between the CSR activities applied by AVERDA at KAUST and their extent on job enrichment aspect:

H1b: There is a positive relationship between social, stakeholder, and volunteerism dimensions of CSR and the Job Enrichment predictor of Psychological Meaningfulness.

2.5.2.1.2. Work-Role Fit

The work-role fit can be defined as the perceived fit between employees and their roles within the organisation and can yield to experience psychological meaningfulness and work engagement (Kahn, 1990; May et al., 2004; Memon et al., 2018; Rothmann & Welsh, 2013a). Work assignments that are consistent with the values of the employee contribute to work engagement, psychological meaningfulness, and work-role fit (May et al., 2004; Waterman, 1993; Seligman, 2011; Lu et al., 2014).

According to Rothmann & Welsh (2013a), employees are willing to give more of themselves to achieve the organisational goals whenever they experience greater congruence between themselves and their work role requirements. Likewise, Van Zyl et al. (2010) reported that employees who participate in incongruent activities with their values and beliefs were more likely to experience psychological meaningfulness. Accordingly, employees attempt to re-craft their work to match self-perception whenever their work roles do not fit their self-concepts (Wrzesniewski, 2003; Van Vianen, 2007). Iplik et al. (2011) considered work-role fit as the link between an employee's characteristics and the features of the work-role process. While Olivier and Rothmann (2007) identified a positive link between the roles that employees fulfilled at work and their experience of meaningfulness at work, Dik and Duffy (2007) posit that high levels of perception for work-role fit energizes employees to exceed their work expectations. The relationship between work role, employee self-concept, attainment of

meaning, and work engagement has been identified by several researchers (Berg et al., 2010; May et al., 2004; Olivier & Rothmann, 2007; Liao, 2015; Scroggins, 2003).

Higher CSR organisational performance can provide a sense of meaningfulness whenever employees feel the sense of belonging to an institution that works to improve its community (Albdour & Altarawneh, 2012; Hess & Warren, 2008; Pratt & Ashforth, Blake, 2003). Such perspective is consistent with the study conducted by Saks (2006) that established a positive relationship between employee engagement, work-role fit, job satisfaction, organisational commitment, and organisational citizenship behaviour with inverse correlation to job resentment. An organisation that attempts to optimize the fit between the self and the work-role of its employees shall add value to its competitive position and benefit its stakeholders (Randy Evans & Davis, 2011; Singhapakdi et al., 2015; Raub & Blunschi, 2013). Accordingly, CSR can affect work-role fit in situations where CSR initiatives add meaning to the work of employees.

Even though work-role fit management is considered part of the HRM process (Botezatu-Rosianu, 2013), AVERDA at KAUST seems to recognize its importance in improving performance and competitive position. According to Dietrich & Pigeys (2005), HRM needs to respond to the critical organisational objectives that include performance, profitability, and competitiveness and consider employees a vital asset. Such perspective intersected with the studies conducted by Féron et al. (2001) and Fraisse & Guerfel-Henda (2005) and concluded that employees are the only internal partner of the company essential role in its sustainable development. The HR department of AVERDA appears to have the process to manage its employees' performance that is cascaded to its branches and report poor work-role fit related to high levels of frustrations and pessimism (AVERDA-HR Officer Profile, 2017b). It manages development plans to improve and align skills and competencies with related employee roles (AVERDA Link 4, 2017b; AVERDA Link 6, 2017b; AVERDA Link 13, 2017b). Such activities empower the CSR programs implemented by AVERDA at KAUST and complement its corporate values, including employee and customer caring (AVERDA Link 6, 2017b). They corroborate with the findings of the study conducted by Wrzesniewski & Tosti (2005) that found employees who view their work as a career are concerned with continuous improvement plans and devote a considerable amount of time and energy to work. Accordingly, the following hypothesis is formulated to measure the link between affected CSR dimensions with a work-role fit factor:

H2b: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and Work-Role Fit predictor of Psychological Meaningfulness.

2.5.2.2. *Psychological Safety*

Kahn (1990) defines psychological safety as a sense of utilising the self without fear of possible harmful effects. May et al. (2004) identified three determinants of psychological safety: supervisor relations, co-worker relations, and co-worker norms. Management support and a blame-free environment are regarded as psychological safety components, leading to employee engagement (Xu & Thomas, 2011; Asiwe et al., 2017). Likewise, the amount of attention and support employees get from their direct supervisor and their organisation has been associated with psychological safety (Geldenhuis et al., 2014; Menguc et al., 2013). Various studies have found that high levels of engagement can be achieved whenever management exhibits employee relationship-oriented and supportive behaviour (Kahn, 1990; May et al., 2004; Saks, 2006; Demerouti et al., 2001; Husted & De Jesus Salazar, 2006; Geldenhuis et al., 2014). Besides, a supportive environment provides the knowledge-transfer structure for employees to share their experience and learn from their mistakes (Kahn, 1990; Edmondson & Moingeon, 1998; Edmondson & Lei, 2014). Research has revealed that people express themselves physically, cognitively, and emotionally during role performances and feel safer whenever their relations are characterized by openness and supportiveness (Kahn, 1990; Ferguson & Carstairs, 2005). Work Relationships that create psychological safety generate a high degree of performance, reduce risk to those presenting new ideas, and promote innovative behavior (Edmondson & Moingeon, 1998; Siemsen et al., 2009).

Although employee engagement and loyalty have been linked to the existence of a positive relationship between employees and their immediate supervisors (Amin Hassan Omar & Mohd-Yusoff, 2016; May et al., 2004), the behaviour of managers can be a primary antecedent in creating disengagement that leads to perceptions of unfairness and job dissatisfaction (Maslach et al., 2001; Kopelman et al., 1990; Turnley & Feldman, 1999; Lee & Graefe, 2002). The investigation of Janssen (1998) related to the impact of supervisor supportiveness on the innovation of employees found a three-way bidirectional relationship, namely CSR, psychological safety, and employee engagement. Further, many scholars indicated that CSR activities could improve supervisor-employee interaction and promote supportiveness (Ambec & Lanoie, 2008; Gilley, 2000; Sharma & Vredenburg, 1998; Edmonson, 1990; Angus-Leppan et al., 2010). Their studies interest with the research conducted by Bartel (2001) and Rasheed

et al. (2013) examining the effect of organisational identification on the supervisor-employee relationship and revealed a positive relationship between the two components with supervisor readiness to provide support for fellow employees.

Striving for excellence, AVERDA at KAUST addresses such relationships through its corporate values, including team spirit and inspiring its employees to be respectful while assisting each other (AVERDA Link 5, 2017b). As part of its employee engagement function, the HR department of AVERDA analyses employee satisfaction surveys and recommends rectification plans for issues related to employee disengagement and poor vertical communication (AVERDA-HR Officer Profile, 2017b). Improving the relationship between employees and their upper management can adhere to a CSR activity and HR best practice (Gilley, 2000). Such a bidirectional relationship has been emphasized by the Private Sector Operations Director of AVERDA, highlighting care value among employees (AVERDA-Employee Testimonials, 2010). It is interesting to formulate the below hypothesis to examine the relationship between the two variables:

H3b: There is a positive relationship between social and economic dimensions of CSR and Supervisor Relations predictor of Psychological Safety

2.5.2.2.1. Co-Worker Relations

Sias (2009) defined co-worker relations as the relationships among individuals at the same hierarchical level without imposing formal authority. Co-worker relations have been associated with job satisfaction (Baldwin Michael D. / Johnson, Jonathan L., 1997; Fernet et al., 2010; Winstead et al., 1995); life satisfaction (Simon et al., 2010); organisational commitment (Liden et al., 2000); perceptions of job significance (Mao et al., 2009); job performance (Jehn & Shah, 1996); work motivation (Fernet et al., 2010; Richer et al., 2002); information sharing (Kram & Isabella, 1985); communication (Jehn & Shah, 1996; Dur & Sol, 2010) and assistance with decision-making (Kram & Isabella, 1985; Ferres et al., 2004). Linking co-worker relations with CSR implementation can encourage and promote teamwork among employees resulting in openness, transparency, bidirectional communication, and supportiveness (Turner de Tormes Eby & Allen, 2012; Mao et al., 2009; Fernet et al., 2010).

To create a sense of work engagement among employees, a company needs to create a work environment that promotes smooth and transparent worker relationships (Vinerean et al., 2013). The model proposed by Bhattacharya et al. (2011) confirms that the more employees

are engaged in CSR activities, the more they are likely to build strong relations with their co-workers (Turner de Tormes Eby & Allen, 2012; Mao et al., 2009; Fernet et al., 2010). This conclusion is consistent with the study conducted by Flynn (2005) and concluded the positive correlation between work collaboration among employees and team cohesion.

Horizontal employee relations are recognized by AVERDA at KAUST through its corporate values and monitored by its HR department via periodic performance surveys (AVERDA-HR Officer Profile, 2017b). Such relations based on inspiration and care (AVERDA Link 5, 2017b) can generate a positive working environment (Bowen & Ostroff, 2004; Commission of the European Communities, 2001; Global Reporting Initiative (GRI), 2015; Muncherji & Gupta, 2004), improve staff communication and cooperation (Carmeli et al., 2009; Evans, 2005), and facilitates the exchange of knowledge, skills, and attitudes among workers (Leana & Van Buren III, 1999). Intellectual capital shall increase within a socially responsible culture where talented employees can add value to the organisation and its Community (Burgman & Roos, 2007; Youndt & Snell, 2004). It is encouraging to investigate the hypothesis:

H4b: There is a positive relationship between social and economic dimensions of CSR and Co-Worker Relations predictor of Psychological Safety

2.5.2.2.2. Co-Worker Norms

Group norms refer to the informal rules that groups adopt and use to regulate the behaviours of their members (Feldman, 1984). Hochschild (1983) was one of the pioneers who identified that firms tend to be governed by the behavioural and emotional dimensions of work. Although Kahn (1990) proposed that employees shall experience psychological safety at work as long as they remain within the confines of proper behaviour, such agreement may limit employees and lead to negative feelings related to psychological safety (May et al., 2004; Hammer et al., 2009). According to Barker (1993), teams usually develop concrete control through a value-based consent of rational action at work, identification with these values, transfer of authority to the value system of the team, behavioural norms that are established based on these values, and sharing of these normative rules. Although some norms may offer structural boundaries for proper behaviour (Kahn, 1990), they may control employee behaviour resulting in the obstruction of productivity and creativity among the team members (May et al., 2004; Hammer et al., 2009). Likewise, Edmonson (1990) stated that such cohesion in groups reduces the willingness to disagree or challenge the views of others, indicating a lack of interpersonal risk-taking and leading to suffering from groupthink. Although Spence et al. (2001) indicated that

CSR activities usually focus on the transparency of communication among team members, enforcing group norms on each member may decrease openness and limit work productivity (May et al., 2004).

Although there is no published code of conduct from AVERDA to outline the expectations of the firm from accepted worker norms and relations, the company encourages work relations based on honesty and transparency (AVERDA Link 5, 2017b). It expects a positive attitude at work that limits predefined worker norms not aligned with the values of the Company (AVERDA Link 13, 2017b). Such values interest with Cacioppe et al. (2008), indicating that ethical behaviour includes a sense of honesty, trust, prudence, and respect for others. Accordingly, it is intersecting to examine the link between the effects of CSR on the perceived work-norms of employees in AVERDA at KAUST:

H5b: There is a negative relationship between social and economic dimensions of CSR and the Co-Worker norms predictor of Psychological Safety.

2.5.2.3. Psychological Availability

Kahn (1990) defines psychological availability as the belief of having the cognitive, physical, emotional, or psychological resources to engage the self at work. May et al. (2004) and Kahn (1990) stated that employees require the proper tools to engage in particular roles. Likewise, Olivier and Rothmann (2007) posit that the accessibility of resources leads to engagement in challenging job roles that usually have various physical, emotional, and cognitive demands. They recognized that self-consciousness related to how others perceive an employee at work could reflect their psychological availability. Kahn (1990) had similar outcomes and stated that the way employees manage cues and impressions can be disruptive and can lead to disengagement in a particular work task. Supervisors and co-workers' support may encourage a safe and secure work environment with fewer worries and is expected to reduce social and cognitive distractions (Edmondson & Moingeon, 1998; Binyamin & Carmeli, 2010; Rothmann & Welsh, 2013).

Psychological availability and supportive relationships can empower employees to focus their energy on innovative activities with relevant resources to fulfil the required tasks (Rothmann & Welsh, 2013b). This type of availability is mainly affected by corporate resources, work role insecurities, and outside activities (May et al., 2004).

2.5.2.3.1. Corporate Resources

Kahn (1990), May et al. (2004), and Saks (2006) identified three kinds of resources that can bear on role-related tasks, namely physical, emotional, and cognitive. Although May and Schwoerer (1994) posited that most jobs involve a certain level of physical effort to meet the work demands based on the strength, stamina, and flexibility of employees, May et al. (2004) concluded that the depletion of physical resources could lead to physical or psychological disengagement from the assigned work role. The study conducted by Morris and Feldman (1996) concluded that emotional dissonance, the frequency of emotional display, and a mixture of expressed emotions could deplete emotional resources. Likewise, Kahn (1990) posited that cognitive resources and demands could vary depending on the complexity of the task assigned, a position supported by Hochschild (1983) and Sutton (1991).

Connecting corporate resources with CSR can be anticipated within the context of the Resource-Based View (RBV) model developed by Wernerfelt (1984). Penrose (1956) was one of the first scholars to identify the significance of resources to the success of an organisation (Rugman & Verbeke, 2002). Kaufman (2016) anticipated that firms could have a unique and competitive position by recognizing resources essential to the improvement of demanded products and services (Kraaijenbrink et al., 2010; Lavie, 2006; Wernerfelt, 1984b). RBV postulates the possession of valuable, rare, inimitable, and non-substitutable resources by an organisation that leads to developing mechanisms to hamper competing firms from performing at the same level (Lippman & Rumelt, 1982; Lavie, 2006; Lockett et al., 2009; Wright & Dunford, 2001; Arend & Levesque, 2010). As such, firms gain a competitive edge whenever they can exploit their resource strengths and neutralise their weaknesses (Barney, 1991; Lockett et al., 2009).

Even though the HR department of AVERDA includes functions for recruitment, career development, performance management, compensation and benefits management, and employee engagement (AVERDA-HR Officer Profile, 2017b), and RBV strategy that analyses and interprets the internal resources of the organisation and emphasizes on their capabilities to achieve sustainable competitive advantage need to be introduced.

Although Hillman and Keim (2001) posited that CSR activities are a form of corporate differentiation that generates a competitive advantage, Barney (1991) found that positive corporate reputation can be a source of sustainable competitive advantage since the relationship between an organisation and its stakeholders is socially involved and consequently tricky to

imitate. Building a CSR strategy that develops longer-term interactions and expands its set of value-creating exchanges with its resources benefits both the organisation and its resources and leads to a decrease in forms of unavailability and disengagement (Hillman & Keim, 2001).

Even though the CSR programs of AVERSA at KAUST are based on corporate values, the company needs to craft a CSR strategy that reflects the vision and values of the corporate and to inject into its operational entities. Such strategy can propose a fundamental approach to look at the relationship between business and society that does not treat corporate growth and social welfare as a zero-sum game, to identify the social consequences of its actions, and to discover opportunities to benefit society and the organisation by strengthening the competitive context in which it operates. To measure the effect of CSR activities implemented by AVERDA at KAUST on the Corporate Resources factor, the below hypothesis is declared:

H6b: There is a positive relationship between social, economic, and stakeholder CSR dimensions and Corporate Resources factor of Psychological Availability

2.5.2.3.2. *Job Insecurity*

Witte (1999) and Probst (2002) defined job insecurity as the fear of losing work and becoming unemployed. Likewise, Greenhalgh and Rosenblatt (1984, p. 438) defined it as “powerlessness to maintain desired continuity in a threatened job situation.” Several scholars relate this psychological factor to decreased levels of job satisfaction, decreased engagement, decreased task performance, and increased intention to leave (De Cuyper & De Witte, 2005; Näswall et al., 2005; Zheng et al., 2014a; Piccoli et al., 2017).

Although many scholars indicated that self-consciousness could positively influence job insecurity (Kahn, 1990; Fenigstein et al., 1975; Goffman, 1959; Schlenker, 1992); highly self-conscious employees consume more energy on issues not related to their work-role assignments that will negatively affect their job engagement and psychological availability (Carver & Scheier, 1978). Such perceptive interests with the study conducted by Olivier and Rothmann (2007) concluded that self-consciousness was a statistically significant predictor of psychological availability. Aguilera et al. (2007) and E. Rupp (2011) revealed that organisations that engage in CSR practices could develop better HRM practices. They have concluded that such activities can yield to responsible management practices (Buciuniene & Kazlauskaite, 2012; Gond et al., 2011), better information flows throughout the company (Dur & Sol, 2010), employee involvement (Shen & Benson, 2014; Voegtlin & Greenwood, 2014),

employee health and well-being (Costas & Kärreman, 2013), and increased job security (Den Hartog et al., 2012; Yang et al., 2013). Likewise, organisations with successful CSR practices commonly exhibit cooperative relationships among employees, leading to a decrease in the sense of job insecurity and an increase in their concentration toward their work roles (Greening & Turban, 2000; Turban & Greening, 1997).

In conjunction with the research business case, the HR guidelines implemented by AVERDA at KAUST comply with the Saudi Labour Law governed by the Saudi Ministry of Labour. This law aims to protect workers' rights and limit violations that affect their rights (SAGIA, 2005). It emphasizes the principle of occupational, operational, and wage safety and its importance in organizing and developing a better work environment (SAGIA, 2005). The employee satisfaction surveys conducted by the HR department of AVERDA highlight such occurring problems, and the department attempts to solve grievances on time (AVERDA-HR Officer Profile, 2017b). To study the relationship between these CSR activities and the Job Insecurity factor, the below relationship is formulated:

H7b: There is a negative relationship between social and economic dimensions of CSR and the Job Insecurity factor of Psychological Availability.

2.5.2.3.3. *Outside Activities*

According to Hall and Richter (1988), employees' psychological availability and work-role focus can be negatively affected whenever they spend more time outside activities that are not related to their primary organisation. This perception originates from the view that outside work activities drain the resources of an organisation (Edwards & Rothbard, 2000) and limit the availability of an employee at the workplace (Tenbrunsel et al., 1995). The study conducted by Rothbard (2001) relates family and work domains and concluded that family engagement could positively impact work engagement. Likewise, other scholars indicated that the relationship between diverse domains of life does not necessarily lead to resource depletion, but may also lead to work experience enrichment (Edwards & Rothbard, 2000; Greenhaus & Powell, 2006; Rothbard, 2001).

Extending CSR knowledge to other professional domains can be an added value to the stakeholders of the organisation (Gond et al., 2011; Saeidi et al., 2014; Brown, 2006a). However, the Saudi Labour Law contains many articles intended to prevent the organisation from exploiting its employees and inhibit working in other companies. Article 38 and Article

39 prohibit an employer from employing a worker in a profession other than that specified in the Ministry of Labour's work permit. While an employee is prohibited from working for more than one employer, employers are barred from employing a worker already employed by another organisation (SAGIA, 2005). Same articles demand the worker to comply with the work roles and job description that was contractually agreed. Article 61 of the same law prohibits the employer from using the employee without pay.

Since the HR guidelines of AVERDA at KAUST comply with the labour law, external CSR activities seem to be voluntariness and based on prior consent of the employer. Besides, monitoring employees' performance, attendance, and satisfaction provides preliminary withdrawal indications for the HR department to evaluate (AVERDA-HR Officer Profile, 2017b). The below hypothesis is assumed to examine the link between CSR activities applied by AVERDA at KAUST on Outside Activities factor:

H8b: There is a negative relationship between social, economic, and voluntariness dimensions of CSR and unexcused outside activities factors of psychological availability.

Based on the relationships mentioned above related to employee engagement, a tabular summary representing these hypotheses is listed below (Table 2.3). It shows the designated CSR dimensions for each hypothesis associated with each determinant for employee engagement and related correlation. Such a summary is the basis to declare the theoretical framework of the study.

Hypothesis ID	CSR Dimensions (Independent Variable)					Determinant (Dependent Variable)	EL Influencer	Correlation Type
	Social	Economic	Environment	Stakeholder	Volunteerism			
H1b	x			x	x	Job Enrichment	Employee Engagement	Positive
H2b	x	x		x		Work-Role Fit	Employee Engagement	Positive
H3b	x	x				Supervisor Relations	Employee Engagement	Positive
H4b	x	x				Co-Worker Relations	Employee Engagement	Positive
H5b	x	x				Co-Worker norms	Employee Engagement	Negative
H6b	x	x		x		Corporate Resources	Employee Engagement	Positive

H7b	x	x				Job Insecurity	Employee Engagement	Negative
H8B	x	x			x	Unexcused Outside Activities	Employee Engagement	Negative

Table 2.3: Hypotheses Table Summary for CSR Dimensions and Employee Engagement Determinants

2.6. Research Theoretical Framework

The below-declared model was designed to envisage the hypotheses mentioned above and provides a “blueprint” for the research (Grant & Osanloo, 2014). Eisenhart (1991, p. 205) defined a theoretical framework as “a structure that guides research by relying on a formal theory...constructed by using an established, coherent explanation of certain phenomena and relationships”.

While the research framework aims to enhance the empiricism and rigour of the research by defining it philosophically and analytically (Lester, 2005), it selects a proper research design and data analysis plan (Anderson et al., 2006). The model illustrates the hypothesized relationship between the independent composite variables of CSR dimensions presented by Dahlsrud (2008) and the dependent variable of each component of employee loyalty, namely the determinants of employee satisfaction presented by Jun et al. (2006) and the determinants of employee engagement presented by May et al. (2004).

One of the many values of having an identified theoretical framework is using this material to support and build the methodological plan in the next chapter. Even though a theoretical framework is not limited to problem formulation and the literature review, it should guide the study throughout the dissertation (Grant & Osanloo, 2014). Tabular representation of all research hypothesis along with the theoretical framework, is shown below in table 2.4. **Further, figure 2.4 shows the complete structure of the theoretical research model based on information shown in table 2.4:**

Hypothesis ID	CSR Dimensions (Independent Variable)					Determinant (Dependent Variable)	EL Influencer
	Social	Economic	Environment	Stakeholder	Volunteerism		
H1a	x		x		x	Employee Empowerment	Employee Satisfaction
H2a	x	x	x	x		Human Capital Development	Employee Satisfaction
H3a	x	x				Team Cohesion	Employee Satisfaction

H4a	x	x		x		Performance Appraisal System	Employee Satisfaction
H5a	x	x	x	x		Employee Compensation	Employee Satisfaction
H1b	x			x	x	Job Enrichment	Employee Engagement
H2b	x	x		x		Work-Role Fit	Employee Engagement
H3b	x	x				Supervisor Relations	Employee Engagement
H4b	x	x				Co-Worker Relations	Employee Engagement
H5b	x	x				Co-Worker norms	Employee Engagement
H6b	x	x		x		Corporate Resources	Employee Engagement
H7b	x	x				Job Insecurity	Employee Engagement
H8B	x	x			x	Unexcused Outside Activities	Employee Engagement

Table 2.4: Hypotheses Table Summary for CSR Dimensions and Employee Loyalty Determinants

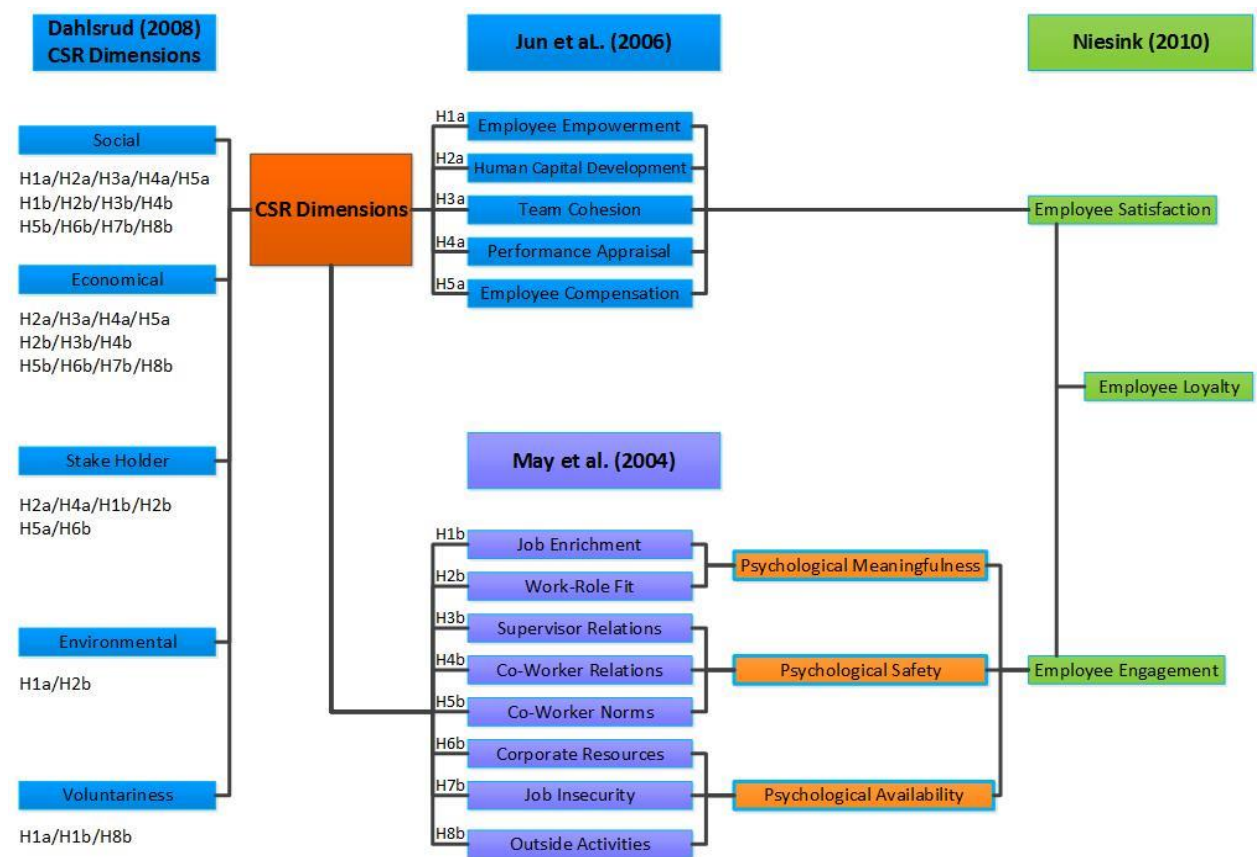


Figure 2.4: Research Theoretical Model

2.7. Conclusion

Following the literature review, CSR and employee loyalty are two related and maybe integrated constructs. It indicates that employee loyalty is mainly influenced by two concepts, namely satisfaction and engagement. In contrast, the CSR concept can be perceived through the five dimensions declared by Dahlsrud (2008) and confirmed with the definition provided by the (Commission of the European Communities (2001) mentioned above. The ‘interaction with their stakeholders’ part in this definition has been identified as important for this study. Employees of AVERDA at KAUST are considered stakeholders for the organisation, and interacting with them is the main goal for CSR as referenced in the definition. Further, interacting with AVERDA at KAUST employees is also important for the employee satisfaction and engagement, a relationship that is already embedded in the aforementioned CSR definition.

To perceive social responsibility as an opportunity rather than as damage control requires different thinking, a mindset that is becoming increasingly important to competitive success (Porter & Kramer, 2011). Achieving corporate objectives while responsibly conducting business is highly appreciated by the workforce of an organisation (Press, 2012). Even though employees are concerned about their paycheck and finding meaning in their jobs (Mirvis, 2012; Kim et al., 2010a). Employees are keen to be associated with a socially responsible organisation that can reinforce their self-confidence, motivate their positive behaviours, and achieve a high level of job satisfaction (Albdour & Altarawneh, 2012).

In many Middle Eastern and Arabian Gulf countries, CSR practices are more philanthropic (Booz & Co, 2013) and less tied to the strategic framework of an organisation (Jamali et al., 2008; Nalband & Al-Amri, 2013; Ali & Al-aali, 2012). One of the main reasons for a company in Saudi Arabia to adopt CSR is the moral and religious commitment felt by the business owners to help those who are not successful (NCB, 2009). As mentioned above, this sense of obligation is part of Islam, where charity is one of its five pillars (Williams & Zinkin, 2010b). Accordingly, CSR in Saudi Arabia is primarily characterised by a charity mindset (Ronnegard, 2013) directed towards national problems such as supporting charities, alleviating poverty, and engaging in community projects (Booz & Co, 2013) rather than as part of a strategic orientation (Jamali et al., 2008).

A multipronged approach is required in dealing with the integration of CSR within AVERDA at KAUST to increase the loyalty of its employees. This study is attempting to fill the gap in the literature where limited research was found covering the effect of CSR on employees in Saudi Arabia (Nalband & Al-Amri, 2013; Ali & Al-aali, 2012; Al-Maghrabi & Dennis, 2011; Kayed & Hassan, 2010) and none on the impact of CSR on the loyalty of employees at AVERDA in KAUST.

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the methodological structure to evaluate how CSR affects employee loyalty at AVERDA in KAUST. Strauss & Corbin (2008, p.1) defined methodology as a “way of thinking about and studying social phenomenon” and as a rationale for picking the particular method(s). While Bryman (1984) referred to methodology as an epistemological position, Guba & Lincoln (1994) posited that its selection is premised on ontological, epistemological, and methodological questions. The ontological question is about the view of the researcher in terms of the nature of reality and its existence (Marvasti, 2018). While Cooper & Schindler (2003) and Saunders et al. (2009) stated that epistemological question seeks the proper knowledge in a specific field of study, methodological question attempts to provide the study of methods by which knowledge is gained and aims to offer the work plan of research (Malachy & Adigun, 2010; Guba & Lincoln, 1994b). Within this context, the research paradigm is an encompassing system of interrelated practice and thinking that defines the nature of enquiry and is associated with the concepts of ontology, epistemology, and methodology (Guba & Lincoln, 1994a). It corroborates with the studies conducted by Guba & Lincoln (1994b), Kuhn (1962), Olsen et al. (1992), and Corbetta (2003) indicating that paradigm is a system of scientific and academic ideas, values, and assumptions highlighting how problems need to be understood and addressed.

The remainder of this chapter analyses the philosophical and methodological approaches underpinning the study, illustrate research sampling techniques, evaluate data collection, processing, and reporting methods, pinpoint research validity and reliability, and highlight the ethical considerations that need to be undertaken research.

3.2. Ontology

Saunders et al. (2009, p. 510) defined ontology as a “branch of philosophy that studies the nature of reality or being.” Raadschelders (2012) identified that ontological assumptions are mainly concerned with reality constituents that produce theories related to various knowledge forms. Bell and Bryman (2007) stated that there are two ontological stances in social science: objectivism and constructivism. Objectivism proposes that the existence and influence of social phenomena are independent of the influence of social actors (Saunders et al., 2009).

Constructivism suggests that social phenomenon occurs due to frequently revised social interaction (Cooper & Schindler 2003).

One of the intentions of this research is to verify relationships between CSR and employee loyalty variables to authenticate the second and third objectives of the research. As these objectives strive to compare variables, these elements are thought to be measurable and quantifiable; seemingly leaning towards an empirical position in which the key idea is that knowledge can be acquired independently of the activities of the human observer. Meeting these objectives subscribes to an objectivist view where variables are thought to form the social reality that constitutes the perception of corporate social responsibility and its influence on the loyalty of employees.

The fourth objective of the study is underpinned by observing and interpreting possible weak relationships between CSR dimensions and employees' loyalty at AVERDA in KAUST. It attempts to understand phenomena through the meanings that people assign to them (Tellis, 2017). While Goodwin & Webb (2014) noted that the “constructivist” paradigm stresses the need to put analysis in context, Kaplan & Maxwell (1994) indicated that this paradigm aims to explain the subjective reasons and meanings that stand behind social action and focuses on the complexity of human sense-making as the situation emerges. Meeting this objective tends to uphold a constructivist view to understanding causes of weak relationships and provides operational and academic recommendations that can add value to the organisation and the academe. Accordingly, the ontological stance for the current study is built on the researcher viewing reality as a product of nominalism and realism. For the researcher to meet the objectives of the study, it was imperative to understand the meanings associated with the phenomenon of interest in addition to developing an objective opinion surrounding the knowledge obtained.

3.3. Epistemology

Epistemology refers to “the nature of human knowledge and understanding that can be acquired through different types of inquiry and alternative methods of investigation” (Hirschheim et al., 1995, p. 20). Cooper and Schindler (2003) and Saunders et al. (2009) stated that epistemology could be viewed as the proper knowledge in a specific field of study. Saunders et al. (2009) identified three philosophical positions within the epistemology branch: positivism, interpretivism, and realism. Cooper and Schindler (2003) argued that positivism embraces an epistemological stance where natural science methods can be applied while studying various

societal reality facets. Hypotheses can be generated and tested to discover and confirm a set of probabilistic causal laws that can be used to predict general patterns of human activity (Neuman, 2003; Popper, 2002; Kaboub, 2008).

Interpretivism or constructivism is a doctrine arguing that societal reality is multifarious and may not be theorized by mere scientific methods and principles (Cooper & Schindler, 2003; Edirisingha, 2012). Although researchers within the interpretive paradigm are naturalistic, they apply to real-world situations as they unfold naturally and tend to be non-manipulative, unobtrusive, and non-controlling (Bell & Bryman 2007), the nature of inquiry is interpretive. The purpose of the inquiry is to understand a particular phenomenon and not generalize to a population (Farzanfar, 2005).

On the other hand, realism suggests natural science methods to comprehend external reality (Bell & Bryman, 2007; Saunders et al., 2009). It posits a single truth and suggests using natural science methods to comprehend external reality (Bell & Bryman, 2007). Two groups of this epistemology branch can be pinpointed: direct and critical (Bryman & Bell, 2015; Ghauri & Gronhaug, 2005). While direct realism portrays the world through personal human senses, critical realism appreciates the influence and interrelationship among social objects and actors due to its ability to capture the fuller picture when studying a phenomenon. (Saunders et al. 2009, Novikov & Novikov, 2013, Sobh & Perry, 2006).

Ven and Poole (1995) argued that even though various epistemological or ontological viewpoints may appear challenging, they can be perceived as being complementary to each other and concurrently can be utilised within a pragmatic structure. Within this context, pragmatism is the discipline that adopts multiple epistemological positions and uses a mixture of methods to meet the objective(s) of research (Saunders et al., 2009). Mixed methods are based on the view that quantitative and qualitative methods can further appreciate the social phenomenon (Molina-Azorin & Feters, 2016). Likewise, Johnson Onwuegbuzie AJ & Johnson Onwuegbuzie AJ (2004) posit that multiple methods can increase the validity of the research and provide outcome meaning compared with single method selection.

The current study is guided by the assumption that human phenomenon is better understood while realized from multiple perspectives. Accordingly, the research adopts a pragmatic approach using a mixture of quantitative and qualitative methods to meet its aim and objectives. The first objective is attained by reviewing related literature to realize the dimensions of CSR

and employee loyalty determinates. To meet the second and third objectives, analytical data need to be evaluated by a quantitative approach using the survey method. Such an approach is consistent to compare variables that are thought to be measurable and quantifiable. The fourth objective seeks to understand the state of relationships between the dimensions of CSR and the components of employee loyalty and to explore the causes of possible weak relationships through an interpretivist approach. The study uses an explanatory sequential mixed methods design based on the perception that combining quantitative and qualitative approaches can add value and depth to the research structure.

Sequential mixed methods design involves a minimum of two concurrent phases (Tashakkori et al., 2015; Teddlie & Tashakkori, 2011). The first phase attempts to empirically examine the extent CSR can affect the loyalty of employees at AVERDA in KAUST, and the second phase seeks to provide narrative explanations of observed patterns. Pandya (2008), Williamson et al. (2017), and Parker (2000) indicated that triangulating quantitative data with qualitative instruments allows to elaborate and verify quantitative results. Likewise, Teddlie & Tashakkori (2011) and Moissenet & Armand (2015) stated that quantitative information could provide an analytical overview of the research problem; more analysis, specifically through qualitative analysis, can refine and extend, and explain the meanings behind empirical measures.

3.4. Research Methodology

Rajasekar (2014, p. 5) describes research methodology as "...the procedures by which researchers go about their work of describing, explaining, and predicting phenomena". As discussed above, this phase emphasizes exploring and understanding "... the meaning individuals or groups ascribe to a social or human problem" (Creswell, 2014, p. 4) and focuses upon drawing meaning from the experiences and opinions of participants (Wiles et al., 2011; Marvasti, 2018). Further, Bellamy (2012) and Pandey (2016) defined research methodology as the overall approach and procedures used to evaluate research claims and validate the knowledge gathered. The research methodology's determination is challenging since the quality and value of research depend on the extent to which the researcher has a clearly articulated research problem and the basis for selecting a specific research strategy (Kumar & Uusitalo, 2014). Accordingly, the research methodology for the present study ranges from nomothetic to idiographic, i.e., quantitative and qualitative. The selected research methodology, approach, and design for this study are outlined in the section below.

3.5. Research Approach

Saunders et al. (2009) identified three approaches while conducting research: deduction, induction, and abduction. A deductive approach is usually selected in the “development of the theory that is subjected to a rigorous test” (Saunders et al., 2009, p. 124). To pursue scientific rigour, independence, and transparency from being observed need to be attained to test the proposed assumptions and related variables (Blaikie, 2009). Adams et al. (2007, p. 29) defined deductive reasoning as universal laws that “are hypotheses to be tested against the predictions implied by these laws.”

On the other hand, the inductive approach is defined by Saunders et al. (2012, p. 145) as “collecting data to explore a phenomenon and generate or build theory.” Adams et al. (2007, p. 29) defined inductive reasoning as the process of drawing “general conclusions from a finite number of observations.” Blaikie (2009) stated that using an inductive research approach articulates limited generalizations related to the social phenomenon and the observations of participants. Ketokivi and Mantere (2010) highlighted that an inductive approach differs from a deductive one in that the latter attempts to generalize by discovering patterns and characteristics. An abductive approach collects “data to explore a phenomenon, identify themes, and explain patterns, to generate a new or modify an existing theory that you subsequently test through additional data collection” (Saunders et al., 2012, p. 145). Such an approach is used to observe certain phenomena and attempts to discover characteristics and reasons behind its existence by oscillating between inductive and deductive approaches (Saunders et al., 2012).

Valuing the contribution of stated approaches, and given the explanatory nature of the study, the research opts to employ a deductive approach during the first stage of the data collection phase followed by an inductive approach to evaluate and interpret the results obtained from the quantitative study. Such a complementarity approach is aligned with the studies conducted by Adams et al. (2007) and Teddlie & Tashakkori (2011), indicating the importance of using both approaches to address more comprehensive issues than using one type only.

3.6. Research Design

Creswell (2009) and Scott & Morrison (2006) defined research design as the blueprint that spans decisions from broad possibilities to comprehensive planning concerning data collection, measurement, and analysis. Bell and Bryman (2007) identified two strategies that need to be consistent with the research ontological and epistemological positions: quantitative and

qualitative. Muijs (2011) and Marvasti (2018) explained that quantitative research is usually selected to test objective theories, examine relationships among various variables, and statistically measure these variables to verify related relationships. Qualitative research seeks to construct a deeper understanding of attitudes and behaviours that ignite decision taking (Creswell, 2009; Saunders et al., 2012).

The research aims to test formulated hypotheses and examine relationships among their variables to explain the observed relationships' explanatory depth. Accordingly, research is tending to use sequential explanatory research design dominated by the fundamental quantitative or nomothetic component to meet the second and the third objectives of the study followed by a qualitative or idiographic subjective element to meet the fourth objective. Within that context, the methodology of research has been classified into two types, i.e., qualitative and quantitative (Creswell, 2018); however, research methodology for a mid-range philosophical stance is described as mixed-method research (Burrell & Morgan, 1979; Marvasti, 2018; Creswell, 2018; Saunders et al., 2012).

3.7. Research Inference

Brown (2006) defined inference as a finding assertion that is accepted as knowledge. Bellamy (2012) stated that scholars recognized three kinds of research inferences: descriptive, explanatory, and interpretative. Descriptive research attempts to describe a specific phenomenon to uncover new meaning or add value to the existing one (Robson, 2002). Explanatory research aims to explain the link between variables and their impact on comprehending related cause and effect. Interpretive research focuses on identifying and documenting through an interpretation of values, meanings, beliefs, thoughts, and the general characteristics of life events, situations, and specific phenomena under investigation (Marvasti, 2018).

Aligned with the mixed-method design, Creswell (2018) and Saunders et al. (2012) specified three basic mixed methods designs (i.e., convergent design, explanatory sequential design, and exploratory sequential design) as the core schemes that underlie all mixed methods studies. With the convergent design, quantitative data provide general trends and relationships, while qualitative results offer an in-depth account of the perspectives of study participants. The merging or combining quantitative and qualitative results can provide comprehensive research understanding compared with using only one standalone design. With this design, mixed

methods researchers can advance multiple perspectives or even validate one data model with the other (Creswell & Plano Clark, 2007; Molina-Azorin & Fetters, 2016).

On the other hand, explanatory sequential design commences with a quantitative component and is followed by a qualitative section of the same study. Using this design, mixed methods researchers can draw inferences about how the qualitative results explain the quantitative results (Ivankova et al., 2006).

Lastly, exploratory sequential design starts with a qualitative data collection and analysis phase followed by quantitative investigation to develop an instrument for identifying, classification, and testing research variables. By utilising this design, mixed methods researchers can report the improvements of the quantitative component with the existing set of variables, provide a new and better-contextualized instrument, enhance the intervention's workability, and add insights into generalizability to a large sample (Marvasti, 2018).

To meet the first research objective, a descriptive inference using secondary sources was adopted. Such selection facilitated the collection of literature information related to the two research concepts (CSR and Employee Loyalty) to deduce common themes (CSR dimensions and employee loyalty determinants) needed to build up research theoretical and hypotheses model. The second and third objective is lent to explanatory inference to test declared hypotheses and to measure relationships between the variables (dimensions) of CSR and the variables (determinants) of employee loyalty at AVERDA in KAUST. Meeting the fourth objective of the study entails adopting an interpretive stance to seek meaning and explore causes of questionable links within research components. Accordingly, the current study employs an explanatory sequential design illustrated above to contextualise and enrich quantitative research findings to provide literature and operational recommendations for the academic community and AVERDA at KAUST. Such selection corroborates with the study conducted by Seabrook (2008), stressing the importance of this inference to inject analysis in context and explain the subjective reasons and meanings behind social action.

3.8. Research Strategy

Saunders et al. (2009) defined a research strategy as an overall plan that assists in answering research questions or objectives. Winterton (2008) identified that research strategy presents the overall direction of the research and how the research is conducted. Research strategies commonly utilised include experiment, action research, case study, grounded theory, survey, ethnography, and archival research (Easterby-Smith et al., 2012; Collis & Hussey, 2003;

Saunders et al., 2009; Marvasti, 2018). A brief interpretation of each strategy is presented below.

Experimental research refers to a research process that studies the results of an experiment against the expected outcomes (Saunders et al., 2012). One of the purposes of this strategy is to study causal links among variables that tend to be used in explanatory research (Saunders et al., 2007). The relationship between the factors is studied alongside the expectations of the research outcome.

Action research is described as a functional approach to a particular research problem (Bryman, 2008). It examines practice to ascertain its correspondence with the research approach and involves reflective practice to gain knowledge (Wiles et al., 2011).

Case study research is “a strategy for doing research that involves an empirical investigation of a particular contemporary phenomenon within its real-life context” (Robson, 2002, p. 178). Yin (2003) indicated that the boundaries between the phenomenon being studied and the context within which the case is studied are not evident. Such a strategy is useful when it is critical to understand both the research context and the endorsed processes (Yin, 2009).

Grounded theory is a “theory building” methodology that draws on an inductive approach whereby patterns are derived from the data as a prerequisite for the study (Suddaby, 2006). Data collection is usually initiated without the initial formation of assumptions that lead to predictions' generation to be iteratively tested and verified (Saunders et al., 2012).

Surveys are primarily used in quantitative research and entail sampling, representing a population-representative (Cooper & Schindler, 2003). Saunders et al. (2012) highlighted that surveys generate quantitative data that can be empirically evaluated and frequently used to study causative variables between different data types.

Ethnographic research is used “to describe and explain the social world the research subjects inhabit in the way in which they would describe and explain it” (Saunders et al., 2009, p. 149). Ethnography entails closely observing people, examining their cultural interaction, and their meaning (Cooper & Schindler, 2003). One of the purposes of this strategy is to comprehend the importance of behaviours from the viewpoint of the observed sample (Saunders et al., 2012).

Archival research is conducted to review existing data as the primary source of information to examine patterns from the literature, to articulate the knowledge in a particular study, or to study the application of existing research to specific problems (Flick, 2011).

The first objective of this study is addressed by using the archival strategy to explicate common CSR and employee loyalty themes from related mosaic literature. Meeting the second and third objectives requires a survey strategy to examine CSR programs' impact on the loyalty of employees at AVERDA in KAUST. A case study strategy is being utilised to investigate hypotheses and understand frail relationships to provide recommendations for the organisation and the academe.

3.9. Research Data Collection

Bickman and Rog (1998) identified two types of research data: primary and secondary. Primary data is a type of information collected exclusively to address a particular purpose, whereas secondary data is the information available from earlier studies that can be used to support research study (Church, 2002). Meeting the first objective requires secondary research data to be collected in the form of a literature review and be gathered from sources that include journal articles, CSR and organisational behaviours books, and institutional reports published by organisations that monitor social and environmental programs and strategies.

Since research design tends to explanatory sequential, it involves two phases; an initial quantitative phase, followed by qualitative, builds directly on the quantitative part results. Quantitative results are thoroughly explored through qualitative tools to explicate feeble research relationships and meet the fourth objective of the study. A breakdown of these phases is described below.

3.9.1. First Phase: Quantitative Data Collection

The first phase of the study attempts to empirically examine hypotheses to meet the second and third objectives stated above. Four self-administered questionnaires have been created to investigate relationships between CSR and employee loyalty variables; two for the managerial personnel (supervisory level and above) constitute around 10% of the workforce (around 200 employees) and the other two for the non-managerial personnel. Surveys were constructed to test each research concept dimension(s) of CSR as an independent variable and employee loyalty determinant as the dependent variable) in a separate questionnaire for each sample type.

3.9.1.1. Survey Construction

Saunders et al. (2009) illustrated that the design of the questionnaire affects the validity and reliability of the data collected. Likewise, Shiu et al. (2009) identified that developing constructs while building the questionnaire helps recognise the data sets that need to be collected.

CSR Managerial questionnaire consists of three sections. The first section has one question aiming to inspect CSR perception of AVERDA at KAUST employees. This section seeks to investigate the awareness of CSR with the first objective of the study. The second section consists of two questions aiming to inspect the perception of the managerial personnel with the CSR programs implemented by the company and the level of importance these activities are related to them. The last section contains thirty-nine 5-Likert questions attempting to examine the dimensions of CSR for the thirteen hypotheses related to the second and third objectives of the study.

Employee Loyalty Managerial questionnaire includes three sections also. The first section has one question consisting of four 5-Likert statements adopted from a survey instrument conducted by Jun et al. (2006). This section intends to investigate the perceptions of the managerial sample related to employee satisfaction as the primary determinant for employee loyalty. The second section consists of one question comprising of thirteen 5-Likert statements adopted from May et al. (2004) to test the psychological engagement of sampled employees. The items reflect each of the three components of Kahn's (1990) psychological engagement: cognitive, emotional, and physical engagement representing one of the primary determinants of employee loyalty. The third section contains thirty-nine 5-Likert questions attempting to measure employee loyalty variables for the thirteen hypotheses related to the second and third objectives of the study.

CSR Non-managerial questionnaire consists of one question containing thirty-nine 5-Likert statements to survey the dimensions of CSR for the thirteen hypotheses related to the second and third objectives of the study. Likewise, the employee loyalty non-managerial questionnaire consists of one question covering thirty-nine 5-Likert statements to investigate employee loyalty variables for the thirteen hypotheses related to the second and third objectives of the study.

The four questionnaires were designed to be accompanied by a cover letter, consent form (appendix III-RM-FORM-CM-V1), and information sheet (appendix III-RM-FORM-IS-V1) to provide a brief description of the study, to share findings with AVERDA at KAUST, consent to participate, and assurance of maintaining the anonymity of participants. The pilot study was conducted to pre-test the instrument for clarity and identify possible improvement areas (Neuman, 2003; Saunders et al., 2009).

3.9.1.2. Survey Pilot Study

A pilot study is an important stage in a research project and is conducted to identify potential problem areas in the research instruments and protocols before implementation during the full study (Lancaster et al., 2004; Kraemer et al., 2006; Research Methods and Statistics, 2017). Although one of the intentions to conduct a pilot study is to mitigate potential misunderstandings and to test questions for relevance, logic, and suitability (Robson, 2002), it is undertaken to ensure that research instrument can be used correctly and that the information obtained is consistent (Collis & Hussey, 2003). The general goal of the pilot study is to provide information that can contribute to the success of the research project. The latter is supported by the following quote concerning the value and goal of pilot studies: “Do not take the risk. Pilot test first.” (van Teijlingen & Hundley, 2001, p. 2). It corroborates with the study conducted by Kim et al. (2010), indicating that pilot studies often provide essential insights into the problem being investigated and may re-conceptualise or refine the research problem.

3.9.1.2.1. Pilot Administration

The two managerial questionnaires were piloted on three employees randomly selected from the managerial employees on March 29, 2018. Pilot sample size considerations correlate with many scholars recommending to obtain around 10% of the research sample for the pilot study (Connelly, 2008; Davitz et al., 1974). Each participant received a hard copy of the first version of the two questionnaires (Appendix III-RM-MNCSR-V1 and III-RM-MNEL-V1) along with the consent and information sheet forms. Copies were collected after two days from their distribution date.

The pilot study of the two non-managerial questionnaires was undertaken with twenty foremen employees randomly chosen from the non-managerial sampling frame on April 26, 2018. Hard

copies were distributed to the participants with the consent and information sheets (Appendix III-RM-NMCSR-V1 and III-RM-NMEL-V1) and collected back on the same day.

Following the advice of Oppenheim (1992), participants were asked to go through the questions and identify the ones that are ambiguous and provide feedback regarding the clarity and quality of the questions. Each respondent was informed that this exercise is a pilot study and was encouraged to provide feedback on any problems experienced while completing the survey.

3.9.1.2.2. Pilot Study Outcomes

The pilot study results have been divided into two categories: practical considerations and assessment of the instrument. The information gained through the pilot study is explained below and was applied to CSR and EL managerial questionnaire – Version 2.0 (Appendix III-RM-MNCSR-V2 and III-RM-MNEL-V2) along with related consent form (appendix III-RM-FORM-CM-V2) and information sheet (appendix III-RM-FORM-IS-V2).

For the consent form, many respondents recommended removing the fourth and sixth questions. The fourth question contained duplicate information with the survey cover letter to confirm the ability to withdraw the questionnaire at any time. The sixth question was irrelevant since it was inquiring about the right to stop the recorder at any time. Two managerial participants recommended to update participant information at the end of the consent form and include a tabular matrix with anonymous availability and researcher data.

Relating to the information sheet, several respondents advised to remove the term “randomly” and rephrase the sentence to refer to the participant’s selection as part of the research sampling process. Twelve participants indicated the need to change the timeframe from around 20 to around 30 minutes. All managerial sample reported the need to include the contact information of the academic supervisors at the end of the document.

Each of the four questionnaires is enclosed with a cover letter that needs to be updated as per the feedback of the managerial and non-managerial participants. Such feedback includes the need to remove the questionnaire duration because it is noted in the information sheet. Since one researcher conducts the study, two of the managerial sample recommended deleting the word “main” from the term “main researcher.” Further, responses include to take out

“Sir/Madam” from the introduction and replace it with the word “Participant.” All the managerial sample advised updating the first sentence to reflect the two research constructs rather than one construct. Updates were implemented on each cover page related to the four questionnaires.

While constructing the four questionnaires, Professor Derek Watson advised on Skype call on October 19, 2017, to inject literature reference, targeted research construct, and hypothesis mapping into each survey statement to enhance the integrity of the instrument with related literature. A new version of each survey has been developed, one form reflecting this feedback, and the other is for the sample distribution.

Piloting CSR managerial questionnaire revealed the need to remove the third question since two of the managerial sample stated that the information is indirectly repeated with the second question that is more relevant to keep because it measures CSR awareness of the sample with the CSR activities provided by AVERDA at KAUST. Updates are reflected in the second version of this document (Appendix III-RM-MNCSR-V2).

The remaining feedback is related to the thirty-nine 5-Likert questions listed in the CSR managerial and non-managerial questionnaire to measure the thirteen hypotheses related to the second and third objectives of the study. Low responses were reported from a non-managerial sample related to statement 3, 8, 13, 20, 27, and 30. After investigating the cause of the problem, most of the answers indicated the ambiguity to grasp the meaning of these statements. Likewise, the managerial sample reported unclear descriptions related to statement 3, 20, and 30. Statement No. 3 has been rephrased to clarify the meaning of “proper work” and to identify the location of the work involvement. The generic term “Sufficient effort” in statement No. 8 has been explained to identify that the “work assignment is distributed fairly.” Statement No. 13 has been rewritten to specify whether the compensation plans of AVERDA at KAUST were communicated to the participant. The generic term “improved methods” in a statement no. 20 was rephrased to indicate whether the participant is sensing meaningfulness in his or her work. Statement no. 27 has been reworded to measure whether the HR department is periodically assessing co-workers’ relations. The generic term “behavioural and emotional dimensions of work” in statement 30 was replaced to examine whether work relations are based on honesty and transparency. Accordingly, all of the above statements have been rephrased and linked to related literature as follows:

Statement	Current	Proposed	Literature Reference
3	I have the proper work encouragement from my Company	My Company encourages me to assist KAUST members to promote their environmental awareness	(Cycyota et al., 2016; McCallum et al., 2013), (AVERDA Link 11, 2017b)
8	Sufficient effort is made to get the opinions and ideas of employees.	Work assignments are distributed fairly.	(Costa et al., 2014; Jackson & Joshi, 2011; Kabak et al., 2014)
13	Compensation plans of AVERDA at KAUST are meeting my work and life goals	My Company communicates its compensation system with me	(Dayan & Balleine, 2002)
20	I have developed improved methods because my work is aligned with my values	I sense meaningfulness because my Company is socially responsible	(Ji et al., 2012; Liu et al., 2014; Perron et al., 2006; Hammer et al., 2009; Tung et al., 2014; Shiryan et al., 2012; Delmas & Pekovic, 2013; Barney, 1991); (AVERDA Link 13, 2017b)
27	My co-workers' relations affect my commitment to my Company	HR department periodically assess my co-workers' relations	(AVERDA-HR Officer Profile, 2017b)
30	My Company is governed by behavioural and emotional dimensions of work	My Company encourages work relations based on honesty and transparency	(AVERDA Link 5, 2017b), Cacioppe et al. (2008), Robertson (2003)

Table 3.1: CSR Pilot Questionnaire Outcome

The aforementioned proposed statements were presented using a 5-Likert scheme to the same managerial and non-managerial sample on May 2, 2018. This additional pilot study aimed to evaluate the meaning and response rate of the update before injecting it on the second version of the two surveys. Fortunately, both samples answered all the questions and were advised to include them in the questionnaire. The second version of the CSR managerial (Appendix III-RM-MNCSR-V2) and non-managerial (Appendix III-RM-NMCSR-V2) questionnaire was articulated based on the provided feedback.

Likewise, managerial and non-managerial EL questionnaire has been piloted on the same respective samples. Low responses were reported from both samples related to statements 2, 3, 6, 7, 10, 11, 12, 15, 17, 18, 27, and 30. Many participants indicated the need to remove subjective terms like “a lot” from statement 2, “effective” from statement 15, to explain or rephrase the term “fair” in statements 10, 11, and 12, and to reference only one concept in one

statement rather than two concepts (“loyal” or “productive” in statement 18). The remaining mentioned statements need to be updated to add more clarity and ease of understanding.

Statement	Current	Proposed	Literature Reference
2	I have a lot of control over how I do my job	I have control over how I do my job	GHOSH (2013); Kaymakçı & Babacan (2014)
3	I’m allowed to be creative when I deal with problems at work	I’m allowed to provide enhanced ideas when I deal with problems at work	(AVERDA Link 13, 2017a), (Drury & Reicher, 2009; Lan & Chong, 2015; Fernandez & Moldogaziev, 2013; Cattermole et al., 2013; Rothermel & LaMarsh, 2012; Bennett, 2002; Tutar et al., 2011; Baird & Wang, 2010)
6	Because of the training I have in my Company, I’m more efficient in my job now compared to when I have started	Because of the training I have in my Company. My job performance had increased compared to when I joined the Company	(Hoque, 2003; Finegold and Wagner, 2002)
7	Working as a team inspires me to do my best.	Teamwork spirit inspires me to perform my job in the best way	(Maarleveld & de Breen, 2011; De Melo et al., 2013; Davis & Cable, 2014); Torrente et al., 2012; Hauschildt & Konradt, 2012; Horwitz & Horwitz, 2007; Rousseau & Aube, 2014)
10	I’m satisfied with my performance appraisal because it is fair	I’m satisfied with my performance appraisal because it measures my work activities objectively	(Sudin, 2011; Hannay, 2010; Martin & Bartol, 2003; Farrell, 2013; Kim & Holzer, 2016)
11	My sense of belonging to my Company is increased because my performance appraisal is fair	My sense of belonging to my Company is increased because my performance appraisal measures my work activities objectively	(Kuvaas, 2006; Obisi & Ph, 2011; Sudin, 2011; Ali et al., 2015; Hannay, 2010); (Thornton, 2008); (Aguinis et al., 2011; Jun et al., 2006a); (Zheng et al., 2012; Kolade et al., 2014; Zhang et al., 2008; Davenport, 2000; Valor, 2005)
12	My performance appraisal is fair because it recognizes my effort and contribution to the organisation	My contribution to AVERDA at KAUST is reflected in my performance appraisal	(Khan, 2006; Kondrasuk, 2011; Hannay, 2010; Heslin et al., 2005); (AVERDA-HR Officer Profile, 2017a)
15	I like to stay with my Company because its compensation system is effective with me	I would like to stay with my Company because its compensation system is	(Hughes, 1993; Corby et al., 2009; Zingheim & Schuster, 2007); (Dessler, 2002)

		meeting my current and plans	
17	My company compensates the additional work offered to me	My work overtime is compensated by my Company at all times	(Locke et al., 1976; Reif & Luthans, 1972; Cooper & Brown, 1986)
18	I feel more loyal and productive because my Company enriches my work responsibilities	My loyalty to AVERDA at KAUST is increased because it provides the environment to add value to my work responsibilities	(McEvoy & Cascio, 1985; Fung et al., 2014; Davoudi, 2013; Rosenzweig, 2011); (Kelly, 1992; Nicholson, 2003)
27	I feel motivated for my work because my relations with my colleagues are considered to be satisfactory	I'm work-motivated because of the positive relationship with my work colleagues	(Fernet et al., 2010; Richer et al., 2002)
30	I'm able to be productive at work because of the norms controlling my relations with my colleagues	Co-worker norms increase my work productivity at my Company	(May et al., 2004; Hammer et al., 2009)

Table 3.2: EL Pilot Questionnaire Outcome

An additional pilot survey consisting of only the updated statements was conducted against the same managerial and non-managerial sample on May 9, 2018. One of the intentions of this pilot was to check clarity and response rate. Both samples responded to all the questions and were advised to include them in the questionnaire. The second version of the EL managerial (Appendix III-RM-MNEL-V2) and non-managerial (Appendix III-RM-NMEL-V2) questionnaire was issued based on the provided feedback.

Before the start of quantitative data collection, updated non-managerial questionnaire were translated to Urdu and Tamil languages by an accredited translation house since many employees of this category belong to countries that speak these languages.

3.9.1.2.3. Quantitative Research Sampling Technique

Saunders et al. (2009) pinpointed two essential sampling techniques: probability and non-probability. Probability sampling provides each component of a population an identified probability of selection, whereas non-probability sampling requires a sample choice on a different basis, such as subjective judgment or convenience. The sampling choice is mainly influenced by the desired generalisation, time availability, and the rationale of the study (Sekaran, 2006).

AVERDA at KAUST population consists of 200 employees. Multi-stage sampling was used to segregate employees into two strata; managerial (Supervisory job level and above) and non-managerial (Foreman job title and below). As an attempt to make the sample frame representative, 5% margin error, and 95% confidence level are being selected for each stratum (Rivera, 2002; Claessens & Yurtoglu, 2013). Sampling frame size has been calculated using Yamane (1967) formula: $n = N / (1 + Ne^2)$ where n = corrected sample size, N = population size, and e = Margin of error (MoE), $e = 0.05$ so that inferences and conclusions reached after the survey can be generalized to the entire population from which the sample was deduced (Yamane, 1967). Accordingly, the managerial sample frame size for the data collection stage is considered to be 19 participants, and the non-managerial sample frame size is 124 participants. Simple Random Sampling is used on each stratum to obtain the required sampling frame size.

3.9.1.2.4. Quantitative Fieldwork Access

Before starting the distribution phase of the four questionnaires, the researcher requested an assistant from the branch manager of AVERDA at KAUST to support the quantitative data collection phase at the end of June 2018. Fortunately, the approval was granted to initiate the distribution process to the non-managerial sample at the workers' camp and the managerial sample at the main branch office in KAUST. Further, the branch manager approved to allocate an administrative employee who speaks Urdu and Tamil languages to accompany the researcher during the data collection phase.

The non-managerial data collection phase started on July 10, 2018. Questionnaire distribution appointments were communicated with the non-managerial workers residing in the camp of the company. Access to the main hall of the camp was granted to the researcher and his assigned assistant from the camp manager. The distribution process was initiated after the camp workers were assembled in the hall by the assistant. The researcher started the process by greeting the attendance and briefing the aim and the objectives of the research. The distribution procedure was explained to them and explained how each employee could complete the CSR and EL questionnaire. The assistant explained the process and the procedure to the audience in Urdu and Tamil languages. The consent form, information sheet, and the non-managerial CSR and EL questionnaire were provided to each employee to be filled within one week from the meeting date and handed back to the assistant. The assistant filtered the uncompleted, damaged,

or mistreated questionnaire and returned the 124 completed copies of the CSR and EL questionnaire to the researcher.

The researcher distributed the managerial CSR and EL questionnaire to 19 employees in the main office of the company on July 17, 2018. Each employee was briefed with the aim and the objectives of the study and handed the consent, information sheet, and the managerial CSR and EL questionnaire. The researcher collected the completed 19 CSR and EL questionnaire after one week from the distribution date.

3.9.2. Second Phase: Qualitative Data Collection Methods

Bryman (2004, p. 27) defined a research method as “a technique for collecting data,” whereas Silverman outlines four main techniques for qualitative data collection; Observation, Analysing text and documents, interviews, and recording and transcribing (Silvermann, 2015). This research applied the use of individual and focus-group semi-structured interviews to obtain the qualitative data needed. With semi-structured interviews, the researcher needed to develop an interview guide to facilitate the process and have a ‘discussion with a purpose’ (Bryman & Bell, 2015), which has been adhered by creating interview guides for the managerial and non-managerial sessions.

3.9.2.3. Preparing an Interview Guide for Managerial Session

This phase is built directly on the results from the quantitative phase. Its purpose is to explain the reasons for a failed relationship(s) and to provide recommendations that benefit the main stakeholders of the study. Interviews and focus groups were conducted with the managerial and non-managerial sample frame respectively to collect qualitative data required to meet the fourth objective of the study. Likewise, interview and focus group questions were created and structured based on the outcome of the first phase. Interviews were conducted for the managerial sample, whereas the focus group meetings were conducted with the non-managerial strata. Accordingly, an interview guide (Appendix MN-IG) was created to include five qualitative questions to explore reasons for the H7b hypothesis weakness. Each qualitative question in the interview guide was referenced with its respective quantitative CSR (Appendix III-RM-MNCSR-V2) or EL (Appendix III-RM-MNEL-V2) questions. The first three qualitative questions were related to the Job Security theme and derived from the EL questionnaire related to questions Q.1.34, Q.1.35, Q.1.36 of the same topic. The fourth qualitative question was related to the employee engagement theme and referenced with the

CSR questionnaire Q.1.35 of the same issue. The final qualitative question was created to explore a belonging employee theme related to the quantitative questionnaire, Q.1.36.

3.9.2.4. Preparing an Interview Guide for Non-Managerial Session

Focus group questions were formed based on the outcome of the quantitative phase. Two hypotheses' weaknesses (H4a and H7b) were deduced from the quantitative analysis' results. Since the weakness of H7b is observed in the aforementioned managerial outcome, the same qualitative questions created in the managerial interview guide (Appendix MN-IG) were inserted in the new interview guide for the focus group meetings (Appendix NM-IG). To explore the reasons behind the H4a hypothesis weakness, four qualitative questions were introduced and amended to the focus group interview guide. Each question related to H4a was referenced with its respective quantitative CSR (Appendix III-RM-MNCSR-V2) or EL (Appendix III-RM-MNEL-V2) questions. The first three qualitative questions were related to the Job Satisfaction theme and derived from the CSR questionnaire (Statement Q.1.10) and the EL questionnaire related to questions Q.1.11 and Q.1.12 of the same topic. The fourth qualitative question was related to the motivation theme and referenced with the EL questionnaire Q.1.11 of the same issue.

Both guides were constructed based on three main sections: Opening, Questions' body, and Closure. The opening section included a thankful note for participation, explained the purpose of the interview and research aims, and provided the consent and information sheet forms to confirm and secure signatures for research understanding interview participation. The body section consisted of questions related to each hypothesis under investigation and referenced with the related quantitative question. The closure section included debriefing and a thankful note for the participation.

The open and semi-structured character of the study seemed to make more sense to let the interviewees answer the questions in an unconstrained way, mentioning everything that came into their minds. The interview guide was much more used to support orientation during the interview and ensure that the research areas under study are covered (Magnusson et al., 2015). Further, as the interviewees came from different cultural backgrounds, possible misunderstandings regarding the interview questions had to be considered (Cohen & Crabtree, 2006; Ellis, 2008). Accordingly, clarifying questions were asked whenever it seemed necessary

to check how the interviewees understood the questions and whether the interviewer understood their answer correctly (Ellis, 2008).

3.9.2.5. Selection of Qualitative Sample

The method of purposive sampling was used to develop the sample of the research under discussion. According to this method that belongs to non-probability sampling techniques, sample members are selected based on their knowledge, relationships, and expertise regarding a research subject (Robinson, 2014) within managerial and non-managerial categories. There is an emphasis on using small sample sizes (Harding et al., 2017); however, the sample size was predetermined on theoretical saturation, which is when the newly collected no longer provides additional insights.

3.9.2.6. Qualitative Fieldwork Access

Before starting the focus group meetings with the non-managerial sample in November 2018, the researcher requested approval to initiate the focus group meetings with the non-managerial group from the branch manager of AVERDA at KAUST. The approval was granted in the same month to access the hall room and meet with the workers at the camp of the company.

The researcher met with his assistant to explain how to select the members of each group, along with the translation method of each question whenever needed. The researcher illustrated the purposive sampling that is selected to choose the non-managerial employees. To manage the meetings effectively, the researcher communicated with his assistant the number of participants for each meeting to reach five members selected randomly at the camp of the company. Further, the interview procedure was described to the assistant to follow the interview guide for the non-managerial sample mentioned above. Translation from Urdu or Tamil to the English language was direct and conducted by the researcher's assistant. Data saturation was reached at the third meeting.

The managerial interviews were conducted by the researcher at the main office of the company in December 2018 after securing the approvals from the branch manager. The interview procedure to follow the interview guide for the managerial sample was applied. Data saturation was reached at the third meeting.

3.10. Preparing for Research Data Analysis

Although chapter 4 details the research data analysis for the quantitative and the qualitative phases of the study, an overview of the quantitative data analysis phase is introduced in the section 3.10.1 along with related quantitative validity and reliability concerns related to the research (Section 3.10.1.1.), another overview associated with the qualitative data analysis phase is presented in section 3.10.2 in addition to the qualitative credibility, transferability, dependability, and confirmability extents related to the research (Section 3.10.2.1.).

3.10.1. An Overview of the Quantitative Data Analysis Phase

Quantitative analysis furnishes this study with two crucial tools: descriptive and inferential statistics (Tashakkori et al., 2015). Descriptive statistics define the basic features of the data collected through research surveys, and it is mainly utilized with categorical data (Williamson et al., 2017). Such analysis was applied to questions Q.1 and Q.2 of the CSR managerial questionnaire (Appendix III-RM-MNCSR-V2) and on questions Q.1 and Q.2 of the EL questionnaire (Appendix III-RM-MNEL-V2). Inferential statistics utilized regression tools for hypotheses testing (Williamson et al., 2017; Bryman & Bell, 2015) and was employed in section C of the CSR and EL questionnaire. This section contains thirty-nine 5-Likert items at which each hypothesis was mapped with three-set questions aiming to measure the thirteen hypotheses declared in Chapter 2. Each question was referenced to its related literature in the same chapter.

Analysing quantitative data requires analytical tools to evaluate collected information. Statistical Package for the Social Sciences (SPSS) was the analytical tool used to measure validity, internal consistency, and linear regressions obtained from the quantitative data collection phase. Data collected through the administrated questionnaire is manually filled and transferred to SPSS before the data analysis phase.

Various SPSS tests were utilised to measure research hypotheses. The validity of survey statements was examined using the factor loading analysis method. Internal consistency checks for each CSR and EL group of survey statements were conducted using Cronbach alpha. Testing each research hypothesis necessitates a simple linear regression analysis to measure the relationship between CSR mean score as an independent variable and EL mean score as a dependent one. The thirteen hypothesised relationships' strength and significance were tested

by assessing regression beta-coefficients, R-Squared, t-values, and p-values.

3.10.1.1. Research Reliability, Validity, and Response Bias for Quantitative Instruments

The following sections provide an overview related to the research reliability and its optimization. Research validity elements were introduced along with related application in the four quantitative surveys.

Research Reliability Overview

Reliability concerns “the quality of measurement method that suggests the same data would have been collected each time in repeated observations of the same phenomenon” (Babbie, 2007, p. 143). Fowler (2009) indicated that one of the common ways to estimate reliability is internal consistency, in which reliability coefficient can be utilised to measure the internal consistency of the scales. One of the used indicators is Cronbach’s alpha coefficient and is used in the quantitative data analysis phase section 4.1 to evaluate the consistency of the instrument (Bonett & Wright, 2015).

Research Reliability Rate Optimization

Adopting and adapting questions during questionnaire design allow to increase the reliability rate of the study (Saunders et al., 2009). Even though EL managerial questionnaire included adopted questions (first and second questions) from the studies of May et al. (2004) and Jun et al. (2006) to measure the perception of sampled employees for employee satisfaction and employee engagement concepts, many questions have been rephrased and injected in the four questionnaires to test research hypotheses (Hayes, 2014; Hellmuth, 2010; Hr-survey.com, 2018; Farrell, 2013; Paloma, 2010; Hain, 2005; Beleska-Spasova et al., 2012; Wang, 2009).

Research Response Bias

Response bias can be dangerous to the validity and reliability of the questionnaire as it can lead to derive inconclusive or wrong insights (Robson, 2002). To minimise its occurrence, a questionnaire was framed to avoid leading questions, break down difficult concepts, keep questions short and clear, and dodge jargon and obscure terms (Easterby-Smith et al., 2012; Robson, 2002).

Research Validity Elements

This section demonstrates the meaning of validity and investigates its elements and their implementation in this study.

Research Validity Overview

Validity refers to “the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration” (Babbie, 2007, p. 146). Pallant (2007) has identified three types of validity related to questionnaires: content, criterion, and construct.

Content Validity Element

Content validity can be referred to as “the adequacy with which a measure or scale has sampled from the intended universe or domain of content” (Pallant, 2007, p. 7). This study focuses on the employees of AVERDA at KAUST, and the sample frame is a subset of this population. Accordingly, the four questionnaires were sampled from the intended domain of content.

Criterion Validity Element

Pallant (2007, p. 7) indicated that criterion validity could be referred to as “the relationship between scale scores and some measurable criterion.” Since cultural diversity and inclusion are a foundational element reflected within the values of AVERDA at KAUST and since most non-managerial personnel are from Far-East Asian countries, their questionnaire is translated from English, Urdu, and Tamil languages as previously indicated. Even though translation discrepancies may occur using a direct translation, it is selected since it is relatively inexpensive and easy to implement (Usunier, 1999).

Construct Validity Element

Construct validity can be demonstrated by “investigating its relationship with other constructs, both related and unrelated” (Pallant, 2007, p. 7). Research hypotheses have been formulated referring to established theories and concepts from the literature. The four questionnaires were constructed based on these principles that increase the construct validity of the research.

3.10.2. An Overview of the Qualitative Data Analysis Phase

Neuman (2003, p. 439) indicated that the type of such analysis is “a search for patterns in data—recurrent behaviours, objects, or a body of knowledge.” There is no single best qualitative data analysis method widely accepted (Neuman, 2003); however, Yin (1983) pinpointed that one of the most used qualitative methods is case study research. Likewise, Lijphart (1971) insisted that case studies contribute to testing hypotheses where data analysis is related to the way data was collected.

The primary purpose of this phase is to establish explanations for the state of research relationships. Interviews and focus groups are separately conducted with samples from managerial and non-managerial employees, respectively. The qualitative analysis aims to categorise different themes that were brought forth from the collected data using a method referred to as “open coding” (Strauss & Corbin, 2008). It seeks to combine different viewpoints that the participants had presented to create an overall approach for causes of weak research relationships using data reduction, data display, conclusion forming, and verification analysis process proposed by Miles, M. B. & Huberman, A. M. et al. (1984).

3.10.2.1. Methods of Qualitative Data Analysis

Approaches to qualitative data analysis are numerous, representing a diverse range of disciplinary perspectives that become quite baffling and overwhelming (Guest et al., 2006; Shanthi et al., 2015). One of the main goals of qualitative data analysis is to uncover patterns, insights, and understandings (Patton, 2002) of the issues which can only be “established by talking directly with people, going to their home or places of work, and allowing them to tell their stories...” (Creswell, 2012, p. 40).

There is overlap between various qualitative methods appropriate for the current research (Luton, 2016). These include grounded theory (Charmaz & Bryant, 2010), interpretative phenomenological analysis (IPA) (Smith et al., 2005), discourse analysis (Gee, 2010), and thematic analysis (Braun & Clarke, 2006; Clarke & Braun, 2017). However, as qualitative approaches are highly diverse and subtly nuanced (Mir et al., 2018), “...the choice of approach should be based upon the goals of the research...” (Johnson et al., 2004, p. 364).

Thematic analysis was considered to be a better fit to meet the fourth research objective and to identify commonalities in experience and perceptions across participants concerning a shared phenomenon. Further, consideration was assumed to the appropriateness of the sample size approach and the data set (Marks & Yardley, 2011). Thematic analysis is suitable for a small sample and provides a qualitative framework for content-driven analysis (Glisczinski, 2018).

Further, the motive behind choosing this analytic method revolves around the fact that a “*rigorous thematic approach can produce an insightful analysis that answers particular research questions*” (Braun & Clarke, 2006, p.97). Such an approach can complement the research question by enabling the exploration of data from dual perspectives; data-driven and to determine whether the data were consistent with the research question(s) to provide sufficient information. The researcher draws on a qualitative study, guided by the following open and exploratory research objective: *To explore the causes of potential weak relationships between CSR and employee loyalty determinants*. The interest in this objective was informed by the results deduced from the quantitative phase. This qualitative portion of the study was designed to explore the causes of two weak hypotheses from the managerial and non-managerial sample at AVERDA, KAUST.

Aligned with related literature, a theme is a topic that captures the central idea about the data concerning the research question and that showcases a certain degree of patterned response or meaning within the data (Braun & Clarke, 2006; Clarke & Braun, 2017). As a topic that organises a group of repeating ideas, it enables researchers to answer the study question (Ryan & Bernard, 2003; Guest et al., 2014). It contains codes that have a common point of reference and has a high degree of generality that unifies ideas regarding the subject of inquiry (Buetow, 2010; Bryman & Bell, 2015). Further, each theme may have subthemes as subdivisions to obtain a comprehensive view of data and uncovers a pattern in the participants’ accounts. Complying with such thematic structure, thematic networks systematise the themes elicited from the data into lowest-order premises evident in the text (underlying themes) and are grouped to summarise more abstract principles (organising themes). The global themes represent the highest level of abstraction and encapsulate the principle metaphors in the text as a whole (Attride-Stirling, 1999; Clarke & Braun, 2017; Guest et al., 2014).

Thematic analysis shares many features with IPA (Vossler et al., 2017). Both are concerned with making sense of lived experiences (Maltby et al., 2014) and share similar analytical

processes (Braun & Clarke, 2006; Vossler et al., 2017). Further, both methods centre on the process of data immersion and extraction of themes (Breakwell, 2008).

However, there are differences between the two that led to select thematic analysis method. One of the facets that set it apart is the breadth of scope for thematic analysis. IPA solely “...focuses on subjective human experience...” (Guest et al., 2012, p.16), whereas thematic analysis can help to consider broader phenomena across cases (Clarke & Braun, 2017). Further, although the theoretical orientation of IPA lies in phenomenology, interpretation (hermeneutics), and ideography (Smith et al., 2005), some of these features are not unique to IPA, with phenomenology and hermeneutics also forming the basis of thematic analysis (Guest et al., 2012; Huxley et al., 2011; Clarke & Braun, 2017). However, how these facets have been combined uniquely within IPA result in finding meaning beyond the immediate claims of the individual (Smith et al., 2005; Breakwell, 2008). IPA aims to reveal latent or hidden meanings, metaphorical references, and linguistic signals that are not aligned with current research to draw out themes based on what participants have explained.

Unlike IPA, the thematic analysis draws themes across the whole data corpus (Huxley et al., 2011) for “...identifying, analysing and reporting patterns within data.” (Braun & Clarke, 2006, p.79). They indicated that “...thematic analysis involves the searching across a data set – be that several interviews or focus groups, or a range of texts – to find repeated patterns of meaning” (Braun & Clarke, 2006, p.86). Likewise, Huxley et al. (2011, p.419) stated that “...the primary emphasis is on themes/commonalities across the data set, rather than the detail of individual experience...”. Such a search for shared perspectives is congruent with the aim of the fourth objective.

Due to IPA’s focus on the idiographic, individual experience where the researcher is required to “...enter the life world of each participant...” (Willig, 2001, p.54) and produce a narrative interpretation (Smith et al., 2005; Maltby et al., 2014), IPA is tending to be unsuited for the current research, the aim of which was to abstract recurrent themes across the participants’ accounts of their experiences and deduce the reasons behind the two weak hypotheses.

Based on the literature mentioned above, thematic analysis tends to be the appropriate method of analysis to align with the purpose of the fourth research objective: to identify commonalities in experience and perceptions across participants concerning a shared phenomenon. Its breadth of scope allowed the researcher to draw themes across the whole data corpus related to

AVERDA at KAUST. The next section outlines the various approaches, levels, and paradigm for thematic analysis.

3.10.2.2. Inductive vs Theoretical Thematic Analysis

Themes or patterns within data can be recognised in one of two main ways in thematic analysis: an inductive or “bottom-up” way, or a theoretical or deductive or “top-down” way (Guest et al., 2014; MacQueen et al., 2011). An inductive approach is a data-driven process of coding the data without trying to fit into a pre-existing coding frame or the preconceptions of the researcher (Pandey, 2019). In contrast, the theoretical or top-down approach is primarily driven by the theoretical or analytic interest of the researcher and is more explicitly analyst-driven. The choice between inductive or theoretical analysis indicates whether the researcher codes the data for a specific research question (theoretical approach) or the coding process leads to evolving the research question (inductive approach).

3.10.2.3. Semantic vs Latent Themes

Another decision revolves around the level at which themes are identified: at a semantic or explicit level or a latent or interpretative level (Boyatzis, 1998; Guest et al., 2014). At the semantic level, the analytic process has a progression from the description (data is organised to show patterns in summarised content) to interpretation (attempt to theorise the importance of the patterns and their broader meanings and implication) with the research problem (Vaismoradi et al., 2016).

On the other hand, the latent level is initiated to examine and recognise the underlying ideas that are theorised as forming the semantic content of the data (Clarke & Braun, 2017). Accordingly, the development of the themes at this level involves interpretative work, and the analysis produced is not just from the data description (as in the semantic case) but is already theorised (Braun & Clarke, 2006; Vaismoradi et al., 2016).

3.10.2.4. Epistemological Choice for the Thematic Analysis

A third dimension necessary to take into consideration is the epistemological approach selected for the analysis. Thematic analysis can be a realist or essentialist that reports experiences, meanings, and the reality of the research participants, or it can be a constructionist that examines how events, realities, meanings, and experiences are the effects of a range of discourses operating within society (Braun & Clarke, 2006).

The below section identifies the good approach, level, and epistemological perceptive for the research thematic analysis method based on the illustrations mentioned above.

3.10.2.5. Research Qualitative Analysis Stance

This part of the research focuses on meaning, description, and exploration of thoughts and feelings for the managerial and non-managerial sample related to AVERDA at KAUST. Anticipated analysis needs to provide a proper analytic tool to explore the association between CSR and employee loyalty determinants and meet the fourth research objective. Analysis needs to be research question driven to explore the causes of a weak association between CSR and employee loyalty variables. Accordingly, the research requirement has opted for a thematic analysis with a theoretical approach, at a semantic level of analysis, and epistemologically founded on the realist paradigm (Braun & Clarke, 2006).

3.10.2.6. Reliability and Validity for Qualitative Instruments

Although the pragmatic nature of this study affects the process of data collection and analysis, it influences the approach towards reliability and validity. Accordingly, it is essential to distinguish between quantitative and qualitative measures. Even though the above research quantitative quality measures the internal consistency of the surveys and checks whether they measure what they are supposed to (Bryman & Bell, 2015), it is debatable whether these terms should be related to qualitative data (Easterby-Smith et al., 2012; Golfasni, 2003; Onwuegbuzie & Johnson, 2006; Simon & Goes, 2013). Such criticism emphasised four alternative criteria for use in qualitative research: credibility, transferability, dependability, and confirmability (Simon & Goes, 2013; Connelly, 2016; DeVault, 2017; Bryman, 2004)

3.10.2.6.1. Credibility

Credibility is concerned with the degree of scepticism about the findings and the meanings resulting from them (Bryman & Bell, 2015). Investigating the degree to which the established concepts and themes reflect the phenomenon's content suggests multiple strategies that can be used to meet this credibility criterion. Among these strategies, member check and theory triangulation were utilised to add value to this factor (Birt et al., 2016; Goldblatt et al., 2011; Bennett, 1997). Member checks mean that the “data and interpretations are continuously tested as they are derived from members of various audiences and groups from which data are

solicited” (Guba, 1981, p. 85). As for this study, the researcher utilised this technique during the interview and focus group processes in obtaining relevant responses. Throughout each interview, the researcher restated and summarised each submitted question in front of the participant(s) to affirm the accuracy before proceeding with the following question. At the end of each interview, each interviewee was permitted to review the transcript before interview closure. Further, the managerial sample was conducted to review the obtained managerial and non-managerial themes to eliminate possible researcher bias when analyzing and interpreting the results before obtaining research thematic maps. Such intervention increases the credibility of the research findings (Birt et al., 2016).

Theory triangulation involves using more than one theoretical scheme to interpret the phenomenon (Krause & Denzin, 1989; Bennett, 1997). This strategy has been utilised to investigate the themes, and subthemes deduced from the research thematic maps and validated these findings with the literature to increase research integrity and trustworthiness.

3.10.2.6.2. Transferability

Transferability refers to the extent the research is adaptable to another context or the same context at another time (Bryman & Bell, 2015; Bryman, 1984). However, it is closely linked to an ongoing debate within the research that discusses generalizability within qualitative research. It is essential to emphasise that this study is not aiming for statistical generalizability (Easterby-Smith et al., 2012) but is analysing in line with the argumentation of Kvale (1994), who states that even though a common critique from the positivist researcher is that interviews are not generalizable, few subjects can generate generalizable knowledge. The question of generalisation can be transferred to the people who have the intention to apply the findings of this study to their settings (Coghlan & Brydon-Miller, 2014; CSU, 2013).

3.10.2.6.3. Dependability

The third criteria, dependability, is mainly equivalent to the reliability criteria in quantitative research. To evaluate the qualitative research in terms of objectivity, alternative ways of addressing dependability are suggested by many social researchers (Kirk & Miller, 2012; Noble & Smith, 2015; Golasni, 2003; Cypress, 2017). One of the ways to realise this factor is by utilising the “auditing” technique that is important to provide a basis for checking the researcher’s dependability (DeVault, 2017). Accordingly, research design and data collection

methods were documented in sections 3.6 and 3.9. The interview procedure and the data analysis process were discussed in sections 4.2.13 and 4.2.14 as well.

Another aspect to consider is to achieve consistent similarity in the quality of the results rather than on obtaining the same results (Flick, 2012). The researcher attempted to use low-inference descriptors to enhance dependability (Tashakkori et al., 2015; Coghlan & Brydon-Miller, 2014). Low-inference descriptors include recording observations as concrete as possible (ten Have, 2011; Gudkova, 2017). Within this context, the researcher recorded the interview and focus group meetings after permission from the interviewee. By utilising this tool, the researcher was able to concentrate on the conversation of each interviewee.

The researcher attempts to reduce errors and bias during data collection to confirm the real value of the interviewee's conversation while capturing the data (Hammersley & Gomm, 1997; Pandey, 2016). Introducing main and probing questions in the interview guide were used to ensure consistent replies from interviewees. This process complies with the study conducted by McKinnon (1988), arguing that probing questions is a powerful technique to reduce threats to reliability and validity.

The researcher needs to apply a consistent coding method to enhance reliability during the data analysis process (Boyatzis, 1998; Ryan & Bernard, 2003; MacQueen et al., 2011). In the interview-based case study, coding is a crucial procedure to represent the thoughts of the researcher about the meaning of the data (Guest et al., 2014; Williamson et al., 2017). The open coding technique was employed through each transcript and coding every segment of text that seemed to be relevant to the fourth research objective. Section 4.2.16.2 details the initial coding process for managerial and non-managerial records.

3.10.2.6.4. Confirmability

Confirmability refers to the degree to which the results of an inquiry could be corroborated by other researchers (DeVault, 2017; Connelly, 2016). Studies suggest that the confirmability of qualitative inquiry can be realised through an audit process and triangulation (Guba & Lincoln, 1994a; Coghlan & Brydon-Miller, 2014; Connelly, 2016). In this study, occasional requests for confirmation have been conducted throughout the interviews and varied concerning various factors such as the setting and data collection process. Further, theory triangulation was implemented as illustrated in the section mentioned above to add value to this factor.

3.11. Research Ethical Considerations

Research ethics is mainly concerned with the rights of those people who contribute to the value of the study (Kellehear, 2002). Likewise, business research ethics are “the codes of behaviour adopted by a group, suggesting what a member of the group ought to do under given circumstances” (Zikmund, 2000, p. 72). The study interacts with diversity, inclusion, and sustainability that makes it pertinent to address societal and ethical concerns. Research attended to aspects of research ethics regarding the rights and obligations of both researcher and research participants. Such aspects included avoiding plagiarism, data falsification, reviewing the literature to produce quality research, avoiding shading the results of the research, informing participants about the research, avoiding forms of coercion or abuse, and protecting their rights to confidentiality (British Psychological Society, 2014; Research, 2010; Zikmund, 2000). Compliance with ethical boundaries such as informed consent, respect for privacy, avoidance of harm and deception (Diener & Crandall, 1978; Fontana & Frey, 2005) was communicated with the participants by attaching the consent form and information sheet to each questionnaire. According to Neuman (2003), it is essential to comply with the code of conduct available in the area where the research is being conducted or to refer to the one provided by the University to protect the key stakeholders of the study.

Data collection was conducted with caution to avoid presenting sensitive information. Research Information Sheet was distributed to each participant, illustrating the purpose of the study, the ability to be anonymous, the willingness to participate, and the ability to withdraw as per request. Honesty, transparency, and objectivity are attributes to maintain during research to achieve an ethical outcome (Bell & Bryman, 2007).

3.12. Conclusion

This chapter has considered the methodology and design underpinning this research. It attempted to present answers to its ontological, epistemological, and methodological questions. Driven by the belief that the relationship between CSR and employee loyalty is better understood from multiple perspectives, the study leans to utilise a sequential mixed-method approach pragmatically. Qualitative data acts as supporting information for the practical quantitative approach to producing more consistent results than merely utilising one type of research approach (Creswell & Plano Clark, 2007; Creswell, 2003). Quantitative instruments were piloted to avoid misleading, inappropriate, or irrelevant questions and to attain information consistency. It sought to invite comments about the perceived relevance of each

question to the stated intent of the research. Methods selected for research data collection and analysis were exemplified along with the mechanisms to enhance study reliability, validity, and response bias. The following chapter describes the data collection activity undertaken in AVERDA at KAUST with the selected research instruments.

CHAPTER 4: RESEARCH DATA ANALYSIS

This chapter consists of two sections of analysis. The first section (Section 4.1) utilises quantitative analysis to obtain an empirical understanding of the second and third research objectives—quantitative analysis equipped this study with two crucial tools: descriptive and inferential statistics. Descriptive statistics described the basic features of the data collected through research surveys, while inferential statistics enabled the use of regression tools for hypotheses testing. The second section (Section 4.2) utilises qualitative analysis to gain an in-depth knowledge of the issues identified by the quantitative surveys. It aims to meet the fourth objective of this study by exploring the causes behind any weak hypothesis deduced from the quantitative finding. Based on the qualitative research stance demonstrated in the chapter above, the thematic analysis method is selected as a qualitative tool to identify the problematic themes that constitute the reasons for these weak relationships.

4.1. Quantitative Data Analysis Section

4.1.1. Introduction

The researcher adopted four self-administrated surveys to measure relationships between CSR dimensions and EL determinants; two are related to the non-managerial sample in AVERDA at KAUST, and the other two are associated with the managerial sample. After data collection, the researcher analysed research information using the Statistical Package for the Social Sciences (SPSS) software. Numerous researchers widely use SPSS in CSR for data analysis (Turker, 2009a; Ali et al., 2010; Joseph Joseph et al., 2016; Papasolomou, 2017). Section 4.1.2. explains the preparation of the “codebook” necessary to be created before entering the information from the four questionnaires (Pallant, 2007a). Section 4.1.3. identifies errors or outliers for each research data file. Section 4.1.4. measures the internal consistency of each of the four questionnaires related to non-managerial and managerial samples. Descriptive analysis was conducted on the managerial data to assess CSR awareness, employee satisfaction, and engagement levels to meet the first objective of the research.

Further, the researcher attempted to utilise the tools available with SPSS to measure validity, internal consistency, and linear regression for testing research hypotheses to meet the second and third objectives of the study. To examine the validity of items (questions) for CSR and EL constructs, the researcher used factor loading analysis followed by the approach of (Hair et al., 2006). Cronbach alpha was selected to measure the internal consistency of the study (Cronbach, 1951). After validity and internal consistency verification, linear regression analysis was

conducted to determine the extent to which a linear relationship between CSR mean score as an independent variable and EL mean score as a dependent one for each research hypothesis. The thirteen hypothesised relationships' strength and significance were tested by assessing regression beta-coefficients, R-Squared, t-values, and p-values. Below are the survey analysis findings for non-managerial and managerial samples, along with research recommendations summarized in the conclusion section.

4.1.2. SPSS Codebooks for Research Data Files

Research data files were created to represent individual hypothesis related to the non-managerial and managerial sample. Preparing the codebook for each data file/hypothesis involves defining and labelling each research variable and assigning numbers to each possible response (Pallant, 2007a). Accordingly, four columns were introduced in each of the non-managerial and managerial codebooks. The first column is related to the SPSS file name, the second column shows the variable description (survey item description), the third column is related to the SPSS variable code for the variable description, and the fourth column illustrates the coding instructions for each variable. Each of these SPSS files is referred to as a specific research hypothesis and contains the survey items/questions related to that hypothesis. Codebook templates for non-managerial and managerial questionnaire are referenced in Appendix IV-CB-NM and IV-CB-MN, respectively.

4.1.3. Error Checking for Research Data Files

Outliers are unusually high or low values in a dataset that either misinterprets the findings or distort the real results. Finding outliers depends on the in-depth subject-knowledge of a researcher as there is no thumb rule of what method/test needs to be used to identify outliers. There are various visual methods and statistical tests available to find outliers in any data set like boxplots, histograms, scatterplots, Q-Q plots and Z-score, Grubbs' test Kolmogorov-Smirnov tests, respectively, which can highlight outliers. These methods have their advantages and disadvantages for finding unusual values compared to the rest of the dataset.

Out of all the methods mentioned above, the q-q plot is a useful exploratory graphical way to check for the outliers in a research data set (Ford, 2015; Almeida et al., 2019). It can provide more insight into the nature of the difference of unique values than other analytical methods and better explains categorical data than boxplots, histograms, and scatterplots. So Q-Q plot

seems better for looking at normality. When the data do not have any outlier, then the q-q plot lies approximately on a straight line.

To avoid unnecessary piling of graphical data, only two q-q plots were shown for each data file/hypothesis related to each research sample. The charts of non-managerial plots are located in appendix IV-QQ-NM and appendix IV-QQ-MN for managerial q-q charts. As is evident from the data in these charts, the plots show a straight line, which reveals the quantiles match. No value can be seen <1 and >5 , and no missing value can be seen in the entire data set. Therefore, the extreme valuation theorem does not hold in this case. Further, concerning unique values in our research data set, the data is free from any outlier. This fact becomes obvious in the descriptive section of the dissertation.

4.1.4. Research Internal Consistency Check

To test the reliability of the questionnaire, Cronbach Alpha (α), named as coefficient alpha, is computed. Its leading role is to provide a meaningful correlation between each pair of survey items and the number of items in the scale (Brace et al., 2012). Cronbach alpha ranges from 0 to 1, with 0 standing for an utterly unreliable test, higher values close to 1 indicating higher internal reliability, and 1 standing for a completely reliable test (Gliem & Gliem, 2003). Alpha coefficients above 0.70 are considered acceptable (George, 2003; Hair et al., 2006; Robert F. DeVellis, 2012). Below two sections measure the coefficient alpha for the non-managerial and managerial instruments.

4.1.4.1. Internal Consistency Test for Non-Managerial Questionnaire

The researcher measured CSR and EL constructs on 5-point Likert scale items ranging from 1 = strongly disagree to 5 = strongly agree. Three questions related to CSR dimensions and three questions related to EL determinants were used to measure each of the thirteen latent variables related to Employee Satisfaction and Employee Engagement components. Table 4.1 shows that all coefficient analysis reveal satisfactory levels and meeting the criteria of internal consistency. The below table illustrates the declared figures:

Cronbach's Alpha for Non-Managerial Questionnaires

Parameter	Variables	CSR-Cronbach's Alpha	Variables	Cronbach's Alpha
H1a	Q.1.1 Q.1.2 Q.1.3	0.822	Q.1 Q.2 Q.3	0.832
H2a	Q.1.4 Q.1.5 Q.1.6	0.837	Q.4 Q.5 Q.6	0.833
H3a	Q.1.7 Q.1.8 Q.1.9	0.961	Q.7 Q.8 Q.9	0.904
H4a	Q.1.10 Q.1.11 Q.1.12	0.868	Q.10 Q.11 Q.12	0.805
H5a	Q.1.13 Q.1.14 Q.1.15	0.968	Q.13 Q.14 Q.15	0.854
H1b	Q.1.16 Q.1.17 Q.1.18	0.829	Q.16 Q.17 Q.18	0.703
H2b	Q.1.19 Q.1.20 Q.1.21	0.860	Q.19 Q.20 Q.21	0.862
H3b	Q.1.22 Q.1.23 Q.1.24	0.950	Q.22 Q.23 Q.24	0.873
H4b	Q.1.25 Q.1.26 Q.1.27	0.956	Q.25 Q.26 Q.27	0.902
H5b	Q.1.28 Q.1.29 Q.1.30	0.894	Q.28 Q.29 Q.30	0.909
H6b	Q.1.31 Q.1.32 Q.1.33	0.972	Q.31 Q.32 Q.33	0.851
H7b	Q.1.34 Q.1.35 Q.1.36	0.877	Q.34 Q.35 Q.36	0.717
H8b	Q.1.37 Q.1.38 Q.1.39	0.815	Q.37 Q.38 Q.39	0.876

In each case, N=124 and N of Items=3 **Non- Managerial**

Table 4.1: Non-Managerial CSR/EL Internal Consistency Check Results

4.1.4.2. Internal Consistency Test for Managerial Questionnaire

Likewise, the same construct was used for the managerial questionnaire. Results shown in table 4.2 reveals an acceptable level of Cronbach's alpha score and fulfilling the criteria of internal consistency:

Cronbach's Alpha for Managerial Questionnaires

Parameter	Variables	CSR-Cronbach's Alpha	Variables	Cronbach's Alpha
H1a	Q.4.1 Q.4.2 Q.4.3	0.707	Q.3.1 Q.3.2 Q.3.3	0.749
H2a	Q.4.4 Q.4.5 Q.4.6	0.941	Q.3.4 Q.3.5 Q.3.6	0.895
H3a	Q.4.7 Q.4.8 Q.4.9	0.892	Q.3.7 Q.3.8 Q.3.9	0.884
H4a	Q.4.10 Q.4.11 Q.4.12	0.961	Q.3.10 Q.3.11 Q.3.12	0.776
H5a	Q.4.13 Q.4.14 Q.4.15	0.942	Q.3.13 Q.3.14 Q.3.15	0.783
H1b	Q.4.16 Q.4.17 Q.4.18	0.958	Q.3.16 Q.3.17 Q.3.18	0.910
H2b	Q.4.19 Q.4.20 Q.4.21	0.866	Q.3.19 Q.3.20 Q.3.21	0.709
H3b	Q.4.22 Q.4.23 Q.4.24	0.916	Q.3.22 Q.3.23 Q.3.24	0.816

H4b	Q.4.25 Q.4.26 Q.4.27	0.917	Q.3.25 Q.3.26 Q.3.27	0.826
H5b	Q.4.28 Q.4.29 Q.4.30	0.926	Q.3.28 Q.3.29 Q.3.30	0.827
H6b	Q.4.31 Q.4.32 Q.4.33	0.947	Q.3.31 Q.3.32 Q.3.33	0.968
H7b	Q.4.34 Q.4.35 Q.4.36	0.950	Q.3.34 Q.3.35 Q.3.36	0.958
H8b	Q.4.37 Q.4.38 Q.4.39	0.926	Q.3.37 Q.3.38 Q.3.39	0.952
In each case N=19 and No. of Items=3 Managerial				

Table 4.2: Managerial CSR/EL Internal Consistency Check Results

4.1.5. Research Descriptive Statistics

Research descriptive statistics are divided into two portions: one for the non-managerial sample (Table 4.3) and the other for the managerial one (Table 4.4). It reflects the counts of responses to the 5-Likert categorical questions related to each variable for each hypothesis (3 survey items for the CSR variable and three survey items for the EL variable).

Below two tables contain the hypothesis code with the hypothesis variable in the first column, survey item code in the second column, the 5 Likert scale codes from the third to the seventh columns, and the correlation type in the last column. Non-managerial and managerial descriptive data for the research hypotheses are referenced in appendix IV-NM-DD-HYP and IV-MN-DD-HYP, respectively. Based on the non-managerial sample count of 124 articulated in section 3.9.1.2.3, the descriptive information shown in table 4.3 identifies the potential type of correlation between the two CSR and EL variables for each research hypothesis. The more responses found on either side of the Likert scale for each hypothesis (Strongly Agree, Agree or Strongly Disagree, Disagree), the more tendency for the positive relationship between the two research variables; otherwise, the tendency for the negative relationship is assumed. These responses are labelled in green font for the CSR variable and blue font for the EL one. These correlations are validated in the regression analysis section.

Hypothesis Code/ Hypothesis Variable	Survey Item Code	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Correlation Type
H1a/CSR	Q.1.1	10	17	7	41	49	Positive
	Q.1.2	12	16	8	23	65	
	Q.1.3	0	6	19	41	58	
H1a/EL	Q.1	5	11	15	8	85	
	Q.2	10	11	9	43	51	
	Q.3	6	1	8	53	45	
H2a/CSR	Q.1.4	7	7	10	23	77	Positive
	Q.1.5	11	4	16	24	69	
	Q.1.6	16	12	8	21	67	
H2a/EL	Q.4	19	2	8	31	64	
	Q.5	6	7	10	39	62	
	Q.6	5	10	16	29	64	
H3a/CSR	Q.1.7	20	6	3	21	74	Positive
	Q.1.8	20	5	4	17	78	
	Q.1.9	15	8	5	22	74	
H3a/EL	Q.7	13	10	6	22	73	
	Q.8	13	14	17	41	39	
	Q.9	10	12	23	64	15	

H4a/CSR	Q.1.10	0	0	31	16	77	Positive
	Q.1.11	0	0	33	11	80	
	Q.1.12	0	0	50	28	46	
H4a/EL	Q.10	3	1	10	15	95	
	Q.11	5	4	6	48	61	
	Q.12	4	0	11	43	64	
H5a/CSR	Q.1.13	13	3	5	19	78	Positive
	Q.1.14	19	6	2	20	77	
	Q.1.15	17	9	1	19	78	
H5a/EL	Q.13	5	20	5	20	74	
	Q.14	12	16	0	28	68	
	Q.15	12	13	3	54	42	
H1b/CSR	Q.1.16	21	13	10	17	57	Positive
	Q.1.17	22	13	16	11	62	
	Q.1.18	11	6	13	18	76	
H1b/EL	Q.16	7	17	17	8	75	
	Q.17	18	12	30	47	17	
	Q.18	8	1	52	40	23	
H2b/CSR	Q.1.19	8	14	9	37	56	Positive
	Q.1.20	9	12	10	24	69	

	Q.1.21	0	6	21	39	58	
H2b/EL	Q.19	3	9	15	18	79	
	Q.20	9	9	8	49	49	
	Q.21	7	1	9	54	53	
H3b/CSR	Q.1.22	30	5	8	15	66	Positive
	Q.1.23	23	12	6	19	64	
	Q.1.24	17	16	9	15	67	
H3b/EL	Q.22	13	18	12	16	65	
	Q.23	25	18	25	29	27	
	Q.24	15	11	40	47	11	
H4b/CSR	Q.1.25	24	6	6	18	70	Positive
	Q.1.26	22	8	6	17	74	
	Q.1.27	19	11	5	21	68	
H4b/EL	Q.25	14	12	10	20	68	
	Q.26	18	17	17	39	33	
	Q.27	16	12	25	57	14	
H5b/CSR	Q.1.28	23	14	16	19	52	Negative
	Q.1.29	18	13	23	15	55	
	Q.1.30	17	3	22	19	63	
H5b/EL	Q.28	61	5	12	30	16	

	Q.29	46	14	18	21	25	
	Q.30	40	29	34	1	20	
H6b/CSR	Q.1.31	26	3	6	15	74	Positive
	Q.1.32	26	7	2	17	72	
	Q.1.33	24	10	1	16	73	
H6b/EL	Q.31	6	22	5	20	71	
	Q.32	14	20	0	27	63	
	Q.33	13	16	3	52	38	
H7b/CSR	Q.1.34	50	14	4	16	40	Negative
	Q.1.35	53	10	14	8	39	
	Q.1.36	67	20	11	7	19	
H7b/EL	Q.34	0	4	3	27	90	
	Q.35	3	6	4	61	50	
	Q.36	2	1	7	73	41	
H8b/CSR	Q.1.37	18	19	4	11	72	Negative
	Q.1.38	24	5	16	5	74	
	Q.1.39	6	4	7	17	90	
H8b/EL	Q.37	0	1	72	11	40	
	Q.38	0	0	74	5	45	
	Q.39	0	0	90	17	17	

Table 4.3: Non-Managerial Descriptive Statistics

Complying with the above guidelines followed for the non-managerial descriptive information, the below table includes the descriptive details related to the managerial sample along with the potential type of correlation between the two CSR and EL variables for each research hypothesis:

Hypothesis Code/ Hypothesis Variable	Survey Item Code	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Correlation Type
H1a/CSR	Q.4.1	2	1	1	5	10	Positive
	Q.4.2	2	0	2	2	13	
	Q.4.3	0	1	2	10	6	
H1a/EL	Q.3.1	0	2	1	2	14	
	Q.3.2	0	2	1	5	11	
	Q.3.3	1	0	0	10	18	
H2a/CSR	Q.4.4	3	2	3	2	9	Positive
	Q.4.5	4	3	2	4	6	
	Q.4.6	3	4	1	2	9	
H2a/EL	Q.3.4	6	0	2	2	9	
	Q.3.5	1	2	3	5	8	
	Q.3.6	1	2	8	2	6	
H3a/CSR	Q.4.7	1	4	0	0	14	Positive
	Q.4.8	1	3	0	0	15	
	Q.4.9	0	0	1	8	10	

H3a/EL	Q.3.7	0	1	0	4	14	
	Q.3.8	1	5	0	0	13	
	Q.3.9	0	1	0	12	6	
H4a/CSR	Q.4.10	1	0	1	3	14	Positive
	Q.4.11	1	1	0	1	16	
	Q.4.12	1	1	0	2	15	
H4a/EL	Q.3.10	2	1	1	4	11	
	Q.3.11	2	1	0	5	11	
	Q.3.12	2	0	1	10	6	
H5a/CSR	Q.4.13	1	0	0	1	17	Positive
	Q.4.14	0	1	0	2	16	
	Q.4.15	1	0	0	4	14	
H5a/EL	Q.3.13	0	2	0	3	14	
	Q.3.14	0	1	0	3	15	
	Q.3.15	0	1	0	8	10	
H1b/CSR	Q.4.16	3	0	0	3	13	Positive
	Q.4.17	1	2	0	2	14	
	Q.4.18	3	0	2	2	12	
H1b/EL	Q.3.16	0	3	0	0	16	
	Q.3.17	3	2	3	7	4	

	Q.3.18	3	0	6	5	5	
H2b/CSR	Q.4.19	0	0	1	7	11	Positive
	Q.4.20	1	0	0	4	14	
	Q.4.21	0	1	0	7	11	
H2b/EL	Q.3.19	0	0	1	2	16	
	Q.3.20	0	0	1	7	11	
	Q.3.21	0	0	0	7	12	
H3b/CSR	Q.4.22	1	1	2	5	10	Positive
	Q.4.23	2	2	0	4	11	
	Q.4.24	1	2	2	2	12	
H3b/EL	Q.3.22	1	2	1	5	10	
	Q.3.23	2	1	5	6	5	
	Q.3.24	1	1	5	9	3	
H4b/CSR	Q.4.25	2	1	0	3	13	Positive
	Q.4.26	1	1	1	2	14	
	Q.4.27	2	0	0	3	14	
H4b/EL	Q.3.25	1	2	0	3	13	
	Q.3.26	0	1	1	9	8	
	Q.3.27	0	1	1	13	4	
H5b/CSR	Q.4.28	1	1	0	2	15	Negative

	Q.4.29	0	2	0	2	15	
	Q.4.30	1	0	0	3	15	
H5b/EL	Q.3.28	16	1	1	1	0	
	Q.3.29	10	0	8	1	0	
	Q.3.30	9	1	9	0	0	
H6b/CSR	Q.4.31	2	0	0	4	13	Positive
	Q.4.32	2	0	0	4	13	
	Q.4.33	0	1	1	7	10	
H6b/EL	Q.3.31	1	1	0	5	12	
	Q.3.32	2	0	0	6	11	
	Q.3.33	2	0	0	13	4	
H7b/CSR	Q.4.34	10	0	3	1	5	Negative
	Q.4.35	10	0	4	1	5	
	Q.4.36	9	2	4	1	3	
H7b/EL	Q.3.34	0	4	0	6	9	
	Q.3.35	0	4	0	7	8	
	Q.3.36	0	2	2	7	8	
H8b/CSR	Q.4.37	10	8	0	0	1	Negative
	Q.4.38	11	7	0	0	1	
	Q.4.39	11	6	1	0	1	

H8b/EL	Q.3.37	0	1	1	6	11	
	Q.3.38	0	1	1	7	10	
	Q.3.39	0	1	1	7	10	

Table 4.4: Managerial Descriptive Statistics

Further, the below table shows the high level of managerial sample awareness and importance for the CSR programs conducted by AVERDA at KAUST. Most of the managerial responses fall within the choices of the “Aware & Involved” or “Aware Not Involved” section of awareness assessment and “Means a Lot” or “Means a Little” for the importance or meaning assessment. Such results are aligned with the vision and mission statements of the company stated in the above literature review. These choices are labelled in green font in table 4.5, and their statistical details are injected in the appendix IV-MN-CSR-Q2Q3.

Survey Item Code	Survey Item Description	Aware & Involved	Aware Not Involved	Not Aware & Not Involved	Survey Item Code	Means a Lot	Means a Little	Has No Meaning
Q.2.1	Provide Reverse Vending Machines to KAUST	10	8	1	Q.3.1	17	2	0
Q.2.2	Provide Bulb Eating Machines to KAUST	11	8	0	Q.3.2	16	3	0
Q.2.3	Providing Environmentally Friendly Operational Vehicles	8	9	2	Q.3.3	17	2	0

Q.2.4	Supporting KAUST during Water scarcity in November 2014	7	11	1	Q.3.4	16	3	0
Q.2.5	Supporting KAUST during rain flood on November 2009	4	12	3	Q.3.5	14	5	0
Q.2.6	Provide Healthcare Programs to employees	8	11	0	Q.3.6	18	1	0
Q.2.7	Participating in the Earth day event	8	10	1	Q.3.7	13	6	0
Q.2.8	Vocational training for technical staff	12	7	0	Q.3.8	18	1	0
Q.2.9	Providing Recreational activities for staff at Your Company Camp	4	15	0	Q.3.9	17	2	0
Q.2.10	Prioritize Locals' employment	11	8	0	Q.3.10	15	2	2
Q.2.11	Comply with ZAKAT	19	9	0	Q.3.11	17	2	0

Table 4.5: Managerial Descriptive Statistics for CSR Awareness

Besides, the managerial questionnaire for employee loyalty included the job satisfaction measure utilized in the study conducted by Jun et al. (2006) to evaluate the managerial awareness for this concept. Below table 4.6 shows that most of the managerial sample are satisfied with their work. Since employee satisfaction is one of the determinants of employee loyalty, such managerial satisfaction adds value to this topic. Statistical details for this measure is found in appendix IV-MN-ES-Q1

Survey Item Code	Survey Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q.1.1	I would recommend this organization to a friend if he/she were looking for a job.	10	5	1	1	2
Q.1.2	I feel personal satisfaction when I do my job well.	13	2	2	0	2
Q.1.3	I am proud to tell people that I am part of this organization.	6	10	2	1	0
Q.1.4	This is the best organization for me to work for.	14	2	1	2	0

Table 4.6: Descriptive Statistics to measure Job Satisfaction

Since employee engagement is considered one of the main determinants of employee loyalty along with employee satisfaction, the managerial questionnaire included the employee engagement measure used in the study conducted by May et al. (2004) to assess the engagement level from the cognitive, emotional, and physical perceptions identified in the study of Kahn (1990). Managerial responses confirm their work engagement commitment, as shown in the below table. The statistical details of this measure are found in appendix IV-MN-EE-Q2.

Survey Item Code	Survey Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Q.2.1	Performing my job is so absorbing that I forget about everything else (Cognitive).	16	3	0	0	0
Q.2.2	I often think about other things when performing my job (Cognitive).	12	5	2	0	0
Q.2.3	I am rarely distracted when performing my job (Cognitive).	18	1	0	0	0
Q.2.4	Time passes quickly when I perform my job (Cognitive).	13	6	0	0	0
Q.2.5	I really put my heart into my job (Emotional).	10	4	1	0	4
Q.2.6	I get excited when I perform well on my job (Emotional).	11	3	2	2	0
Q.2.7	I often feel emotionally detached from my job (Emotional).	13	2	0	1	3
Q.2.8	My own feelings are affected by how well I perform my job (Emotional).	10	4	1	3	1
Q.2.9	I exert a lot of energy performing my job (Physical).	5	7	4	1	2
Q.2.10	I stay until the job is done (Physical).	10	8	0	1	0

Q.2.11	I avoid working overtime whenever Possible (Physical).	10	8	0	1	0
Q.2.12	I take work home to do (Physical).	13	5	0	1	0
Q.2.13	I avoid working too hard (Physical).	13	5	1	0	0

Table 4.7: Descriptive Statistics to measure Job Engagement

4.1.6. Research Factor Loading Analysis

The primary purpose of factor analysis is to attain data reduction or retain the nature and character of the original items (questions) and delete those with lower or cross factor loadings (Hair et al., 2006). Factor loading threshold criteria to include or exclude survey items for further analysis needs to be greater than or equal to 0.60 (Hair et al., 2006; Hassan et al., 2018). In this study, the technique of exploratory factor analysis was used with no subscale. The purpose of this method was just to ensure the validity and reliability of research data as good data possess both validity and reliability. A scale has validity if it properly represents the theoretical construct it is meant for and reliability if repeated measurements under the same playground tend to produce the same results. Three-factor items were utilized for each concept (CSR and EL), so no rotation was needed. Factor loading threshold criteria to include or exclude survey items for further analysis needs to be greater than or equal to 0.60 (Hair et al., 2006; Hassan et al., 2018). The results of the non-managerial and managerial factor loading analysis are located in Appendix IV-FLA. All the survey items were included in their respective scales since their factor loading results were above 0.6. As each questionnaire was meant to have a precise answer from the respondents, and none of the questions carried the same meaning, so there are no overlapping questions nor item redundancy.

4.1.7. Research Linear Regression Analysis

This research employs a simple linear regression model to examine the relationship between the mean scores for CSR and EL constructs along with the probability plot technique to assess whether or not the data set for each hypothesis in each sample is normally distributed. Simple linear regression is commonly used as a statistical method to measure the relationship between one dependent variable (EL mean score) and one independent variable (CSR mean score)

(Yang & Choi, 2009). The mean score for each of the thirteen components related to the constructs mentioned above has been computed by averaging the responses of participants for each component (each CSR and EL component consists of a 3-items' set). Simple linear regression analysis can evaluate the direction (positive/negative) and the strength of the relationship between the two variables (Gravetter & Wallnau, 2012). Standardized beta coefficient (Beta) compares the strength of the effect of CSR mean score to the EL mean and is measured in standard deviation units. Commonly, the closer to the absolute value of 1 the coefficient is, the stronger the effect of that independent variable on the dependent variable, and the closer the coefficient is to 0, the weaker the effect of that independent variable (BCU, 2018). The percentage of the total variation in EL mean score accounted for by CSR mean score is computed by the R squared value (R^2). R^2 values of 1 or 0 indicate the regression line represents all or none of the data, respectively. The closer the R^2 value to 1, the better regression goodness of fit model can be indicated (Karakostas, 2004). Hair et al. (2014) interpreted R^2 as weak if its value is reported less than 0.19, strong if greater than 0.67, moderate if the value within the range. Reported data is considered highly significant, marginally significant, or not statistically significant at conventional levels, with cut-offs at $p \leq 0.01$, $p \leq 0.05$ and $p > 0.10$ (Gelman, 2013; Cramer & Howitt, 2004). The t statistics determine the relative importance of regression results for each research hypothesis and considered significant for t values above or below 1.96 (Abo Akademi, 2018). Accordingly, the higher reported beta and R^2 absolute values with statistical significance of t and p measures for each hypothesis, the stronger the relationship between CSR and EL mean score variables.

Table 4.8 and Table 4.9 show the regression analysis for the thirteen hypotheses for the non-managerial and managerial samples based on the aforementioned information. The first column lists the hypothesis name and the name of the appendix section that shows related SPSS regression analysis data. The second column displays the regression model or formula for each hypothesis. The third column is the constant value of the regression representing the average of the EL mean score (dependent variable) when the CSR mean score (independent value) is at zero value. The remaining columns show the beta, R^2 , p-value, and status of significance values. Regression analysis identifies two weak non-managerial hypotheses related to H4a and H7b and one weak managerial hypothesis related to H7b. Corresponding rows for these weak hypotheses are labelled in red in the below tables.

Further, the probability plotting diagrams for each hypothesis related to non-managerial and managerial samples are located in appendix IV-NM-PPT and IV-MN-PPT, respectively. These

diagrams are graphical techniques for determining whether sample data conform to a hypothesized distribution based on a subjective visual examination of the data. In this study, by closely looking at the normal probability distribution plots in the appendix, it becomes obvious that both non-managerial and managerial normality assumptions seem to have been observed with minor to moderate violations. Generally, small to moderate violations of assumptions are not a major concern (Montgomery, 2012).

Hypothesis/Appendix	Model	Constant	Beta	R ²	P-Value	Status
H1a/ IV-NM-H1a-SLG	$Y = 0.0959 + 0.8764 X$	0.0959	0.8764	0.85	<0.001	Significant
H2a/ IV-NM-H2a-SLG	$Y = 0.5510 + 0.7169X$	0.5510	0.7169	0.58	<0.001	Significant
H3a/ IV-NM-H3a-SLG	$Y = 0.8240 + 0.7319X$	0.8240	0.7319	0.81	<0.001	Significant
H4a/ IV-NM-H4a-SLG	$Y = 1.1300 + 0.2697X$	1.1300	0.2697	0.07	<0.001	Significant
H5a/ IV-NM-H5a-SLG	$Y = 0.7090 + 0.6795X$	0.7090	0.6795	0.70	<0.001	Significant
H1b/ IV-NM-H1b-SLG	$Y = 1.2620 + 0.5020 X$	1.2620	0.5020	0.47	<0.001	Significant
H2b/ IV-NM-H2b-SLG	$Y = 0.2530 + 0.8323X$	0.2530	0.8323	0.77	<0.001	Significant
H3b/ IV-NM-H3b-SLG	$Y = 1.0204 + 0.6991X$	1.0204	0.6991	0.79	<0.001	Significant
H4b/ IV-NM-H4b-SLG	$Y = 0.8588 + 0.7400X$	0.8588	0.7400	0.82	<0.001	Significant
H5b/ IV-NM-H5b-SLG	$Y = 5.2160 - 0.7555X$	5.216	-0.7555	0.54	<0.001	Significant
H6b/ IV-NM-H6b-SLG	$Y = 0.7528 + 0.6446X$	0.7528	0.6446	0.72	<0.001	Significant
H7b/ IV-NM-H7b-SLG	$Y = 1.9290 - 0.0815X$	1.9290	-0.0815	0.04	0.028	Significant
H8b/ IV-NM-H8b-SLG	$Y = 3.5689 - 0.6145X$	3.5689	-0.6145	0.93	<0.001	Significant

Table 4.8: Non-Managerial Linear Regression Analysis Results

Hypothesis/Appendix	Model	Constant	Beta	R ²	P-Value	Status
H1a/ IV-MN-H1a-SLG	$Y = 0.253 + 0.7507X$	0.253	0.7507	77.67	<0.001	Significant
H2a/ IV-MN-H2a-SLG	$Y = 0.554 + 0.7250X$	0.554	0.725	69.87	<0.001	Significant
H3a/ IV-MN-H3a-SLG	$Y = 0.324 + 0.8480X$	0.324	0.848	79.82	<0.001	Significant
H4a/ IV-MN-H4a-SLG	$Y = 0.930 + 0.6860X$	0.930	0.686	44.44	<0.001	Significant
H5a/ IV-MN-H5a-SLG	$Y = 0.485 + 0.7381X$	0.485	0.7381	78.47	<0.001	Significant
H1b/ IV-MN-H1b-SLG	$Y = 0.879 + 0.7440X$	0.879	0.744	72.84	<0.001	Significant
H2b/ IV-MN-H2b-SLG	$Y = 0.719 + 0.4290X$	0.719	0.429	47.92	<0.001	Significant
H3b/ IV-MN-H3b-SLG	$Y = 0.928 + 0.6930X$	0.928	0.693	69.15	<0.001	Significant
H4b/ IV-MN-H4b-SLG	$Y = 1.265 + 0.4934X$	1.265	0.4934	59.77	<0.001	Significant
H5b/ IV-MN-H5b-SLG	$Y = 5.110 - 0.6210X$	5.110	-0.621	48.34	<0.001	Significant
H6b/ IV-MN-H6b-SLG	$Y = 0.244 + 0.9689X$	0.244	0.9689	86.95	0.047	Significant
H7b/ IV-MN-H7b-SLG	$Y = 3.025 - 0.3040X$	3.025	-0.304	21.28	0.028	Significant
H8b/ IV-MN-H8b-SLG	$Y = 4.272 - 0.6060X$	4.272	0.606	48.19	0.001	Significant

Table 4.9: Managerial Linear Regression Analysis Results

4.2. Summary of the Quantitative Findings

Based on the theoretical research model identified in the literature review chapter, the hypotheses set for the employee satisfaction concept (H1a, H2a, H3a, H4a, and H5a) are linked with the second research objective. Quantitative findings of this set reveal a weak link in the

H4a hypothesis reported by the non-managerial sample and is related to CSR and the employee appraisal system. Further, the third objective of the research is linked with the employee engagement set of hypotheses (H1b, H2b, H3b, H4b, H5b, H6b, H7b, and H8b) and aims to measure the relationship between this concept and CSR. Quantitative results show a weak hypothesis related to CSR and job insecurity (H7b) and reported by the non-managerial and managerial sample.

However, the findings of this section are aligned with the correlation type of each research hypothesis declared in the literature review chapter. It confirms the managerial CSR awareness and employee satisfaction and engagement endorsed in the vision, mission, and values of AVERDA at KAUST in section 2.2.3.2.

With the weak relationships identified in this chapter, additional research is needed to explore the causes behind this weakness to construct meanings and provide recommendations for the company and the academe. Accordingly, there is a need for a more qualitative and interpretive approach that enables a contextual and phenomenological understanding related to such weakness. Relating with the fourth objective of the study, an emerging research trend moves the field of CSR, namely the import of more qualitative and constructivist strategies of analysis to explore CSR as a process of social construction through discourse analyses (Gond & Moon, 2011). Such a discursive understanding inspires research as it is based on the assumption that AVERDA at KAUST is exposed to different expectations and demands of improving the loyalty of its employees with increased CSR awareness and understanding. The below section reveals the methodology that uncovers efforts utilised by AVERDA at KAUST to investigate the two weak relationships connected with its social role.

4.3. Qualitative Data Analysis Section

4.3.1. Research Analysis Framework

Various ways to approach thematic analysis are offered in the literature (Williamson et al., 2017; Thomas & Harden, 2008; Guest et al., 2014). However, this diversity infers some confusion about the nature of thematic analysis and how it could be distinct from other methods related to qualitative analysis (Maltby et al., 2014; Breakwell, 2008). This research opts to utilise Braun & Clarke (2006) framework since it is arguably the most effective approach in the social sciences (Williamson et al., 2017; Maltby et al., 2014; Clarke & Braun, 2017). This

study follows six analytical phases to understand the interview and focus group participants' views and experiences.

The below section overviews each stage related to the selected framework and transcribes, generates initial codes, searches and reviews, defines research themes, and write-up research findings.

4.3.2. Research Thematic Analysis Process

4.3.2.1. Phase 1: Familiarizing Yourself with the Data

Like most qualitative data analysis forms, this first phase is characterised by thoroughly reading data several times to be familiar with the depth and breadth of the content. Such immersion seeks meaning and identification of patterns before preparing to code research data.

Aligned with the current study, the researcher started to review and arrange the interview and focus groups documents on transcribing and consolidating responses of each participant for each question related to managerial and non-managerial categories. While transcription may be observed as a time-consuming and frustrating process, it can be a valuable tool to obtain data familiarisation (Braun & Clarke, 2006; Guest et al., 2014). Even though there is no one set of guidelines to follow when producing a transcript, at a minimum, it requires a rigorous and thorough “orthographic” transcript (Pandey, 2019; Clarke & Braun, 2017). Accordingly, the researcher has paid attention to writing and transcribing “verbatim” account of all verbal and non-verbal utterances to reflect the original nature and environment. The privacy of each participant was assured through job titles in the case of interviews and abbreviation of names in the case of focus group meetings. Braun & Clarke (2006, p.87) suggest that “this phase will provide the bedrock for the rest of the analysis.” Transcripts of research interviews are located in the next phase.

4.3.2.2. Phase 2: Generate Initial Codes

During this phase, the researcher starts to organise the data in a meaningful and systematic way. Although coding helps make sense of data by reducing it to small chunks of meaning, it is derived from the responses of participants and categorizes information intending to frame it as theoretical perceptions (Braun & Clarke, 2006; Bryman & Bell, 2015). The primary purpose of coding in the thematic analysis is to connect different parts of the data. Coding allows the

researcher to review the whole of the data by identifying its most significant meaning (Miles, M.B. & Huberman, 2014; ten Have, 2011). The researcher was concerned with addressing the specific research objective and analysed the data accordingly in the current study. To ensure the process of generating coding focuses on the phenomenon under the study, the fourth research objective (i.e., to explore causes of potential weak relationships between CSR and employee loyalty determinants) was written on a piece of paper and kept visible while the process of generating codes was taking place. This act was a reminder to the researcher that the objective of the coding was to focus on the phenomenon under study. With that in mind, each segment of the data relevant to or captured something interesting about the research question was coded. The researcher used open coding technique where the codes were developed and modified through the coding process. Further, researcher worked through each transcript, coding every segment of text that seemed to be relevant or to be specifically address the research objective. Initial codes related to the Assistant Human Resource Head, Finance Controller, and Recruiting Coordinator interview transcripts are located in appendix IV-INT-MN-CODES-AHR, IV-INT-MN-CODES-FC, and IV-INT-MN-CODES-RC respectively while the initial codes for the three focus group meetings are located in appendix IV-FG-NM-H4A-CODES for H4a hypothesis and IV-FG-NM-H7B-CODES for H7b hypothesis.

4.3.2.3. Phase 3: Search for Themes

Constructing themes continues the active process of the previous phases. Themes refer to patterns in the data that explain and organise aspects from the phenomenon derived from the data (Boyatzis, 1998; Clarke & Braun, 2017; Williamson et al., 2017). This research stage is hallmarked by sorting the codes into themes (Braun & Clarke, 2006; Vossler et al., 2017). Themes ought to summarise codes and seek overarching patterns identified from the data corpus (Braun & Clarke, 2006). This process entailed sorting different codes into different sections and identifying the higher ordinate and subordinate codes. The codes that emerged in the previous phase were reviewed against the fourth research objective to identify preliminary research themes. Codes that appeared to have similar focus or meaning were collated together to create preliminary themes. During this process of identifying tentative themes, transcripts were continually reviewed to ensure that the data referenced in the codes formed a coherent pattern within the theme. Each tentative theme was also compared to the other themes to discover similarities, differences, and relationships.

Aligned with the current study, the researcher organised codes into broader themes that captured significant content related to the research objective. Most codes are associated with one theme, although some are associated with more than one. Resulted from managerial and non-managerial themes are mainly descriptive to express patterns relevant to the research problem and highlighted in the appendix IV-INT-MN-THEMES-PRM, IV-FG-NM-THEMES-H4a-PRM, and IV-FG-NM-THEMES-H7b-PRM, respectively.

4.3.2.4. Phase 4: Review Themes

This phase is concerned with the step from developing impermanent or candidate themes into final themes. Braun & Clarke (2006, p.91) advise that “[d]ata within themes should cohere together meaningfully, while there should be clear and identifiable distinctions between themes.” It involves a reorganisation of some coded data extracts, a grouping together of two provisional themes, renaming a theme and abandoning another (Braun & Clarke, 2006; Clarke & Braun, 2017). Based on the managerial member-checking feedback, the researcher reviewed and refined the themes identified during phase 3. Labels of the first, second, and third themes were refined to accurately reflect related codes within each theme. Aligned with the study conducted by Connelly & Peltzer (2016), the naming of themes was not selected as the same name as question categories in interview schedules. Even though the fourth theme was considered a CSR activity implemented by AVERDA at KAUST, it was not aligned with the fourth research objective and was removed from the list of managerial themes. Appendix IV-MN-THEMES-REF illustrates the refined managerial themes.

Further, many initial managerial codes were recoded to represent the data set accurately. Below table is an excerpt from the comprehensive list in appendix IV-MN-CODE-UPDATE that identifies these changes:

First Theme	
Phase 3 Theme Name: Illusion of Job Security	Refined Theme Name: Lack of Job Security
Initial Code in Phase 2	Updated Code
Don't feel secure	Do not feel secure at work
Instead of working for the welfare of other employees, the respondent is fighting battles	Fighting bullying from colleagues and management

against bullying from colleagues and management.	
Second Theme	
Phase 3 Theme Name: Lack of Appreciation at Workplace	Refined Theme: Lack of Workplace Connection and Work Engagement
Excited about joining the company, soon experienced co-workers are selfish and rarely want to interact with new people.	Co-workers are selfish and rarely want to interact with new people
Feel unengaged in the company, owing to the unwillingness of co-workers to show support.	Feels disengaged at current work and are
Third Theme	
Phase 3 Theme Name: Lack of Social Activities to Create a Feeling of Belonging	Refined Theme: Organizational Belonging
Do not feel a sense of belonging here.	Lack of a sense of belonging to the Company
Hard work is not recognized and appreciated; rather, management's remuneration is based on factors other than hard work, sometimes called 'wasta,'	Management's remuneration is based on factors other than hard work, sometimes called 'wasta,'

Table 4.10: Updated Managerial Codes

Appendix IV-MN-THEMES-CODES reflects the updated managerial themes and codes for each related theme.

Complying with the illustrations above, elegant themes for non-managerial focus group transcripts are listed in Appendix IV-NM-THEMES-H4a-REF for H4a and IV-NM-THEMES-H7b-REF for H7b hypotheses.

Further, updated code descriptions related to H4a and H7b transcripts are reported in appendix IV-NM-CODES-H4a-UPD and IV-NM-CODES-H7b-UPD, respectively.

Since this process is iterative, coded extracts were then re-read in the context of the theme to consider whether a pattern formed between the extracts. The researcher attempted further

consolidation of the data by considering patterns and relationships between first-order themes identified above and grouping them to form second-order themes. To meet with the concept of meaningful data coherence within themes (Braun & Clarke, 2006), the researcher was able to classify updated managerial codes within each of the first theme “Lack of Job Security” and were further organized into three subthemes “Employees Underappreciated and Undervalued,” “Health Effects of Job Insecurity,” and “Bullying and Fear-Mongering” to reflect distinct content and meaning. Further, the second theme label was updated to “Work Engagement” to identify broader meaning for its underlying codes. The researcher categorised the codes under this theme and was able to deduce three subthemes “Uncongenial Colleagues,” “Lack of Workplace Connection” and “Unsupportive Upper Management.” Within the same context, the third theme was retitled to “Company Belonging,” and two subthemes were construed from related codes “Missing a Culture of Belonging” and “Negative Work Environment.” Appendix IV-INT-MN-THEMES-UPD shows the updated theme structure related to managerial interview transcripts.

Further, non-managerial themes related to H4a transcripts were organised into several subthemes. Codes with the theme “Lack of Content with Performance Appraisal” were arranged into “Misaligned Appraisal System” and “Appraisals Swayed by Nepotism, and Discrimination” subthemes. “Lack of Motivational Programs” theme codes were classified into “Biased Selection of Employees” and “Meaningless Work.”

Likewise, Codes for H7b transcripts have been reviewed and categorised into different subthemes. Two subthemes were identified in the “Lack of Well-Being Care” theme, “Lack of Health Benefits” and “Lack of Retirement Benefits.” Since the lack of motivational programs in a company could increase the levels of job insecurity (Parker, 2003; Raza et al., 2015), the “Lack of Motivational Programs” theme has been added as a subtheme for “Lack of Job Security” along with “Favouritism” subtheme. Further, three subthemes were recognised for the “Negative Work Environment” theme, “Lack of Appreciation at the Workplace,” “Uncongenial Colleagues,” and “Lack of Ethical Values.”

To meet the fourth objective of the research, irrelevant themes for H4a and H7b focus group transcripts were detached due to inconsistency to highlight the factors behind their weakness. Such themes include “Meaningful Job” and “Defined Appraisal System” for H4a analysis and “Satisfactory Health and Well-Being Care,” “Positive Work Involvement,” “Positive Work

Distribution,” and “Positive Social Activities link with Sense of Belonging” for H7b hypothesis.

To overview the thematic structure of the interview and focus group meetings transcripts, Table 4.105 shows the thematic map for interviews, Table 4.106 and Table 4.107 shows the thematic maps for H4a and H7b focus group meetings.

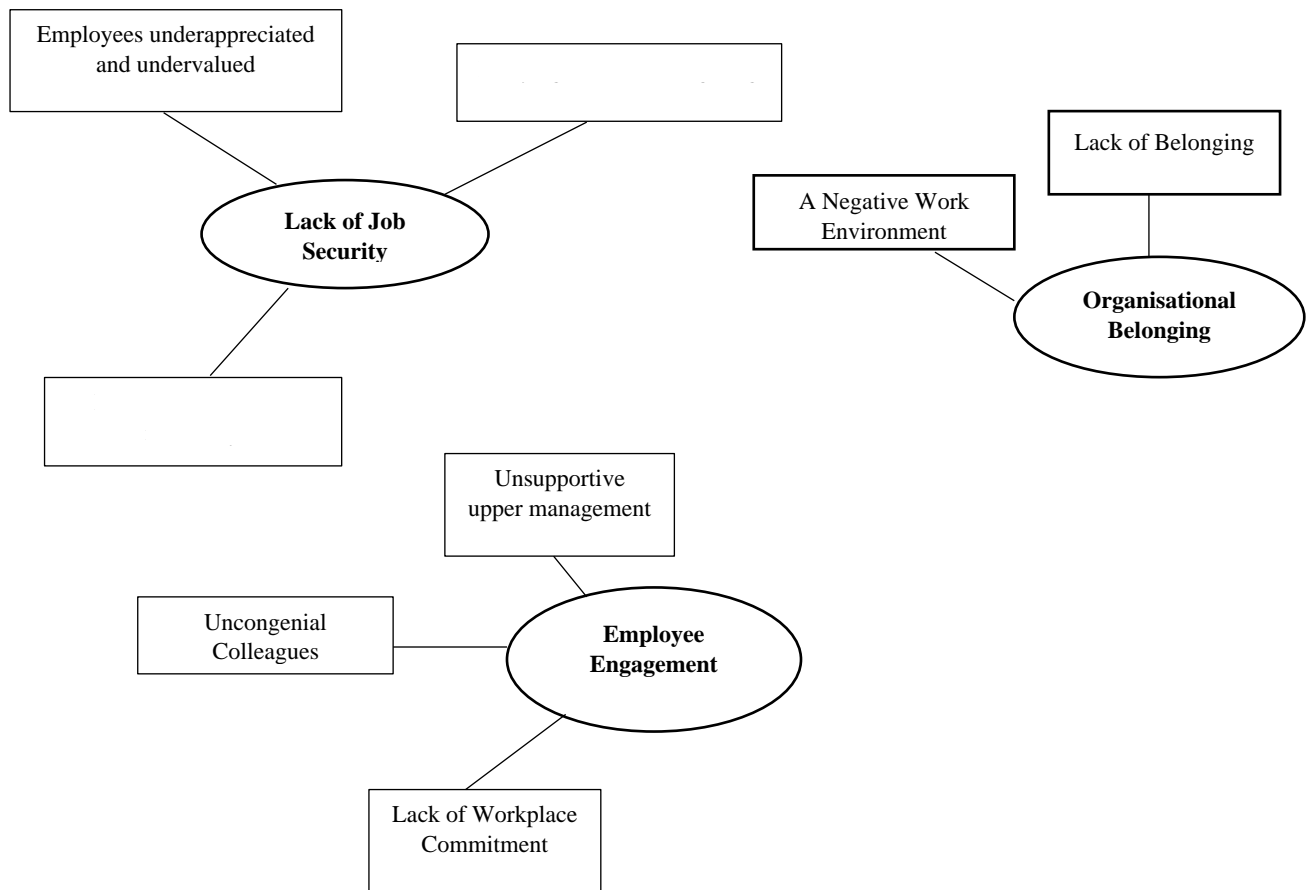


Figure 4.1: Thematic Map for Interviews

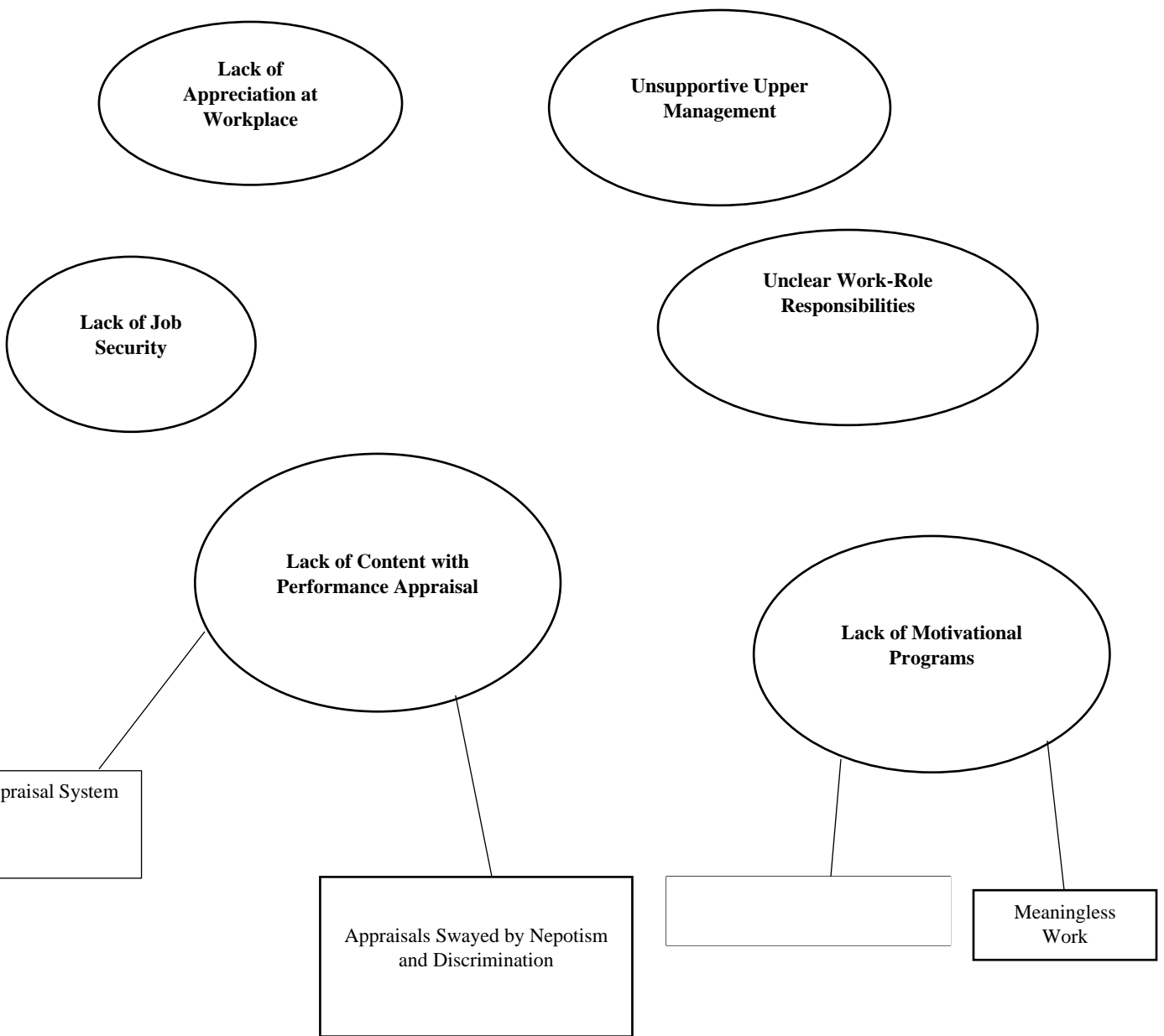


Figure 4.2: Thematic Map for H4a Focus Group Meetings

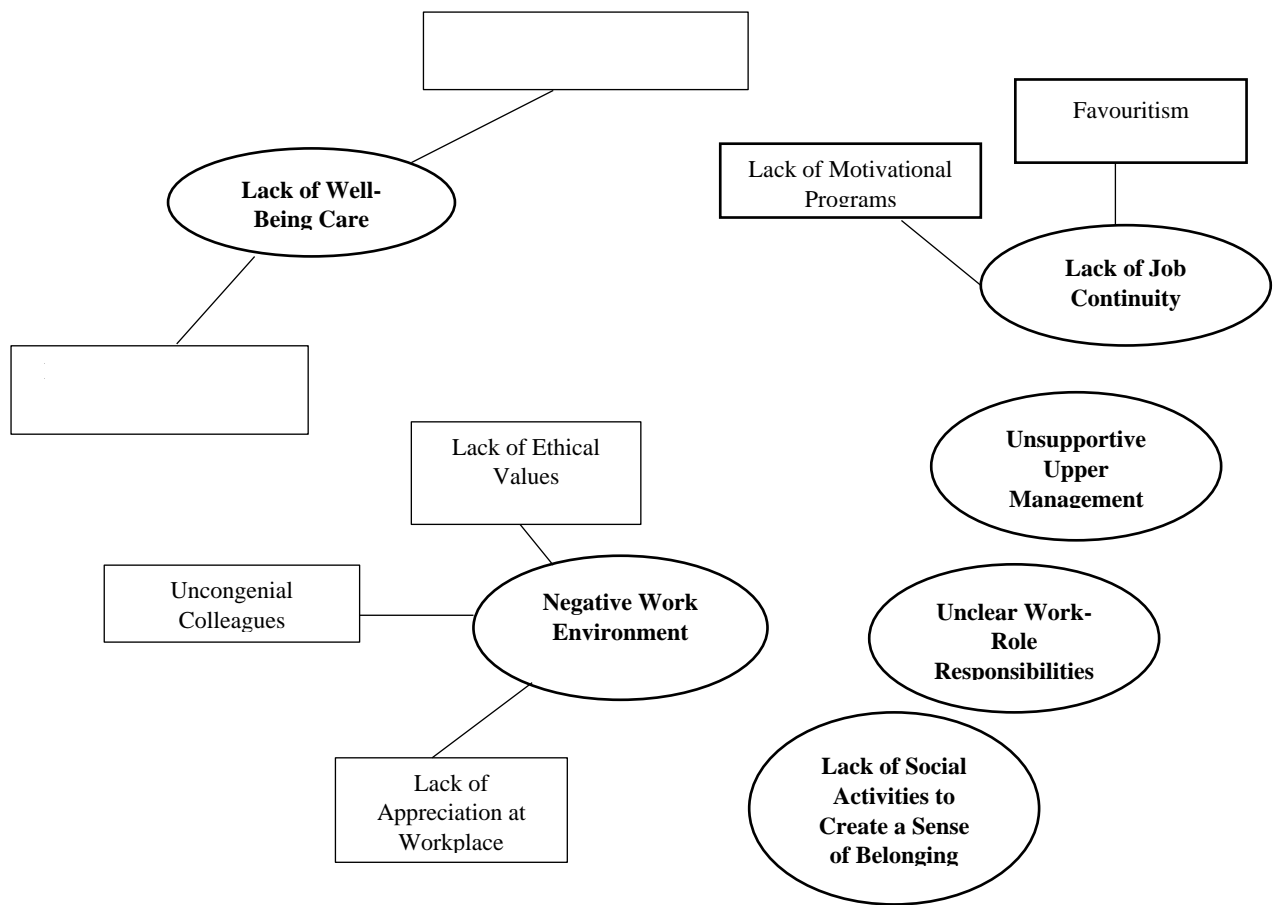


Figure 4.3: Thematic Map for H7b Focus Group Meetings

4.3.2.5. Phase 5: Defining and Naming Themes

During this phase, the researcher attempted to identify aspects of the data each theme captures and to determine what is of interest about them (Braun & Clarke, 2006). Accordingly, the researcher writes analysis for each theme pinpointed in the previous phase and identifies the story of each theme while considering how each theme is related to the fourth objective of the research. Aligned with the recommendation proposed by Braun & Clarke (2006), theme names were carefully selected to be punchy to provide a sense of what the theme is related to.

The sections below elaborate on the analytical work involved in thematic analysis, which is crucial in shaping analysis into its fine-grained structure. Discussion of literature has been incorporated to associate the practice with related theory (Braun & Clarke, 2006).

4.3.2.5.1. Interview Theme: Lack of Job Security

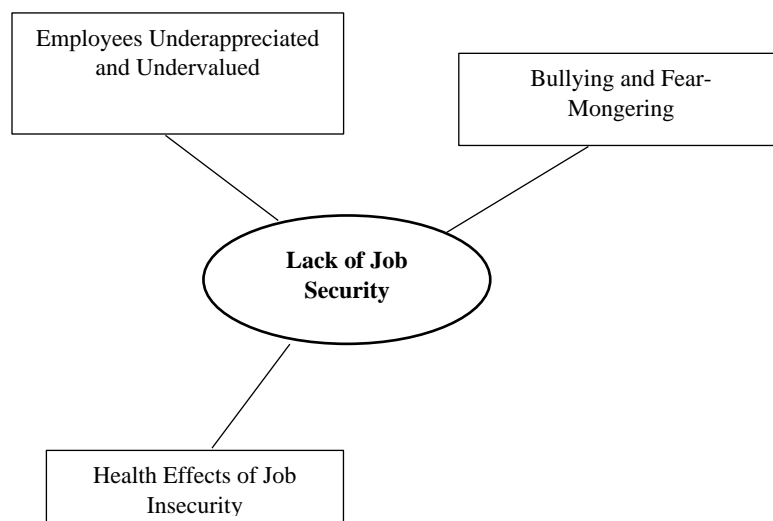


Figure 4.4: Interview Theme: Lack of Job Security

Employee uncertainty over potential job loss has often been assumed to have adverse effects. From an individual perspective, it is the health and well-being of employees that may be negatively affected, while, from an organisational perspective, work behaviours and attitudes may be affected negatively. Intervening factors between the experiencing of job insecurity and its consequences, such as perceptions of unfairness (Silla et al., 2010; Dachapalli & Parumasur, 2012; Stander & Rothmann, 2010) were well-articulated in the responses of the interviewees and shown as one of the related subtheme “Employees Underappreciated and Undervalued.” Job Insecurity has been

considered a work stressor with important implications from occupational, health, and managerial perspectives because of its negative consequences (Schreurs et al., 2010; Ferrie & Martikainen, 2007). Such studies corroborate with the research subtheme “Health Effects of Job Insecurity” that reflects participants’ symptoms of severe stress, anxiety, lack of sleep, and worries about overall wellbeing.

Further, exposure to workplace bullying behaviour may lead employees to perceive the continuity of their job to be threatened and display elevated job insecurity levels (Carroll & Lauzier, 2014; van den Broeck et al., 2011; Park & Ono, 2017). Likewise, Shallcross et al. (2008) note that bullying at the workplace is a severe and expensive phenomenon for organisations and the health of employees experiencing assault. Such action has been declared by one of the interviewees mentioning that the management at AVERDA at KAUST is biased, unsupportive towards its employees, and rarely curbing the act of bullying.

Even though the HR guidelines of AVERDA at KAUST aim to protect the rights of its employees and limit possible violations that may affect their rights, it needs to develop a better work environment that fosters CSR activities related to Job Security. Such activities include additional attention to areas related to psychological availability. Such areas include a supportive work environment that utilises a CSR strategy to enforce employee bullying regulatory measures. Mitigating the reasons behind the two sub-themes “Employees Underappreciated and Undervalued” and “Bullying and Fear-Mongering” can decrease adverse health side effects and increase the well-being of employees; a sub-theme related to Job Insecurity (LaVan & Martin, 2008; Kumar Vishwakarma et al., 2018; Sansone & Sansone, 2015)

4.3.2.5.2. Interview Theme: Employee Engagement

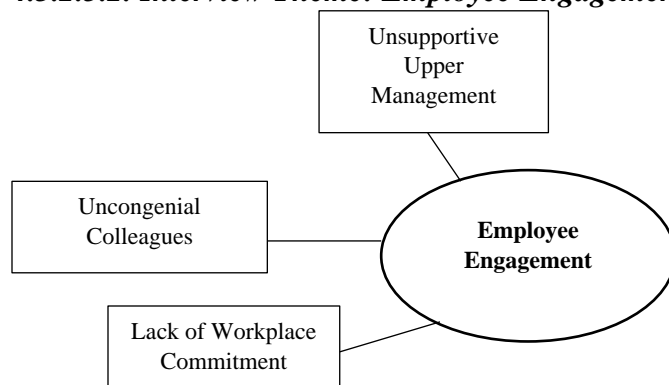


Figure 4.5: Interview Theme: Employee Engagement

Research on the antecedents of the central theme “Employee Engagement” can be grouped into two approaches, namely those related to work (Schaufeli & Bakker, 2004) and is associated with psychological conditions (Kahn, 1990). Research conducted by May et al. (2004) explained that employee relationships with co-workers and supervisors would increase psychological meaningfulness and employee engagement. Such study corroborates the link between the two subthemes “Supportive Upper Management” and “Uncongenial Colleagues” with the leading theme. Kahn (1990) proposed that leadership has the highest potential to influence followers' feelings of psychological safety by providing a supportive environment where one feels safe to engage in a task. This proposition confirms the subtheme “Unsupportive Upper Management” as one of the reasons for employee disengagement.

Further, the relationship between co-workers can be envisaged as a driver of engagement and “multiple studies show that companies which invest in the social connection of their staff have lower turnover rates, higher satisfaction levels and contribute more to revenue growth” (Lawson & McKinsey Company, 2009, p.3). Likewise, May et al. (2004) research results state that employee relationship with co-workers can increase employee engagement in the workplace. Employee engagement is a psychological condition that supports individuals at work (Macey & Schneider, 2008) and shows the relationship of employees with work and organisation. Accordingly, the subtheme “Uncongenial Colleagues” can be considered one of the main factors that affect the main them “Employee Engagement.”

Previous studies indicate that positive attitudes toward work, such as workplace commitment, appears to be related to work engagement (Schaufeli & Bakker, 2004). Such commitment constitutes the bond between the employee and the organisation (Martin & Roodt, 2008). Based on the literature above and related qualitative results, scoping the subtheme “Lack of Workplace Commitment” as one factor affecting the central theme is pertinent. Fourie et al. (2008) state that employees engaged in their work will be more committed to their work and organisation.

4.3.2.5.3. Interview Theme: Organisational Belonging

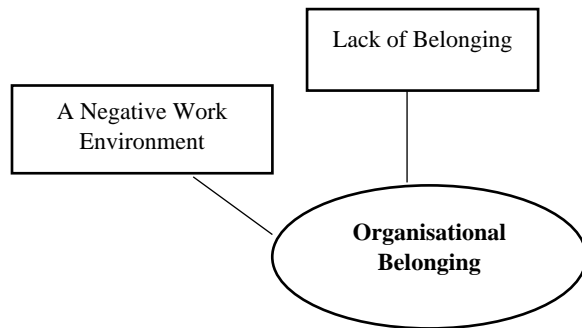


Figure 4.6: Interview Theme: Organisational Belonging

The central theme “Organisational Belonging” can be defined as employees’ connection and dependence on the organisation, which covers the feeling of occupational involvement and loyalty (Tabatabaee et al., 2016). Many scholars suggested that employees having more interactions within or beyond their workgroup, the more corporate environment and the stronger sense of belonging within the organisation can be perceived (Kapoor & Meachem, 2012; Singh & Rokade, 2014; Bryer, 2019). Such studies are aligned with the subtheme “Lack of Belonging” as one of the reasons for primary theme failure. Further, social isolation can be associated with a lack of a sense of belonging (Dávila & Jiménez García, 2012); a left-out feeling expressed by one interviewee. Additional support for the importance of belonging was given by Corey (2001, p.112), who stated that “Only when we have a sense of belonging we can act with courage in facing and dealing with our problems.”

The subtheme “A Negative Work Environment” has been enunciated as a determinant for the “Organisational Belonging” theme and captures the relationships among work colleagues and its effect on related interviewees. Decent communication with colleagues provides a feeling of belonging that fosters satisfaction (Chan & Mak, 2014; Gkorezis et al., 2015). Likewise, excellent communication with colleagues raises employees’ commitment to transmit positive information about the organisation (Myers et al., 2011; Jia et al., 2014).

4.3.2.5.4. Focus Group H4a Theme: Lack of Content with Performance Appraisal

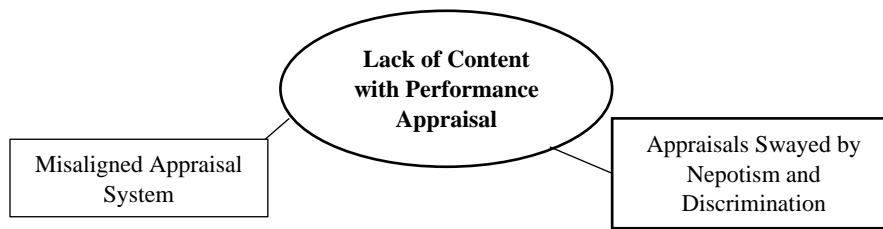


Figure 4.7: Focus Group H4a Theme: Lack of Content with Performance Appraisal

Performance appraisal may be defined as a structured formal interaction between a subordinate and supervisor in which the work performance of the subordinate is examined and discussed to identify weakness and strengths as well as opportunities for improvement and development of skills. On the other hand, a job description is a written statement that provides information on all the essential duties and responsibilities assigned to one or more individuals performing a job (Leon Rohr, 2016). The objective of performance appraisals is based on a well-thought-out job description. Appraisals underappreciated and lack of relevance can lead to dissatisfied and demotivated employees (Abu-Doleh & Weir, 2007). Even though many employees have reported resentment and lack of satisfaction with their implementation (Wright, 2002), the difference in perceptions of both appraisers and appraisees can also make the system fail (Wright, 2002), especially if they perceive the whole system is of no value and outcome (Abu-Doleh & Weir, 2007). Such studies confirm the research theme link between the “Lack of Content with Performance Appraisal” and “Misaligned Appraisal System.” Properly designed job descriptions and systematically designed appraisal form will enhance the link between employee and organisational goals.

Further issues raised by the findings were the curse of nepotism shackling the fairness process of appraisal. The held belief among participants that nepotism influences evaluation practice and affects the appraisal results and grades. This practice creates a deep sense of unfairness toward the entire appraisal process. Evidence from previous research shows that nepotism decreases fairness and integrity in the performance within the appraisal system (Sidani & Thornberry, 2013; Kellough & Nigro, 2002). Moreover, Branine & Pollard (2010) argue that the improper relationship between employees and their manager can cause irrelevant job performance.

4.3.2.5.5. Focus Group H4a Theme: Lack of Motivational Program

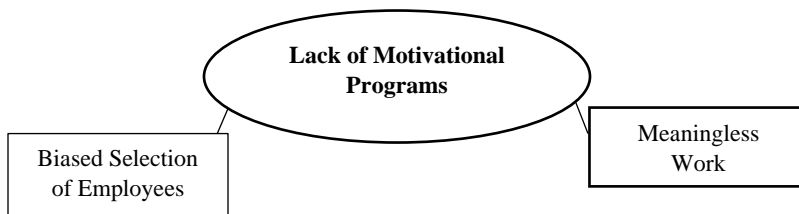


Figure 4.8: Focus Group H4a Theme: Lack of Motivational Program

The topic of motivation has been a popular concept among social scientists for decades. Motivation is the "degree to which an individual wants and chooses to engage in certain specified behaviours" (Mitchell, 1982, p. 82). Meaningful work has been reported to foster benefits to the employees and the organisation as an entity (Rosso et al., 2010). Related studies report that employees tend to prefer meaningful work to ensure work motivation (Alvesson, 2018). Further, motivational work characteristics enable people to reflect upon the role they would like to have in work or society (Humphrey et al., 2007). Accordingly, an employee may feel the work without meaning if there was a lack of motivational business programs.

Further, employees have work needs that a workplace needs to fulfil to avoid demotivation. The process of motivation is usually initiated by recognising an unsatisfied need. Symptoms of demotivation include negligence of duty (meaningless work) (Shamir, 1991; Brown et al., 2001) and feelings of unfairness in appraisals or motivational programs initiated by the organisation (Jawahar, 2007; Kavanagh & Brown, 2007). Such studies corroborate with the research finding linking motivational programs theme with work meaning and a good selection of employees.

4.3.2.5.6. Focus Group H4a Theme: Lack of Appreciation at Workplace

Appreciation is an essential element of a winning strategic reward system. It involves thankfulness to an employee for conducting satisfactory action. Such rewards help employees to weigh their performance accordingly (Deeprase, 2007). Employee appreciation could be negatively affected as appraisals may not encourage the assessment of past performance and reward employees based on their past performance (Yang & Choi, 2009), criteria are not designed in quantifiable and measurable terms (Michael Armstrong, 2017a), or lack of competence on the part of evaluators which results in rating and evaluation errors based on personal biases like stereotyping and halo

effect (Michael Armstrong, 2017b). Due to such unfavourable ratings, employees may resist the appraisal process.

4.3.2.5.7. Focus Group H4a Theme: Lack of Job Security

Performance appraisals can contribute to a positive work relationship that may lead to confidence in the security of an employee in the workplace (Cheng et al., 2012). However, an appraisal system that does not balance the interests of the employees and organisation can result in low productivity to achieve organisational goals and targets. The outcome can include feelings of job anxiety; as stated by one of the participants, “I am trying, but nothing seems to be working. I feel depressed and worried.”

4.3.2.5.8. Focus Group H4a Theme: Unclear Work-Role Responsibilities

Many scholars have long been interested in the relation between the individual and his role in the organisation (Kahn, 1990; Astakhova & Porter, 2015; Baumberg, 2014). Roberts (2003) explains that a reliable performance appraisal system is built up with clear and specific standards to measure job duties and responsibilities. Tahvanainen & Suutari (2005) indicated that clear work-role responsibilities need to be central in a performance setting. However, she argued that traditional appraisal takes place against a job description (an evaluation based on work duties and responsibilities). Based on these studies, the weak CSR link with performance appraisal in AVERDA at KAUST can be deduced from unclear work-role responsibilities or fit that many participants declared in their interviews (Roberts, 2003).

4.3.2.5.9. Focus Group H4a Theme: Unsupportive Upper Management

Management support is considered one of the main factors for the success of performance management systems (Mayer & Davis, 1999). Maintaining a dialogue with upper management is crucial to keep employee performance on track (Fletcher, 2013) and align the employee and the organisation's goals for mutual benefits (Kanji, 2002). Should the performance fall behind the objective level, the reasons behind the weakened performance need to be evaluated. Reasons can include a change in working conditions, insufficient management support, or objectives that are impossible to reach (Kuvaas, 2006). Accordingly, an effective employee performance management system needs the buy-in of the management for its success (Daoanis, 2012b). It is

through performance appraisal; the employer can assess employees for skills improvement. One of the issues screened with one of the participants mentioning that “Boss always say I am not doing my best.”

4.3.2.5.10. Focus Group H7b Theme: Unclear Work-Role Responsibilities

Role ambiguity can threaten the employee’s sense of control and create perceptions of job insecurity (Stout & Posner, 1984). Role ambiguity denotes a lack of information about job requirements and procedures aligned with unclear work-role responsibilities (David Shepherd & Fine, 1994). Such a view corroborates with this theme as one of the antecedents of job insecurity.

4.3.2.5.11. Focus Group H7b Theme: Lack of Well-Being Care

Many studies have documented that job insecurity is negatively related to employee well-being (De Witte et al., 2015; Wichert et al., 2000; Hvinden et al., 2019). Health complaints tend to increase with the level of job insecurity experienced (Greenhalgh & Rosenblatt, 1984; Schreurs et al., 2010; Ferrie & Martikainen, 2007). Further, Meltz (2012) defines job security as employees who keep working with the same organisation without weakening health and retirement benefits. In the context of this study, job security is a guarantee of employment, including retirement security, job insecurity, which threatens the life and work of employee positions in the company, and the fear of losing his job. Accordingly, these studies comply with this theme and its related two subthemes “Lack of Health Benefits” and “Lack of Retirement Benefits” as causes for job insecurity.

4.3.2.5.12. Focus Group H7b Theme: Unsupportive Upper Management

The importance of job security can be seen through the opposite, job insecurity. It has been discussed as reducing trust in top management and organisational commitment (Witte, 1999; Dutton & Ragins, 2007). Currently, widespread distrust in employee and employer relationships seems to come from job insecurity (Arnold & Staffelbach, 2012). Management support has been named a possible coping resource for reducing job insecurity perceptions (Eysenck, 1985; Beck, 1986; Stander & Rothmann, 2010). Further, job insecurity has been linked to reduced trust in

management (Lawal & Babalola, 2016; De Cuyper & De Witte, 2005) and lower job involvement levels (Zheng et al., 2014b; Stiglbauer et al., 2012).

4.3.2.5.13. Focus Group H7b Theme: Lack of Social Activities to Create a Sense of Belonging

A sense of belonging is an essential element in developing and maintaining a relationship with others and contributes to the well-being of employees (Bryer, 2019; Piccoli et al., 2017; Kapoor & Meachem, 2012). According to Limpanitgul et al. (2014), employees tend to engage in social relations in the organisation that shapes their work experience. Further, colleagues provide desirable support that makes positive work encounters that may lead other workers to a feeling of belonging and loyalty (Limpanitgul et al., 2014). When employees find the relationships between co-workers to being positive and supportive, they tend to feel belonging (Ferres et al., 2004; Asiwe et al., 2017). According to Mosaybian & Jafari (2017), to build a work environment that enhances organisational belonging and commitment, management needs to ensure that employees are satisfied with their jobs by providing job security. These studies mentioned above confirm the association between this theme and the job insecurity.

4.3.2.5.14. Focus Group H7b Theme: Negative Work Environment

This theme has revealed its importance as one of the main reasons for job insecurity. It has been reflected in both the interview and focus group meetings. Three subthemes have been articulated here named “Lack of Ethical Values,” “Uncongenial Colleagues,” and “Lack of Appreciation at Workplace.”

Uncongenial Colleagues or Co-worker support refers to co-workers assisting one another by sharing knowledge and expertise and providing encouragement and support (Dur & Sol, 2010). Poor co-worker relationships can lead to a negative work environment, weaker employee-management relationships, and decreased productivity (Ferres et al., 2004; May et al., 2004). Likewise, May et al. (2004) explained that employee relationships with co-workers and supervisors would affect the psychological safety of employees in the workplace.

Lambert et al. (2013) explain that affective commitment builds up when people believe that the organisation satisfies their needs and recognises that they are being treasured, respected, and

treated with dignity. Accordingly, the lack of workplace appreciation can decrease work commitment and increase the feelings of job insecurity.

Being ethical means applying honesty and fairness to co-workers' relationships (British Psychological Society, 2014). Ethical behaviour and corporate social responsibility can bring significant benefits to a business. Such responsibilities are those behaviours or activities expected of businesses by society and other stakeholders such as employees (Simionescu, 2015). However, Unethical behaviour or the inability to demonstrate corporate social responsibility can be less appealing to relevant stakeholders (Jung & Kim, 2016; Aslan et al., 2013).

4.3.2.5.15. Focus Group H7b Theme: Lack of Job Continuity

Non-managerial meetings revealed this theme as one of the causes for the weakness of the H7b hypothesis with two related subthemes, “Favouritism” and “Lack of Motivational Programs.”

Among contemporary business management problems are favouritism practices, which disregard the requirement for expertise, professional attitudes, and knowledge (Safina, 2015). It has detrimental effects when considered in terms of the organisation (Ferguson et al., 2017). In the case of inequality between the contribution made to the organization and the return obtained, employees start to think that they are working in an unfair environment. Arasli & Tumer (2008) identified that favouritism could reduce the confidence of the employer and increase the intention to quit the job (job insecurity) as the favouritism practices increase, the tendency to quit the job increase as well (Loewe et al., 2013). This stress factor inversely affects job continuity that is aligned with the topic theme.

Studies reveal that motivational job factors can stimulate employees in a business organisation (Parker, 2014; Fazıl Şenol, 2014; Ghodrati & Ghaffari Tabar, 2013; Ankudinov & Lebedev, 2014). It is reported by Barnett (2001) that for the retention of a productive workforce, it is essential to motivate the employee appropriately. If the task assigned to an employee is challenging, then it will increase the motivation level of the employee (Crossman & Abou-Zaki, 2003). Job insecurity relates to the perception that controls individuals have regarding their responsibilities at work. Accordingly, when a lack of control and changes in job characteristics have been perceived, employees will experience job insecurity (Chovwen & Ivensor, 2009). Such perception can yield

to determine that the lack of motivational programs at work can increase the feelings of job continuity and insecurity.

4.3.2.6. Phase 6: Analysis and Interpretation of Themes

The final phase of the analysis is the writing up of the findings (Braun & Clarke, 2006), and is about integrating the themes, using the data extracts, and creating an extensive narrative, that “...goes beyond the description of the data, and make an argument in relation to your research questions”; while it also “...provides a concise, coherent, logical, non-repetitive and interesting account of the story the data tell-within and across themes” (Braun & Clarke, 2006, p. 93).

Below sections weave the themes and related subthemes mentioned above with snippets of data extracts as potential reasons behind H4a and H7b hypotheses' weakness.

4.3.2.6.1. Main Theme: Lack of Job Security (related to H4a and H7b hypotheses)

Recognising the lack of job security was a critical aspect described by most of the interview and focus group participants. It is revealed as a common cause of weakness for H4a and H7b hypotheses. Interview participants expressed their feelings of discontent and uncertainty while talking about their future at the company. They were resentful having a constant fear of being bullied, undervalued and underappreciated at their current position. Three subthemes were deduced from the interview records, two from the H7b focus group, and one theme for H4a focus group transcripts reflecting feelings of depression and anxiety as stated by the participant MWK “I feel depressed and worried.” These subthemes were considered reasons for the incidence of this weakness:

4.3.2.6.1.1. Interview Subtheme: Employees Underappreciated and Undervalued

Interview participants pointed out that their contributions were not respected or appreciated. Owing to that, they lack the motivation and drive to share their thoughts or feedback with their colleagues about work and other initiatives. One of them indicated that job rotation was not appropriately conducted.

“At our company, employees are not that valued. Employees are rarely allowed to rotate positions within the company to gain knowledge and experience without another employee feeling threatened.” - FC

Another participant hinted out that there was no motivation to stay working in AVERDA at KAUST due to work stress, underpaid work, and without recognition.

“There is simply no motivation to remain because I feel stressed, underpaid and despite my honest hard work, I do not get recognized financially.” - AHR

4.3.2.6.1.2. Interview Subtheme: Bullying and Fear-Mongering

Many participants stated that they have to battle with workplace bullying and work in an environment teeming with fear. This constant fear of bullying caused them to feel anxious, fearful, and afraid, but the management turns a blind eye to this fear-mongering behaviour.

“Sometimes, I’m obliged to defend myself from bullying from co-workers. I do not get along well with my boss who does not give me a lot of feedback about my performance and how best I can improve so as to be more productive.” - AC

“The management has been doing less to curb such issues as bullying from colleagues.” - AHR

Further, they hinted that most employees are too afraid to do anything out of losing their jobs.

“I do not feel secure at my workplace. While I should spend my energy as a ... manager working on the welfare of other employees, I have to focus my energy on fighting bullying from co-workers and the management.” - AHR

4.3.2.6.1.3. Interview Subtheme: Health Effects of Job Insecurity

In response to having a sense of job security, many participants informed that they have this constant and nagging feeling of job insecurity, which can be stressful.

“I don’t have a good work relationship with my colleagues. I feel unengaged in our company because I feel frustrated by my colleagues who are unwilling to support me.” - AHR

They said that this "fear" of losing their jobs – is getting detrimental to their health than actually losing it.

"I have sleeping problems, along with stress and fatigue difficulties. I feel that nobody cares about my health and the pressure that could negatively affect my wellbeing." - FC

4.3.2.6.1.4. H7b Focus Group Subtheme: Favouritism

One of the participants expressed feelings of favouritism from their management.

"The work-role responsibilities are explained fairly, but sometimes favouritism comes to play. Some employees score more than they deserve." - VPW

Such feelings were rooted in existing relationships between specific employees and their supervisors/managers or governmental regulations to prefer and provide work priorities for the Saudis.

"Saudi Arabia is pushing to increase hiring locals and sooner or later this will affect my work." - AMK

"workers are being fired and replaced with the relatives and friends of the respective bosses" - SIC

4.3.2.6.2. H7b Focus Group Subtheme and H4a Main Theme: Lack of Motivational Programs

This subtheme was observed to be a common weakness for H7b and H4a hypotheses. H7b focus group participants informed that career and experience growth is not attainable.

"no room for growth as the company does not invest in staff training." - LDJ

Further, it is pinpointed that there was no plan for training or other motivational programs related to financial reasons.

"The company is struggling financially. They have cut off some programs and even laid off some workers. I don't know where this leaves me." - JAP

In addition to its occurrence in this central theme, it was reported as the leading theme (cause of weakness) for the H4a hypothesis. Below two subthemes were deduced from associated analysis; “Biased Selection of Employees” and “Meaningless Work.”

4.3.2.6.2.1. H4a Focus Group Subtheme: Biased Selection of Employees

Numerous participants in this group declared that bias in selecting specific employees for any motivational program was detected.

“Bias in selecting participants, especially in the departments.” - VPW

“the junior employees never get to participate or even benefit.” - JAP

Such organisational behaviour confirms the subtheme “Favouritism” indicated above, leading the employees to feel that their jobs are not secure.

“No. The company does not offer motivational programs to all employees.” – SIC

4.3.2.6.2.2. H4a Focus Group Subtheme: Meaningless Work

Meaningful work can be highly motivational, leading to improved performance. Inaptly, many participants reported that their work has little to no meaning.

“I used to find my work meaningful but not anymore.” - CKP

It has been informed that reasons can be due to a lack of employee importance and lack of motivational programs.

“No. my work here is not meaningful. Managers don’t seem to see my importance to the company.” - MWK

“No. my work in this company I find it less meaningful. I don’t feel dignified as a person.” - SAW

4.3.2.6.3. Main Theme: Work Engagement (related to H7b hypothesis)

Work engagement was one of the main reasons for weakness for H7b and was expressed by various interview participants. The causes of this weakness were articulated in the below three subthemes:

4.3.2.6.3.1. Interview Subtheme: Uncongenial Colleagues

In response to getting along with their colleagues, many participants highlighted the case of rampant dysfunction among co-workers. One of the participants has reported this concern due to the lack of support

“I don’t have a good work relationship with my colleagues. I feel unengaged in our company because I feel frustrated by my colleagues who are unwilling to support me.” - AHR

The same participant mentioned that related skills could not be shown and strengthened with management support.

“The management did not provide me with an opportunity to showcase my skills and strengths without hurting the progress of other members of staff.” – AHR

4.3.2.6.3.2. Interview Subtheme: A Lack of Workplace Connection

Several participants emphasised the lack of connection with their workplace. One of them mentioned the work environment's disconnection, causing work disengagement with plans to change the job soon.

“I’m not engaged at my current place of work, and I’m not that excited about my work. In my company, I do not feel I’m part of the company, and I’m not excited to go to work every morning...” – FC

4.3.2.6.3.3. Interview Subtheme and H4a/H7b Main Theme: Unsupportive Upper Management

Most interview participants indicated that they have unhelpful top management that does not heed their voices when taking steps to curb workplace bullying, nepotism, and favouritism.

“I have been working to convince the management of how best we can improve the welfare of our truck drivers and trash collectors. However, I fear that I have stated my case beyond what the management is capable of handling and have started to receive threats that I’m no longer needed.” - AHR

Moreover, the upper management of AVERDA at KAUST does not allow to voice the opinions of their employees, and if they do, they are victimized. This management has a condescending attitude and likes to nit-pick and micromanage its operations.

“Management is made up of biased people. They are unwilling to come through for employees who need help. They just want you to work without recognition. The management has been doing less to curb such issues as bullying from colleagues.” - AHR

Further, this subtheme was reported as one of H4a and H7b focus group participants' main themes. Many participants from the H4a group mentioned that their management was not supportive and did not anticipate the importance of the employee in their organisation.

“Boss always say I am not doing my best.” - MWK

“Managers do not seem to see my importance to the company.” - IKT

Further, several ones from the H7b group related their management's unsupportiveness to lack of leadership skills, lack of workload balance, and profit maximization without considering their employees' work benefits.

“Do feel secure in my current job but still feel my security could be higher if my employer was a better leader.” - CBC

“Work is not evenly distributed. The top managers allocate themselves less work hence overworking those at the bottom.” - JBJ

“What the management cares is money and how to mostly benefit from all of us.” – IKT

4.3.2.6.4. Main Theme: Organisational Belonging (related to H7b hypothesis)

Organisational belonging is one of the main factors for the success of a firm. Various employees with AVERDA at KAUST stated the lack of this feeling due to many reasons related to motivation, recognition, favouritism, and social activities. Two subthemes were extracted and labelled as “Lack of Belonging” and “Negative Work Environment.” Participants suggested that the company is doing very little to foster belonging in the workplace.

4.3.2.6.4.1. Interview Subtheme: Lack of Belonging

Many participants have informed the Lack of Belonging as one of the reasons for H7b weakness. Interview respondents AHR and RC pointed out that they do not have a sense of belonging to the company. They suggested that the company is doing very little in creating a culture of belonging, and the management is not recognising employees' accomplishments at work.

"I feel I do not belong to this company. There is simply no motivation to remain because I feel stressed, underpaid, and despite my honest hard work, I don't get recognized financially." - AHR

"I do not feel that part of the company. Despite the fact that I have a career goal or plan, the company does not have an investment plan on how I can gain more skills and knowledge." - RC

Focus group participants SIC and SAW indicated issues related to organisational belonging in AVERDA at KAUST that are linked to their disengagement with the company's social and informal activities.

"No, our company is not concerned with employees participating in social activities." - SIC

"There was a time the company used to engage the employees in informal activities. This gave us a sense of belonging." – SAW

4.3.2.6.4.2. Interview Subtheme and H7b Focus Group Theme: Negative Work Environment

Interview respondents were adamant about their negative work environment in AVERDA at KAUST and implied that it was frustrating to work in such an unconstructive workplace that does not appreciate work-life balance.

"I wish that our company can allow its employees to spend more time with their spouses and children" - FC

"Not a good place to work, management is biased, unsupportive toward its employees" - AHR

They mentioned that they sometimes think of finding another job as negative people surround them. They are reaching their breaking point because the negativity they have to deal with is becoming unbearable, and it is not worth the cost of their self-worth.

“If they feel you do not belong, the human resource manager is willing to fire you or provide you a warning letter telling you have not done a simple role. This is not a good place and job where the management is made up of biased people.” - AHR

On the other hand, research analysis for this interview subtheme pinpointed three subthemes for H7b focus group records, namely “Lack of Ethical Values,” “Uncongenial Colleagues,” and “Lack of Appreciation at Workplace.”

In response to what the focus group participants would like to achieve with their work in AVERDA at KAUST, many work activities have been reported to be unethical by the company. Setting unrealistic goals for the employees to accomplish,

“Setting of unrealistic goals and later pushing employees to reach those goals using poor working tools is the main reason for insecurity with this company.” - IKT

threatening to lay off individuals who request the status change,

“company is so prompt to laying off individuals who begin to ask more from the company.” - LDJ

and the mistrust environment among employees that seems to be supported by the management are excerpts of such activities.

“When you feel that your job is in danger, everything is fabricated, you know.” - JAAP

Such unethical activities seem to be reflected in the relationship among the employees. Wrong or misleading information was transpired to supervisors or managers,

“Some colleagues are not good, a times they can report wrong information to my boss.” - AMK

causing miscommunication problems and negative work environment.

“I have a problem relating with colleagues majorly because I speak my mind without pleasing anybody.” - JAP

Further, being honest or transparent can be problematic while communicating among colleagues. Such work settings have yielded to an environment supported by pretence and fake relationships.

“No, I don’t. There is a lot of pretences here.” - JAP

Many participants shared their views regarding the feeling of not getting appreciated at work by their employer.

“The company has not established ways of appreciating efforts and even reward best performers.” - MGA

They elaborated on how this lack of appreciation is undermining their efforts at work,

“Not really. I have not received any appreciation or salary increase or promotion for the last 5 years.” - VPW

affecting their productivity where they said there are days where they have strong feelings towards their employers.

“their work whether related to business or social have financial benefits to the company, and we do not feel involved or rewarded.” - JBJ

4.3.2.6.5. H4a and H7b Focus Group Theme: Unclear Work-Role Responsibilities

In response to workplace roles and responsibilities, many participants indicated a lack of a clear sense of direction.

“job responsibilities are not clearly defined some responsibilities are ambiguous and or overlapping.” - CBC

“Yes, however, as a company that values teamwork, you may be requested to assist in other areas that are outside your duties.” - VPW

Unclear roles and responsibilities are quite stressful.

“do not have a clear key performance indicator, and this makes it difficult for me to do them.”

- JBJ

They suggested that management is not on the same page with its employees. Even though several participants mentioned the request to do work activities not related to their job description for questions related to H4a and H7b,

“They are well defined but not often followed as sometimes you do tasks that are off the job description.” - CWM

They informed the repetition of responsibilities that end up reporting to different managers for the same job.

“The responsibilities can be stated in a more vivid manner to avoid reporting to two managers.” - MWK

“Believe that the responsibilities could have been stated more comprehensively so that I do not end up reporting to different managers for the same job.” - IKT

Lack of employee involvement to provide feedback on the changes impacting related job tasks can be one reason behind this work problem.

4.3.2.6.6. H4a Focus Group Theme: Lack of Appreciation at Workplace

Various participants of this group shared their views regarding not getting appreciated at work by their employers.

“My work engagement in my company is never noticed and hence never rewarded. Over the years, my manager never recognizes my effort despite the fact that I work hard every day” - JDJ

They elaborated on how this lack of appreciation undermines their efforts at work and affects their work productivity.

“No, my contribution to this company is not valued. There are times I have worked so hard, especially in teams, and the boss gives all the credits to another colleague. This is not fair, you know.” - MGA

4.3.2.6.7. H4a Focus Group Theme: Lack of Content with Performance Appraisal

One of the main themes that were extracted from the discussions related to H4a weakness was the (Dis)contentment with the performance appraisal and two subthemes that were deduced from the associated analysis: “Misaligned Appraisal System” and “Appraisals Swayed by Nepotism and Discrimination.” Most of the respondents registered their resentment with the management in response to the performance appraisal system. The respondents discussed many reasons for their dislike of performance appraisal because their managers did not always rate them objectively. They stated that the managers contaminate the appraisal process because things like nepotism and favouritism are quite rampant.

4.3.2.6.7.1. Subtheme: Misaligned Appraisal System

When the focus group participants were asked to comment on whether their appraisal system follows stated policies and procedures, many were quick to comment that their management did not practice what they have preached.

“...though there are some job responsibilities that are not included in the performance appraisal system, and hence I feel that some of the efforts in putting in such a job are not recognized.” - CBC

“responsibilities are not aligned to the performance appraisal system.” - IKT

Further, an apparent contradiction yields resentment, distrust, and unmet expectations among affected employees in AVERDA at KAUST.

“some of the responsibilities are too much demanding, and upon asking or clarification they are not answered.” – SAW

4.3.2.6.7.2. Subtheme: Appraisals Swayed by Nepotism and Discrimination

In response to what the participants would like to change in the appraisal system, most of them acknowledged the need to receive feedback. Many of them reflected the appraisal process as swayed by nepotism and discrimination that creeps its implementation.

“Performance appraisal at the company is partly unfair especially to an employee at junior levels.” - AMK

“The appraisals are influenced by other factors like nepotism, relationships, and discrimination here. This makes me feel out of place sometimes.” - VPW

Such organisational behaviour yields to demoralise employees and increase turnover rates.

“Some employees are favoured by the performance appraisal program.” – AMK

4.3.2.6.8. H7b Focus Group Theme: Lack of Well-Being Care

Providing inapt health and retirement care is considered detrimental to the employees, their families, and the organisation. Linking this theme with the interview subtheme “health effects of job insecurity” can be observed critically of providing adequate health and retirement plans for the employees to benefit. Such plans could be injected into the compensation plans provided by AVERDA at KAUST to resolve this case.

Below are extracts of participants’ responses categorised into two subthemes; “Lack of Health Benefits” and “Lack of Retirement Benefits.”

4.3.2.6.8.1. Subtheme: Lack of Health Benefits

Many participants reported low quality of health coverage than the hazardous work with AVERDA at KAUST.

“Health benefits being offered by the company are way low in comparison to the negative exposure we are exposed to in the company.” - AMK

“The health benefits being offered by the company are low, to the negative exposure we are exposed to in the company, hazardous chemicals, and other substances.” - CBC

Further, one of the participants mentioned delays in offering such services that affected families of employees.

“health insurance contributions are even submitted late by the company and this has affected my health care and that of my family.” – MGA

4.3.2.6.8.2. Subtheme: Lack of Retirement Benefits

Below participant revealed the lack of retirement benefits from associated plans that can be disturbing to work and life balance. Even though this cause of weakness does not seem to be dominant, it needs to be addressed by the company as one of the main requirements for its success.

“the company has no retirement benefits for its employee is devastating.” – MWK

4.4. Summary of Qualitative Findings

This section's results and findings have enabled an exploration of the fourth research objective, “To explore the causes of potential weak relationships between CSR and employee loyalty determinant.” The interviews and focus groups' results showed many main and linked themes representing the causes of weakness related to the two research hypotheses, H4a, and H7b. The thematic map outlined in figure 4.1 revealed the managerial perceptions for the causes of weakness behind the relationship between CSR and Job insecurity. Such perceptions include lack of employee engagement, lack of organizational belonging, and lack of job security. Further, the non-managerial insights for the weakness of the current hypothesis (CSR and Job insecurity) include the lack of wellbeing care, lack of job continuity, negative work environment, unsupportive upper management, unclear work-role responsibilities, and the lack of social activities to create a sense of belonging. However, figure 4.3 shows the non-managerial themes that represent the reasons behind the weakness of the link between CSR and performance appraisal systems. The main themes are lack of appreciation of a workplace, lack

of job security, unsupportive upper management, unclear work-role responsibilities, lack of motivational programs, and lack of content with performance appraisals.

To consolidate and provide distinct themes as the main findings for the two research hypotheses' weakness, there is a selection of key ideas to consider while coming to this summary. Firstly, the weak hypothesis labelled as H4a between the corporate social activities conducted by AVERDA at KAUST, and its performance appraisal systems can be related to the lack of motivational programs, unclear work-role responsibilities, unsupportive management, lack of appreciation at the workplace, lack of job security, and lack of satisfaction with the implementation of the performance appraisal itself. Secondly, the weak relationship that is presented as H7b between CSR and job insecurity factors can be derived from aspects associated with work engagement, organisational belonging, lack of appreciation at the workplace, bullying, unsupportive management, unclear work-role responsibilities, negative work environment, and lack of well-being care.

Being responsible for the needs of society and conducting ethical business practices are now the standard expectations of the employees. Employees are not only concerned about the paycheck; they also look for meaning in their job. The present study attempts to understand the possibilities and challenges for a waste management company like AVERDA at KAUST to utilise CSR to increase employee loyalty. It is observed that there is a positive relationship between perceived CSR and employee job satisfaction, employee engagement, and organisational loyalty behaviour related to the organisation. Challenges to implementing CSR initiatives to increase employee loyalty in a Saudi business case company as AVERDA at KAUST have been explored with recommendations to address these issues for the benefit of the organisation, its employees, and the Community.

CHAPTER 5: RESEARCH DISCUSSION AND CONCLUSION

This chapter aims to provide the research findings and their alignment with related objectives. It provides a summary (section 5.1) concerning to research rationale, structure, and methodology. Section 5.2 maps research findings with literature for verification purposes. The remaining sections highlight the importance of research findings on the practitioners and policymakers, its limitations, and suggestions for future research.

5.1. Research Brief Summary

This research seeks to investigate the role of Corporate Social Responsibility in affecting the loyalty of employees within a business case named AVERDA Company at KAUST University. The call has been initiated based on two main needs. Firstly, the demand was initiated through a meeting with the branch manager of AVERDA at KAUST on the earth day event participation in 2014. The manager explained the interest to find out the effect of the CSR programs conducted by the firm on the loyalty and retention of the employees. The intent was communicated with the academic supervisor and attained the approval to search the literature and discover the need for such research. Preliminary research resulted in numerous definitions related to CSR and employee loyalty concepts. However, there was limited research covering the effect of CSR on one of the important assets for any organization; the employees. This literature gap was identified as a second need to initiate the research. After securing the academic approvals, the intention to start the research within the branch of AVERDA at KAUST was communicated with the branch manager.

Because of the various definitions observed in the literature, there was a need to clarify the related dimensions for CSR and employee loyalty. Accordingly, the first objective, “to provide dimensional clarity for CSR and employee loyalty,” was identified as a research requirement. Throughout the literature search, it became obvious the need to utilize Dahlsrud (2008) CSR dimensions and the two determinants of employee loyalty pinpointed by Niesink (2010). Consequently, the second objective, “to assess the relationship between CSR dimensions & employee satisfaction,” and the third objective, “to investigate the relationship between CSR dimensions and employee engagement,” were raised as essential requirements to be investigated in the research. Research conceptual and theoretical frameworks were articulated

to examine the relationships between CSR and employee loyalty to meet the aforementioned research needs. Building up the Research theoretical framework was gradual as the relationships between the dimensions of CSR and the components of employee satisfaction and employee engagement were being stated in the literature review chapter. These relationships were aiming to meet the second and third objectives of the study. The fourth objective, “to explore the causes of potential weak relationships between CSR & employee loyalty determinant,” was raised to investigate the reasons behind the weakness of two research hypotheses: H4a (CSR and performance appraisal) and H7b (CSR and Job Insecurity).

The current study aims for analytical generalization and expanding the research findings' transferability to similar contexts. It is not targeting to rank the CSR stance of AVERDA at KAUST, but rather to investigate the effect of the CSR programs captured within the dimensions of Dashlud on the employee determinates declared by Neinsek. The below section illustrates the research findings and triangulate them with related literature.

5.2. Mapping Research Findings with Literature

Linking research outcomes with related literature are considered to be an essential task to validate findings. The below table exhibits twenty research results that are the reasons for H4a and H7b hypotheses' weaknesses. These findings intersect with the contextual research environment illustrated in Chapter 2 and Chapter 4 and with areas related to “Wasta” and favouritism (Mohamed & Hamdy, 2008; Oldham & Cummings, 1996), Bullying and Fear-Mongering (LaVan & Martin, 2008; Kumar Vishwakarma et al., 2018; Sansone & Sansone, 2015); nepotism (Barnett et al., 2013); Unclear Work-Role Responsibilities (AVERDA-HR Officer Profile, 2017b), organizational belonging (Stazyk et al., 2011), negative work environment (Bekele et al., 2014; Geldenhuys et al., 2014), and lack of Job Security (Witte, 1999); Probst (2002); Greenhalgh and Rosenblatt (1984); De Cuyper & De Witte, 2005; Näswall et al., 2005). These findings were submitted to the branch manager of AVRERDA at KAUST for further review and consideration in October 2019. The researcher advised the manager to mitigate these findings as reasons for the two research hypotheses' weaknesses. Accordingly, the branch manager consents the need to create a mitigation plan after granting the proper approvals from corporate management. Further, the manager confirmed that the plan

should increase the CSR initiatives undertaken by the company in KAUST on the loyalty of its employees, the main call that triggered the initiation of this thesis. Below is the tabular representation of each finding linked with related hypothesis and literature along with the page number illustrated in this dissertation:

SN	Finding Description	Affected Hypothesis	Related to Literature	Page No.
1	Lack of Job Security	H7b, H4a	Silla et al., 2010; Dachapalli & Parumasur, 2012; Stander & Rothmann, 2010	110
			Schreurs et al., 2010; Ferrie & Martikainen, 2007	111
			Cheng et al., 2012	116
			Witte (1999) and Probst (2002), Greenhalgh and Rosenblatt (1984), De Cuyper & De Witte, 2005; Näswall et al., 2005; Zheng et al., 2014a; Piccoli et al., 2017, Kahn, 1990; Fenigstein et al., 1975; Goffman, 1959; Schlenker, 1992, Den Hartog et al., 2012; Yang et al., 2013	42,43
			SAGIA, 2005, AVERDA-HR Officer Profile, 2017b	43
2	Health effects of job insecurity	H7b	Schreurs et al., 2010; Ferrie & Martikainen, 2007	117
			Costas & Kärreman, 2013	43
3	Bullying and Fear-Mongering	H7b	Carroll & Lauzier, 2014; van den Broeck et al., 2011; Park & Ono, 2017, Shallcross et al. (2008); (LaVan & Martin, 2008; Kumar Vishwakarma et al., 2018; Sansone & Sansone, 2015	111
4	Employees underappreciated and undervalued	H4a, H7b	Schreurs et al., 2010; Ferrie & Martikainen, 2007	117
			LaVan & Martin, 2008; Kumar Vishwakarma et al., 2018; Sansone & Sansone, 2015	135
			Abu-Doleh & Weir, 2007	114
5	Employee Engagement	H7b	Schaufeli & Bakker, 2004; Kahn, 1990; May et al. (2004); Lawson & McKinsey Company, 2009; May et al. (2004); Macey & Schneider, 2008 ; Schaufeli & Bakker, 2004; Martin & Roodt, 2008; Fourie et al. (2008)	112
			Field & Buitendach, 2011; Ibrahim & Al Falasi, 2014b; Niesink, 2010; (Agarwal, 2014; Alarcon & Edwards, 2011; Macey & Schneider, 2008; C. Barnes & E. Collier, 2013; Hallberg & Schaufeli, 2006; Agarwal, 2014; Bakker & Demerouti, 2008; Biswas & Bhatnagar, 2013; Brunetto et al., 2012; Field &	21

			Buitendach, 2011; Gruman & Saks, 2011a; Moura et al., 2014; S.Radhika, 2016; Niesink, 2010; Ibrahim & Al Falasi, 2014a	
6	Unsupportive Upper Management	H4a, H7b	Kahn (1990), May et al. (2004)	117
			Gilley, 2000	38
			Mayer & Davis (1999), Fletcher (2013), Kanji (2002); Kuvaas (2006); Daoanis (2012)	116
			Witte, 1999; Dutton & Ragins, 2007; Arnold & Staffebach, 2012; Eysenck, 1985; Beck, 1986; Stander & Rothmann, 2010	117
			Lawal & Babalola, 2016; De Cuyper & De Witte, 2005; Zheng et al., 2014b; Stiglbauer et al., 2012	118
7	Uncongenial Colleagues	H7b	May et al. (2004); Lawson & McKinsey Company, 2009; Macey & Schneider, 2008	112
			Dur & Sol, 2010; Ferres et al., 2004; May et al., 2004; Lambert et al. (2013)	118
			British Psychological Society, 2014; Simionescu, 2015; Jung & Kim, 2016; Aslan et al., 2013	118
8	Lack of Workplace Commitment	H7b	Schaufeli & Bakker, 2004; Martin & Roodt, 2008; Fourie et al. (2008)	112
9	Organisational Belonging	H7b	Oprescu, 2012; Duthler & Dhanesh, 2018; May et al., 2004	20
			Stazyk et al., 2011	21
			Kuvaas, 2006; Obisi & Ph, 2011; Sudin, 2011; Ali et al., 2015; Hannay, 2010	27
			Bernadin, 2007; Cascio, 2010; Robbins, 2003; Asmawi-, 2017	29
			Albdour & Altarawneh, 2012; Hess & Warren, 2008; Pratt & Ashforth, Blake, 2003	36
			Tabatabaee et al., 2016; (Kapoor & Meachem, 2012; Singh & Rokade, 2014; Bryer, 2019; Dávila & Jiménez García, 2012; Chan & Mak, 2014; Gkorezis et al., 2015; Myers et al., 2011; Jia et al., 2014	113
10	A Negative Work Environment	H7b	Chan & Mak, 2014; Gkorezis et al., 2015; Myers et al., 2011; Jia et al., 2014	113
			Abraham, 2012; Turkeyilmaz et al., 2011	22
			Vinerean et al., 2013	39
			SAGIA, 2005	43
			Mosaybian & Jafari 2017; Ferres et al., 2004; May et al., 2004; Lambert et al. (2013)	118
11	Unclear Work-Role Responsibilities	H4a,H7b	AVERDA-HR Officer Profile, 2017b	35

			Carver & Scheier, 1978	43
			Kahn, 1990; Astakhova & Porter, 2015; Baumberg, 2014; Tahvanainen & Suutari (2005); Roberts, 2003	116
			Stout & Posner, 1984; David Shepherd & Fine, 1994	117
12	Lack of Content with Performance Appraisal	H4a	Leon Rohr, 2016; Abu-Doleh & Weir, 2007; Wright, 2002; bu-Doleh & Weir, 2007; (Sidani & Thornberry, 2013; Kellough & Nigro, 2002	114
13	Misaligned Appraisal System	H4a	Abu-Doleh & Weir, 2007; (Sidani & Thornberry, 2013; Kellough & Nigro, 2002	114
14	Appraisals Swayed by Nepotism and Discrimination	H4a, H7b	Barnett et al., 2013; Mohamed & Hamdy, 2008; Rosen, 2010; Yolles & Sawagvudcharee (2010)	12
			Weir & Hutchings, 2005	12
			Sidani & Thornberry, 2013; Kellough & Nigro, 2002	114
			Safina, 2015; Ferguson et al., 2017; Loewe et al., 2013	119
15	Lack of Motivational Programs	H4a, H7b	Mitchell, 1982, p. 82; Rosso et al., 2010; Alvesson, 2018; Humphrey et al., 2007; hamir, 1991; Brown et al., 2001; Jawahar, 2007; Kavanagh & Brown, 2007)	115
			Parker, 2003; Raza et al., 2015	105
16	Meaningless Work	H4a	Shamir, 1991; Brown et al., 2001; Jawahar, 2007; Kavanagh & Brown, 2007	115
17	Lack of Well-Being Care	H7b	De Witte et al., 2015; Wichert et al., 2000; Hvinden et al., (2019); Greenhalgh & Rosenblatt, 1984; Schreurs et al., 2010; Ferrie & Martikainen, 2007; Meltz (2012)	117
18	Lack of Health Benefits	H7b	Greenhalgh & Rosenblatt, 1984; Schreurs et al., 2010; Ferrie & Martikainen, 2007	117
19	Lack of Ethical Values	H7b	British Psychological Society, 2014; Simionescu, 2015; Simionescu, 2015	119
20	Lack of Social Activities to Create a Sense of Belonging	H7b	Bryer, 2019; Piccoli et al., 2017; Kapoor & Meachem, 2012; Limpanitgul et al. (2014); Ferres et al., 2004; Asiwe et al., 2017; Mosaybian & Jafari (2017).	118

Table 5.1: Mapping Research Findings with Literature

5.3. Mapping Research Findings with Research Contributions

The aforementioned research findings provide valuable information for the management of AVERDA at KAUST to grasp and resolve the causes of weakness for H4a and H7b hypotheses. Such attention realises the theoretical research framework as a model to evaluate the effect of CSR on the loyalty of employees. Research findings shed light on functional and operational

areas (corporate management, HR, and logistics) in the company that need consideration from the management and respond to the call from the branch manager of AVERDA at KAUST to evaluate the impact of the CSR programs offered by the company on the loyalty of its employees. Further, this research reacted to the requests by many scholars to conduct studies addressing the relationship between CSR activities and organisational loyalty in emerging economies. It attempts to add a building block to the mosaic portrait of CSR and employee loyalty concepts within the MENA region in general and Saudi Arabia in particular.

5.4. Practitioners and Policy-Makers

Findings are considered to be valuable for the practitioners and the policy-makers. Present research offers information to formulate employee-related strategies to increase employee satisfaction and work engagement. Further, the study offers useful orientations for the researcher on this subject. It has been established in the study that CSR activities of the organization have a positive impact on employee engagement and employee satisfaction components of employee loyalty. Accordingly, the practitioners need to emphasize engaging employees to enhance their motivation and loyalty towards the organizational goals and serve as volunteers to develop their Community. Attention needs to be considered while defining and communicating the CSR objectives of the organization with the employees to achieve higher levels of satisfaction and engagement.

For the policy-makers, organizational policies must be formulated to support the satisfaction, engagement, and loyalty of related employees. Psychological needs of employees and a positive working environment need to be considered while developing or maintaining the policy and procedures of an organization. Employee satisfaction and engagement depend on how organizations manage and treat their employees and the levels of tangible or intangible benefits they receive from their work. Accordingly, policymakers need to be attentive to these issues to ensure employee loyalty and retention.

5.5. Research Limitations

Even though this study presents essential managerial insights, it is not without its limitations. The main limitation of this study is that it aims to collect empirical evidence based on a single case industry. In a nation such as Saudi Arabia, with its diverse geographies, a future study may wish to receive and examine data from various locations and validate those data sets quantitatively, qualitatively, or both. CSR is a concept that may be interpreted differently, so care needs to be taken to establish a comprehensive understanding. Measures of research were drawn on self-reported data on the perceptions of AVERDA at KAUST employees. Although researchers argue that this is a valid source of data (Spector, 1994; Leung, 2001), it can also create common method bias (Gorrell et al., 2011; Sedgwick, 2013). Recommendations from various scholars were followed for minimizing this bias, such as ensuring the confidentiality of respondents, providing a cover letter that explains the purpose of the study, and measuring predictors and dependent variables separately (Brick, 2018; Freedman, 2004; Diekmann, 2011; Hammersley & Gomm, 1997).

Further, the mixed-method approach can be addressed as a limitation of quantitative and qualitative methods. It restricts the investigator to emphasize a single method, resulting in a composite analysis of understanding both research methods' results. The possibility that some of the informants had certain expectations related to the researcher as a Lebanese student cannot be disregarded either. Such perception might have led them to provide different explanations of aspects of this field than they may have for a student from another country or company.

5.6. Suggestions for Further Research

Future research can look for more evidence on the findings of this study. Present research emphasized on the concepts related to specific CSR dimensions, employee satisfaction, and engagement. For further research, researchers can explore additional or complementary concepts that may include employee motivation, work-life balance, leadership, and safety issues to provide comprehensive and evidence-based research. Further, Future research needs

to focus on a comparative investigation. Research conceptual and theoretical models are acquired from the literature review and strengthened by a business case of an organization that pays attention to social and environmental management. It is translated by the CSR initiatives wherein the organization is participating. To improve the results and strengthen the assumptions, comparative analysis can be conducted with an organization with an intensive CSR policy with current research findings to validate and provide empirical evidence for the business and the academe.

Future research needs to focus on environmental aspects that address the companies' environmental responsibilities towards their Community. Research can be conducted on CSR initiatives of the company and their impact on employee motivation and job performance. Accordingly, CSR awareness is becoming a crucial factor in increasing employee motivation, which can be explored further.

Another interesting topic for further research is revealed in the study of Rupp et al. (2006), stating that theoretical development should focus on the role of individual differences and the moderating effects of these differences on CSR perception. People have different opinions about CSR, and there is a significant possibility that these differences in opinion cause differences in CSR perception.

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APPENDICES

RS-CSREL-RDC-APP

Mail - mohamad.bacho@research.staffs.ac.uk

<https://outlook.office.com/owa/?realm=student.staffs.ac.uk>

RDC1 Approval

HOLBROOK Julia

Fri 9/22/2017 5:38 PM

To: BACHO Mohamad <b012442c@student.staffs.ac.uk>; 'kingbasha@yahoo.com' <kingbasha@yahoo.com>;

Cc: PETROU Anastasis <Anastasis.Petrou@staffs.ac.uk>;

Importance: High

Dear Mohamad

RDC1 – Application to register for a Professional Doctorate - DBA

With reference to your above application which was considered by our BLE School Research Degree Sub-Committee on 20 September, 2017, your registration was approved.

Date and Period of Registration

Start Date: 28 January 2013

Mode of Study: Part Time

Supervision Team: Principal Supervisor – Dr Anastasis Petrou
Second Supervisor – Alison Maguire

Title of Research Project: Evaluate the extent to which corporate social responsibility (CSR) affects the loyalty of employees: The case of AVERDA Company at King Abdullah University for Science and Technology (KAUST) in the Kingdom of Saudi Arabia.

Finally, on behalf of the Committee, may I take this opportunity to wish you every success with your research project.

Kind regards

Julia

Julia Holbrook
Student and Course Administrator
Student and Course Administration
Staffordshire University
Room B108, Brindley Building
Stoke-on-Trent Campus
Leek Road
Staffordshire
ST4 2DF
UK

Tel: +44 (0)1782 294147
Email: j.holbrook@staffs.ac.uk

III-RM-FORM-CM-V1

AVERDA at KAUST Survey Project

Consent Form

NAME _____

Has the purpose of the research project been explained to you? **Yes / No**

Have you been given an information sheet about the research? **Yes / No**

Have you been given the opportunity to ask questions about the project? **Yes / No**

Do you understand that you are free to leave at any time without giving an explanation?
Yes / No

Do you understand that you do not have to answer anything you do not wish to?
Yes / No

Do you understand that you have the right to ask for the recorder (if used) to be switched off at any point?
Yes / No / Not applicable

I confirm that this information has been provided prior to the research. I agree to take part in this research project.

Signed _____

Date _____

Researcher _____

III-RM-FORM-CM-V2

AVERDA at KAUST Survey Project

Consent Form

Has the purpose of the research project been explained to you? **Yes / No**

Have you been given an information sheet about the research? **Yes / No**

Do you understand that you are free to leave at any time without giving an explanation?

Yes / No

Do you understand that you do not have to answer anything you do not wish to?

Yes / No

I confirm that this information has been provided prior to the research. I agree to take part in this research project.

	Participant – Blank if Anonymous	Researcher
Name		
Signature		
Date		

AVERDA at KAUST Survey Project

Questionnaire Information Sheet

What is the project about?

The researcher is collecting information on how you feel and react with the social initiatives implemented by AVERDA at King Abdullah University for Science and Technology (KAUST) and to what extent you think such initiatives affect the loyalty of its employees.

How you have been chosen?

You have been chosen as part the research sampling process that selected you randomly as per your work allocation.

Why you have been chosen?

You have been selected to participate in this questionnaire as an employee of AVERDA at KAUST because your opinion is important for success of this survey.

What does taking part involve?

Taking part involves participating in a structured questionnaire lasting around 20 minutes.

What will happen to the information I provide?

Access to the research data will be limited to the researcher.

Participation in this study is voluntary - you are not under any obligation to consent. Submitting a completed questionnaire/survey is an indication of your consent to participate in the study. You can withdraw at any stage prior to submitting your completed questionnaire/survey by advising me if present or by emailing me at the below email. Once you have submitted your questionnaire/survey anonymously, your responses cannot be withdrawn.

Who is the Researcher?

The project is conducted by Mr. Mohamad Bacho.

If you have any questions about the project please contact Mr. Bacho by:

Mobile: +966504374600

Email : b012442c@student.staffs.ac.uk

AVERDA at KAUST Survey Project

Questionnaire Information Sheet

What is the project about?

The researcher is collecting information on how you feel and react with the social initiatives implemented by AVERDA at KAUST and to what extent you think such initiatives affect the loyalty of its employees.

How you have been chosen?

You have been chosen as part the research sampling process that selected your Company at KAUST.

Why you have been chosen?

You have been selected to participate in this questionnaire as an employee of AVERDA at KAUST since your opinion is important for the success of this survey.

What does taking part involve?

Taking part involves participating in a structured questionnaire lasting around 30 minutes.

What will happen to the information I provide?

Access to the research data will be limited to the researcher.

Participation in this study is voluntary - you are not under any obligation to consent. Submitting a completed questionnaire/survey is an indication of your consent to participate in the study. You can withdraw at any stage prior to submitting your completed questionnaire/survey by advising me if present or by emailing me at the below email. Once you have submitted your questionnaire/survey anonymously, your responses cannot be withdrawn.

Who is the Researcher?

The project is conducted by Mr. Mohamad Bacho.

If you have any questions about the project please contact:

Mr. Mohamad Bacho	Researcher	b012442c@student.staffs.ac.uk
Prof. Ahmad Mlouk	First Supervisor	a.mlouk@staffs.ac.uk
Prof. Bharati Singh	Second Supervisor	bharati.singh@staffs.ac.uk

Questionnaire on the Impact of Corporate Social Responsibility on the Loyalty of Employees

Dear Sir/Madam,

This survey is being conducted to better understand the construct of Corporate Social Responsibility (CSR) with AVERDA at KAUST. We are requesting your participation to complete this questionnaire. Please note:

- The questionnaire will take around 30 minutes to complete. Your participation in this study is voluntary. There is no penalty if you choose not to participate or to withdraw from the questionnaire.**
- This survey is completely anonymous and confidential.**
- Be assured that I will have access to individual responses, and they will be used for research purposes only.**
- Neither your name nor any other type of identifiable information will be publicly used.**

**Sincerely,
Doctoral Candidate**

Please complete all the sections.

Section A: Corporate Social Responsibility at your Company:

Q.1 Corporate Social Responsibility (CSR) at your Company is mainly: (Kindly circle the alphabet corresponding the best-fit for you or write your CSR understanding in the “Other” choice)

- A) “A concept whereby your Company integrate social and environmental concerns in its business operations and in their interaction with stakeholders on a voluntary basis.”
- B) “The commitment of your Company to comply with its required legal obligations, and environmental and health and safety regulations across all business practices.”
- C) “The commitment of your Company to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.”
- D) “A concept whereby your Company decides to contribute to a better society and a cleaner environment.”

Other:

Section B: Corporate Social Responsibility Activities at Your Company

Q.2 The Company is involved in a number of CSR activities. From the list below please indicate the extent to which you are aware of by circling your answer to each statement.

	Activity Description	Aware & Involved	Aware Not Involved	Not Aware & Not Involved
1	Provide Reverse Vending Machines to KAUST	1	2	3
2	Provide Bulb Eating Machines to KAUST	1	2	3
3	Providing Environmentally Friendly Operational Vehicles	1	2	3
4	Supporting KAUST during Water scarcity on November 2014	1	2	3
5	Supporting KAUST during rain flood on November 2009	1	2	3
6	Provide Healthcare Programs to employees	1	2	3

7	Participating in the Earth day event	1	2	3
8	Vocational training for technical staff	1	2	3
9	Providing Recreational activities for staff at Your Company Camp	1	2	3
10	Prioritize Locals' employment	1	2	3
11	Comply with ZAKAT	1	2	3

Please list other Corporate Social Responsibility activities you have seen the company participating in:

12. _____

13. _____

14. _____

15. _____

Q.3 To what level the below activities mean anything to you? Please include the activities you listed as 15 –20 in Q.2 above.

	Activity Description	Means a Lot	Means a Little	Has No Meaning
1	Provide Reverse Vending Machines to KAUST	1	2	3
2	Provide Bulb Eating Machines to KAUST	1	2	3
3	Providing Environmentally Friendly Operational Vehicles	1	2	3
4	Supporting KAUST during Water scarcity on November 2014	1	2	3
5	Supporting KAUST during rain flood on November 2009	1	2	3
6	Provide Healthcare Programs to employees	1	2	3

7	Participating in the Earth day event	1	2	3
8	Vocational training for technical staff	1	2	3
9	Providing Recreational activities for staff at Your Company Camp	1	2	3
10	Prioritize Locals' employment	1	2	3
11	Comply with ZAKAT	1	2	3
12		1	2	3
13		1	2	3
14		1	2	3
15		1	2	3

Section C: Employee Satisfaction Assessment at Your Company

Q.4 To what extent do you agree with the following statements concerning your work?
Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My Company empowers me to provide societal support for KAUST	1	2	3	4	5
2	My Company empowers me by providing team spirit support	1	2	3	4	5
3	I have the proper work encouragement from my Company	1	2	3	4	5
4	My company provides training and development opportunities to realize my career goals.	1	2	3	4	5
5	My environmental awareness has been increased with training	1	2	3	4	5
6	My company provides training initiatives to improve renew my work related skills	1	2	3	4	5
7	My department encourages teamwork.	1	2	3	4	5

8	Sufficient effort is made to get the opinions and ideas of employees.	1	2	3	4	5
9	There is coordination between my department and others with whom I need to work with.	1	2	3	4	5
10	I'm satisfied with the appraisal system because it is linked with clear reward structure	1	2	3	4	5
11	My motivation programs are organized and conducted according to the planned calendar	1	2	3	4	5
12	My Company's responsible meets with me on a regular basis for coaching and counselling	1	2	3	4	5
13	Compensation plans of AVERDA at KAUST are meeting my work and life goals	1	2	3	4	5
14	I'm satisfied with my work because I have satisfactory compensation plan	1	2	3	4	5
15	My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company	1	2	3	4	5
16	I'm satisfied at work because there is appreciation for my additional work responsibility	1	2	3	4	5
17	I feel motivated at work because I can express my abilities freely	1	2	3	4	5
18	I have a sense of meaning from my work because my Company addresses my need to develop my job	1	2	3	4	5
19	I feel work-engaged because my work is aligned with my values	1	2	3	4	5
20	I sense meaningfulness because my Company is socially responsible	1	2	3	4	5
21	I devote more time and energy to my work because I view my work in my Company as a career	1	2	3	4	5
22	I can express myself freely at work because my supervisor is supportive	1	2	3	4	5
23	I feel work-engaged because my supervisor is supportive	1	2	3	4	5

24	I learn from my mistakes because my supervisor supports me	1	2	3	4	5
25	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships	1	2	3	4	5
26	Social activities of my Company are improving my relation with my colleagues	1	2	3	4	5
27	My co-workers relations affect my commitment to my Company	1	2	3	4	5
28	Rules controlling my relations with co-workers are negatively affecting my work productivity	1	2	3	4	5
29	Social activities of my Company are providing me work trust and security	1	2	3	4	5
30	My Company is governed by behavioural and emotional dimensions of work	1	2	3	4	5
31	I feel work-disengaged whenever there are no physical resources available to complete my work	1	2	3	4	5
32	I'm work-engaged because I have the proper tools for my job	1	2	3	4	5
33	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources	1	2	3	4	5
34	Even if I did the best job possible, my company would fail to notice	1	2	3	4	5
35	I'm not work-engaged because I'm worried about what others think of me at work	1	2	3	4	5
36	Social activities of my Company are not providing me a sense of belonging to my Company	1	2	3	4	5
37	My family engagement is positively affected by working outside my Company	1	2	3	4	5
38	I do not need a prior approval from my Company if I want to work outside it on leisure basis	1	2	3	4	5
39	Social and Environmental activities of my Company	1	2	3	4	5

	provide me more reason to work outside without excuse					
--	--	--	--	--	--	--

Questionnaire on the Impact of Corporate Social Responsibility on the Loyalty of Employees

Dear Participant,

This survey is being conducted to better understand the constructs of Corporate Social Responsibility (CSR) and Employee Loyalty with AVERDA at KAUST. We are requesting your participation to complete this questionnaire. Please note:

- Your participation in this study is voluntary. There is no penalty if you choose not to participate or to withdraw from the questionnaire.**
- This survey is completely anonymous and confidential.**
- Be assured that only the researcher will have access to individual responses, and they will be used for research purposes only.**
- Neither your name nor any other type of identifiable information will be publicly used.**

Sincerely,

Doctoral Candidate

Please complete all the sections.

Section A: Corporate Social Responsibility at your Company:

Q.1 Corporate Social Responsibility (CSR) at your Company is mainly: (Kindly circle the alphabet corresponding the best-fit for you or write your CSR understanding in the “Other” choice)

- E) “A concept whereby your Company integrate social and environmental concerns in its business operations and in their interaction with stakeholders on a voluntary basis.”
- F) “The commitment of your Company to comply with its required legal obligations, and environmental and health and safety regulations across all business practices.”
- G) “The commitment of your Company to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.”
- H) “A concept whereby your Company decides to contribute to a better society and a cleaner environment.”

Other:

Section B: Corporate Social Responsibility Activities at Your Company

Q.2 The Company is involved in a number of CSR activities. From the list below please indicate the extent to which you are aware of by circling your answer to each statement.

	Activity Description	Aware & Involved	Aware Not Involved	Not Aware & Not Involved
1	Provide Reverse Vending Machines to KAUST	1	2	3
2	Provide Bulb Eating Machines to KAUST	1	2	3
3	Providing Environmentally Friendly Operational Vehicles	1	2	3
4	Supporting KAUST during Water scarcity on November 2014	1	2	3
5	Supporting KAUST during rain flood on November 2009	1	2	3
6	Provide Healthcare Programs to employees	1	2	3

7	Participating in the Earth day event	1	2	3
8	Vocational training for technical staff	1	2	3
9	Providing Recreational activities for staff at Your Company Camp	1	2	3
10	Prioritize Locals' employment	1	2	3
11	Comply with ZAKAT	1	2	3

Please list other Corporate Social Responsibility activities you have seen the company participating in:

12. _____

13. _____

14. _____

15. _____

Section C: Employee Satisfaction Assessment at Your Company

Q.4 To what extent do you agree with the following statements concerning your work?
Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My Company empowers me to provide societal support for KAUST	1	2	3	4	5
2	My Company empowers me by providing team spirit support	1	2	3	4	5
3	My Company encourages me to assist KAUST members to promote their environmental awareness	1	2	3	4	5

4	My company provides training and development opportunities to realize my career goals.	1	2	3	4	5
5	My environmental awareness has been increased with training	1	2	3	4	5
6	My company provides training initiatives to improve/renew my work related skills	1	2	3	4	5
7	My department encourages teamwork.	1	2	3	4	5
8	Work assignments are distributed fairly.	1	2	3	4	5
9	There is coordination between my department and others with whom I need to work with.	1	2	3	4	5
10	I'm satisfied with the appraisal system because it is linked with clear reward structure	1	2	3	4	5
11	My motivation programs are organized and conducted according to the planned calendar	1	2	3	4	5
12	My Company's responsible meets with me on a regular basis for coaching and counselling	1	2	3	4	5
13	My Company communicates its compensation system with me	1	2	3	4	5
14	I'm satisfied with my work because I have satisfactory compensation plan	1	2	3	4	5
15	My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company	1	2	3	4	5
16	I'm satisfied at work because there is appreciation for my additional work responsibility	1	2	3	4	5
17	I feel motivated at work because I can express my abilities freely	1	2	3	4	5
18	I have a sense of meaning from my work because my Company addresses my need to develop my job	1	2	3	4	5
19	I feel work-engaged because my work is aligned with my values	1	2	3	4	5
20	I sense meaningfulness because my Company is socially responsible	1	2	3	4	5

21	I devote more time and energy to my work because I view my work in my Company as a career	1	2	3	4	5
22	I can express myself freely at work because my supervisor is supportive	1	2	3	4	5
23	I feel work-engaged because my supervisor is supportive	1	2	3	4	5
24	I learn from my mistakes because my supervisor supports me	1	2	3	4	5
25	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships	1	2	3	4	5
26	Social activities of my Company are improving my relation with my colleagues	1	2	3	4	5
27	HR department periodically assess my co-workers relations	1	2	3	4	5
28	Rules controlling my relations with co-workers are negatively affecting my work productivity	1	2	3	4	5
29	Social activities of my Company are providing me work trust and security	1	2	3	4	5
30	My Company encourages work relations based on honesty and transparency	1	2	3	4	5
31	I feel work-disengaged whenever there are no physical resources available to complete my work	1	2	3	4	5
32	I'm work-engaged because I have the proper tools for my job	1	2	3	4	5
33	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources	1	2	3	4	5
34	Even if I did the best job possible, my company would fail to notice	1	2	3	4	5
35	I'm not work-engaged because I'm worried about what others think of me at work	1	2	3	4	5
36	Social activities of my Company are not providing me a sense of belonging to my Company	1	2	3	4	5

37	My family engagement is positively affected by working outside my Company	1	2	3	4	5
38	I do not need a prior approval from my Company if I want to work outside it on leisure basis	1	2	3	4	5
39	Social and Environmental activities of my Company provide me more reason to work outside without excuse	1	2	3	4	5

Questionnaire on the Impact of Corporate Social Responsibility on the Loyalty of Employees

Dear Sir/Madam,

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- Be assured that only the main researcher will have access to individual responses, and they will be used for research purposes only.**
- Neither your name nor any other type of identifiable information will be publicly used.**

**Sincerely,
Doctoral Candidate**

Please complete all the sections.

Section A: Jun et al. (2006) Satisfaction Measure at your Company:

Q.1 To what extent do you agree with the following statements concerning your work satisfaction? Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I would recommend this organization to a friend if he/she were looking for a job.	1	2	3	4	5
2	I feel personal satisfaction when I do my job well.	1	2	3	4	5
3	I am proud to tell people that I am part of this organization.	1	2	3	4	5
4	This is the best organization for me to work for.	1	2	3	4	5

Section B: May et al. (2004) Engagement Measure at Your Company

Q.2 To what extent do you agree with the following statements concerning your work engagement? Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Performing my job is so absorbing that I forget about everything else. (EE, SR)	1	2	3	4	5
2	I often think about other things when performing my job	1	2	3	4	5
3	I am rarely distracted when performing my job	1	2	3	4	5
4	Time passes quickly when I perform my job.	1	2	3	4	5
5	I really put my heart into my job	1	2	3	4	5
6	I get excited when I perform well on my job	1	2	3	4	5
7	I often feel emotionally detached from my job	1	2	3	4	5
8	My own feelings are affected by how well I perform my job	1	2	3	4	5
9	I exert a lot of energy performing my job	1	2	3	4	5
10	I stay until the job is done	1	2	3	4	5
11	I avoid working overtime whenever	1	2	3	4	5

	possible					
12	I take work home to do	1	2	3	4	5
13	I avoid working too hard	1	2	3	4	5

Section C: Employee Loyalty determinants at Your Company

To what extent do you agree with the following statements concerning your work? Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I have the authority to correct problems when they occur	1	2	3	4	5
2	I have a lot of control over how I do my job	1	2	3	4	5
3	I'm allowed to be creative when I deal with problems at work	1	2	3	4	5
4	I favour my Company because it provides me training and developmental programs	1	2	3	4	5
5	I'm satisfied with my job because I have work-related training	1	2	3	4	5
6	Because of the training I have in my Company, I'm more efficient in my job now compared to when I have started	1	2	3	4	5
7	Working as a team inspires me to do the best.	1	2	3	4	5
8	Everyone in my team values what each member contributes to the team.	1	2	3	4	5
9	Team members frequently go beyond what is required and do not hesitate to take initiative.	1	2	3	4	5
10	I'm satisfied with my performance appraisal because it is fair	1	2	3	4	5
11	My sense of belonging to my Company is increased because my performance appraisal is fair	1	2	3	4	5
12	My performance appraisal is fair because it recognizes my effort and contribution to the organisation	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
13	I'm satisfied with my salary because my Company communicated its salary system with me	1	2	3	4	5
14	My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as medical insurance and retirement plans	1	2	3	4	5
15	I like to stay with my Company because its compensation system is effective with me	1	2	3	4	5
16	I'm satisfied with my job because my Company offers me the opportunity to use my knowledge, skills, and abilities	1	2	3	4	5
17	My company compensates the additional work offered to me	1	2	3	4	5
18	I feel more loyal and productive because my Company enriches my work responsibilities	1	2	3	4	5
19	I participate in activities that are congruent with my values and beliefs	1	2	3	4	5
20	I'm energized to exceed my work expectations because they fit with my role in my Company	1	2	3	4	5
21	I'm engaged with my work because it fits with my role in my Company	1	2	3	4	5
22	I learn from my work mistakes because my direct supervisor is supportive	1	2	3	4	5
23	I'm more engaged with my work because my direct supervisor supports me	1	2	3	4	5
24	I feel psychologically safe because I have attention from my direct supervisor	1	2	3	4	5
25	My relations with my colleagues is positively related with my team cohesion	1	2	3	4	5
26	I'm satisfied with my work because I have good work relations with my colleagues	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
27	I feel motivated for my work because my relations with my colleagues are considered to be satisfactory	1	2	3	4	5
28	I'm able to be creative at work because of the norms controlling my relations with my colleagues	1	2	3	4	5
29	I feel psychologically safe at work because of the norms controlling my relations with my colleagues	1	2	3		
30	I'm able to be productive at work because of the norms controlling my relations with my colleagues	1	2	3	4	5
31	My work strengths have been utilized by my Company	1	2	3	4	5
32	My work perceptions vary and depend on the complexity of the task assigned	1	2	3	4	5
33	I feel physically or psychologically disengaged whenever there are depletion of resources affecting my Company	1	2	3	4	5
34	I feel secured at work because my Company cares about my health and wellbeing	1	2	3	4	5
35	I feel secured at work because I consume energy on issues related to my work-role assignments	1	2	3	4	5
36	I feel secured at work because I have job involvement	1	2	3	4	5
37	I do not focus on my work because of my outside activities that are not related to my organization	1	2	3	4	5
38	I will not have more work experience if I do activities that are not related to my organization	1	2	3	4	5
39	My sleep time is less when I do activities that are not related to my organization	1	2	3	4	5

Questionnaire on the Impact of Corporate Social Responsibility on the Loyalty of Employees

Dear Participant,

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Doctoral Candidate

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Section A: Jun et al. (2006) Satisfaction Measure at your Company:

Q.1 To what extent do you agree with the following statements concerning your work satisfaction? Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I would recommend this organization to a friend if he/she were looking for a job.	1	2	3	4	5
2	I feel personal satisfaction when I do my job well.	1	2	3	4	5
3	I am proud to tell people that I am part of this organization.	1	2	3	4	5
4	This is the best organization for me to work for.	1	2	3	4	5

Section B: May et al. (2004) Engagement Measure at Your Company

Q.2 To what extent do you agree with the following statements concerning your work engagement? Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Performing my job is so absorbing that I forget about everything else. (EE, SR)	1	2	3	4	5
2	I often think about other things when performing my job	1	2	3	4	5
3	I am rarely distracted when performing my job	1	2	3	4	5
4	Time passes quickly when I perform my job.	1	2	3	4	5
5	I really put my heart into my job	1	2	3	4	5
6	I get excited when I perform well on my job	1	2	3	4	5
7	I often feel emotionally detached from my job	1	2	3	4	5
8	My own feelings are affected by how well I perform my job	1	2	3	4	5
9	I exert a lot of energy performing my job	1	2	3	4	5
10	I stay until the job is done	1	2	3	4	5
11	I avoid working overtime whenever	1	2	3	4	5

	possible					
12	I take work home to do	1	2	3	4	5
13	I avoid working too hard	1	2	3	4	5

Section C: Employee Loyalty determinants at Your Company

To what extent do you agree with the following statements concerning your work? Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I have the authority to correct problems when they occur	1	2	3	4	5
2	I have control over how I do my job	1	2	3	4	5
3	I'm allowed to provide enhanced ideas when I deal with problems at work	1	2	3	4	5
4	I favour my Company because it provides me training and developmental programs	1	2	3	4	5
5	I'm satisfied with my job because I have work-related training	1	2	3	4	5
6	Because of the training I have in my Company, my job performance has increased compared to when I joined the Company	1	2	3	4	5
7	Teamwork spirit inspires me to perform my job in the best way	1	2	3	4	5
8	Everyone in my team values what each member contributes to the team.	1	2	3	4	5
9	Team members frequently go beyond what is required and do not hesitate to take initiative.	1	2	3	4	5
10	I'm satisfied with my performance appraisal because it measures my work activities objectively	1	2	3	4	5
11	My sense of belonging to my Company is increased because my performance appraisal	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	measures my work activities objectively					
12	My contribution to AVERDA at KAUST is reflected in my performance appraisal	1	2	3	4	5
13	I'm satisfied with my salary because my Company communicated its salary system with me	1	2	3	4	5
14	My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as medical insurance and retirement plans	1	2	3	4	5
15	I would like to stay with my Company because its compensation system is meeting my current and future plans	1	2	3	4	5
16	I'm satisfied with my job because my Company offers me the opportunity to use my knowledge, skills, and abilities	1	2	3	4	5
17	My work overtime is compensated by my Company at all times	1	2	3	4	5
18	My loyalty to AVERDA at KAUST is increased because it provides the environment to add value to my work responsibilities	1	2	3	4	5
19	I participate in activities that are congruent with my values and beliefs	1	2	3	4	5
20	I'm energized to exceed my work expectations because they fit with my role in my Company	1	2	3	4	5
21	I'm engaged with my work because it fits with my role in my Company	1	2	3	4	5
22	I learn from my work mistakes because my direct supervisor is supportive	1	2	3	4	5
23	I'm more engaged with my work because my direct supervisor supports me	1	2	3	4	5
24	I feel psychologically safe because I have attention from my direct supervisor	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
25	My relations with my colleagues is positively related with my team cohesion	1	2	3	4	5
26	I'm satisfied with my work because I have good work relations with my colleagues	1	2	3	4	5
27	I'm work-motivated because of the positive relationship with my work colleagues	1	2	3	4	5
28	I'm able to be creative at work because of the norms controlling my relations with my colleagues	1	2	3	4	5
29	I feel psychologically safe at work because of the norms controlling my relations with my colleagues	1	2	3	4	5
30	Co-worker norms increases my work productivity at my Company	1	2	3	4	5
31	My work strengths have been utilized by my Company	1	2	3	4	5
32	My work perceptions vary and depend on the complexity of the task assigned	1	2	3	4	5
33	I feel physically or psychologically disengaged whenever there are depletion of resources affecting my Company	1	2	3	4	5
34	I feel secured at work because my Company cares about my health and wellbeing	1	2	3	4	5
35	I feel secured at work because I consume energy on issues related to my work-role assignments	1	2	3	4	5
36	I feel secured at work because I have job involvement	1	2	3	4	5
37	I do not focus on my work because of my outside activities that are not related to my organization	1	2	3	4	5
38	I will not have more work experience if I do activities that are not related to my organization	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
39	My sleep time is less when I do activities that are not related to my organization	1	2	3	4	5

III-RM-NMCSR-V1

Questionnaire on the Impact of Corporate Social Responsibility on the Loyalty of Employees

Dear Sir/Madam,

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- Neither your name nor any other type of identifiable information will be publicly used.**

Sincerely,

Doctoral Candidate

Q.1 To what extent do you agree with the following statements concerning your work?

Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My Company empowers me to provide societal support for KAUST	1	2	3	4	5
2	My Company empowers me by providing team spirit support	1	2	3	4	5
3	I have the proper work encouragement from my Company	1	2	3	4	5
4	My company provides training and development opportunities to realize my career goals.	1	2	3	4	5
5	My environmental awareness has been increased with training	1	2	3	4	5
6	My company provides training initiatives to improve renew my work related skills	1	2	3	4	5
7	My department encourages teamwork.	1	2	3	4	5
8	Sufficient effort is made to get the opinions and ideas of employees.	1	2	3	4	5
9	There is coordination between my department and others with whom I need to work with.	1	2	3	4	5
10	I'm satisfied with the appraisal system because it is linked with clear reward structure	1	2	3	4	5
11	My motivation programs are organized and conducted according to the planned calendar	1	2	3	4	5
12	My Company's responsible meets with me on a regular basis for coaching and counselling	1	2	3	4	5
13	Compensation plans of AVERDA at KAUST are	1	2	3	4	5

	meeting my work and life goals					
14	I'm satisfied with my work because I have satisfactory compensation plan	1	2	3	4	5
15	My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company	1	2	3	4	5
16	I'm satisfied at work because there is appreciation for my additional work responsibility	1	2	3	4	5
17	I feel motivated at work because I can express my abilities freely	1	2	3	4	5
18	I have a sense of meaning from my work because my Company addresses my need to develop my job	1	2	3	4	5
19	I feel work-engaged because my work is aligned with my values	1	2	3	4	5
20	I have developed improved methods because my work is aligned with my values	1	2	3	4	5
21	I devote more time and energy to my work because I view my work in my Company as a career	1	2	3	4	5
22	I can express myself freely at work because my supervisor is supportive	1	2	3	4	5
23	I feel work-engaged because my supervisor is supportive	1	2	3	4	5
24	I learn from my mistakes because my supervisor supports me	1	2	3	4	5
25	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships	1	2	3	4	5
26	Social activities of my Company are improving my relation with my colleagues	1	2	3	4	5

27	My co-workers relations affect my commitment to my Company	1	2	3	4	5
28	Rules controlling my relations with co-workers are negatively affecting my work productivity	1	2	3	4	5
29	Social activities of my Company are providing me work trust and security	1	2	3	4	5
30	My Company is governed by behavioural and emotional dimensions of work	1	2	3	4	5
31	I feel work-disengaged whenever there are no physical resources available to complete my work	1	2	3	4	5
32	I'm work-engaged because I have the proper tools for my job	1	2	3	4	5
33	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources	1	2	3	4	5
34	Even if I did the best job possible, my company would fail to notice	1	2	3	4	5
35	I'm not work-engaged because I'm worried about what others think of me at work	1	2	3	4	5
36	Social activities of my Company are not providing me a sense of belonging to my Company	1	2	3	4	5
37	My family engagement is positively affected by working outside my Company	1	2	3	4	5
38	I do not need a prior approval from my Company if I want to work outside it on leisure basis	1	2	3	4	5
39	Social and Environmental activities of my Company provide me more reason to work outside without excuse	1	2	3	4	5

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	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	My Company empowers me to provide societal support for KAUST	1	2	3	4	5
2	My Company empowers me by providing team spirit support	1	2	3	4	5
3	My Company encourages me to assist KAUST members to promote their environmental awareness	1	2	3	4	5
4	My company provides training and development opportunities to realize my career goals.	1	2	3	4	5
5	My environmental awareness has been increased with training	1	2	3	4	5
6	My company provides training initiatives to improve/renew my work related skills	1	2	3	4	5
7	My department encourages teamwork.	1	2	3	4	5
8	Work assignments are distributed fairly.	1	2	3	4	5
9	There is coordination between my department and others with whom I need to work with.	1	2	3	4	5
10	I'm satisfied with the appraisal system because it is linked with clear reward structure	1	2	3	4	5
11	My motivation programs are organized and conducted according to the planned calendar	1	2	3	4	5
12	My Company's responsible meets with me on a regular basis for coaching and counselling	1	2	3	4	5
13	My Company communicates its	1	2	3	4	5

	compensation system with me					
14	I'm satisfied with my work because I have satisfactory compensation plan	1	2	3	4	5
15	My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company	1	2	3	4	5
16	I'm satisfied at work because there is appreciation for my additional work responsibility	1	2	3	4	5
17	I feel motivated at work because I can express my abilities freely	1	2	3	4	5
18	I have a sense of meaning from my work because my Company addresses my need to develop my job	1	2	3	4	5
19	I feel work-engaged because my work is aligned with my values	1	2	3	4	5
20	I sense meaningfulness because my Company is socially responsible	1	2	3	4	5
21	I devote more time and energy to my work because I view my work in my Company as a career	1	2	3	4	5
22	I can express myself freely at work because my supervisor is supportive	1	2	3	4	5
23	I feel work-engaged because my supervisor is supportive	1	2	3	4	5
24	I learn from my mistakes because my supervisor supports me	1	2	3	4	5
25	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships	1	2	3	4	5
26	Social activities of my Company are improving my relation with my colleagues	1	2	3	4	5

27	HR department periodically assess my co-workers relations	1	2	3	4	5
28	Rules controlling my relations with co-workers are negatively affecting my work productivity	1	2	3	4	5
29	Social activities of my Company are providing me work trust and security	1	2	3	4	5
30	My Company encourages work relations based on honesty and transparency	1	2	3	4	5
31	I feel work-disengaged whenever there are no physical resources available to complete my work	1	2	3	4	5
32	I'm work-engaged because I have the proper tools for my job	1	2	3	4	5
33	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources	1	2	3	4	5
34	Even if I did the best job possible, my company would fail to notice	1	2	3	4	5
35	I'm not work-engaged because I'm worried about what others think of me at work	1	2	3	4	5
36	Social activities of my Company are not providing me a sense of belonging to my Company	1	2	3	4	5
37	My family engagement is positively affected by working outside my Company	1	2	3	4	5
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Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I have the authority to correct problems when they occur	1	2	3	4	5
2	I have a lot of control over how I do my job	1	2	3	4	5
3	I'm allowed to be creative when I deal with problems at work	1	2	3	4	5
4	I favour my Company because it provides me training and developmental programs	1	2	3	4	5
5	I'm satisfied with my job because I have work-related training	1	2	3	4	5
6	Because of the training I have in my Company, I'm more efficient in my job now compared to when I have started	1	2	3	4	5
7	Working as a team inspires me to do the best.	1	2	3	4	5
8	Everyone in my team values what each member contributes to the team.	1	2	3	4	5
9	Team members frequently go beyond what is required and do not hesitate to take initiative.	1	2	3	4	5
10	I'm satisfied with my performance appraisal because it is fair	1	2	3	4	5
11	My sense of belonging to my Company is increased because my performance appraisal is fair	1	2	3	4	5
12	My performance appraisal is fair because it recognizes my effort and contribution to the organisation	1	2	3	4	5
13	I'm satisfied with my salary because my Company communicated its salary system with me	1	2	3	4	5
14	My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	medical insurance and retirement plans					
15	I like to stay with my Company because its compensation system is effective with me	1	2	3	4	5
16	I'm satisfied with my job because my Company offers me the opportunity to use my knowledge, skills, and abilities	1	2	3	4	5
17	My company compensates the additional work offered to me	1	2	3	4	5
18	I feel more loyal and productive because my Company enriches my work responsibilities	1	2	3	4	5
19	I participate in activities that are congruent with my values and beliefs	1	2	3	4	5
20	I'm energized to exceed my work expectations because they fit with my role in my Company	1	2	3	4	5
21	I'm engaged with my work because it fits with my role in my Company	1	2	3	4	5
22	I learn from my work mistakes because my direct supervisor is supportive	1	2	3	4	5
23	I'm more engaged with my work because my direct supervisor supports me	1	2	3	4	5
24	I feel psychologically safe because I have attention from my direct supervisor	1	2	3	4	5
25	My relations with my colleagues is positively related with my team cohesion	1	2	3	4	5
26	I'm satisfied with my work because I have good work relations with my colleagues	1	2	3	4	5
27	I feel motivated for my work because my relations with my colleagues are considered to be satisfactory	1	2	3	4	5
28	I'm able to be creative at work because of the norms controlling my relations with my colleagues	1	2	3	4	5
29	I feel psychologically safe at work because of the norms	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	controlling my relations with my colleagues					
30	I'm able to be productive at work because of the norms controlling my relations with my colleagues	1	2	3	4	5
31	My work strengths have been utilized by my Company	1	2	3	4	5
32	My work perceptions vary and depend on the complexity of the task assigned	1	2	3	4	5
33	I feel physically or psychologically disengaged whenever there are depletion of resources affecting my Company	1	2	3	4	5
34	I feel secured at work because my Company cares about my health and wellbeing	1	2	3	4	5
35	I feel secured at work because I consume energy on issues related to my work-role assignments	1	2	3	4	5
36	I feel secured at work because I have job involvement	1	2	3	4	5
37	I do not focus on my work because of my outside activities that are not related to my organization	1	2	3	4	5
38	I will not have more work experience if I do activities that are not related to my organization	1	2	3	4	5
39	My sleep time is less when I do activities that are not related to my organization	1	2	3	4	5

Questionnaire on the Impact of Corporate Social Responsibility on the Loyalty of Employees

Dear Participant,

This survey is being conducted to better understand the constructs of Corporate Social Responsibility (CSR) and Employee Loyalty with AVERDA at KAUST. We are requesting your participation to complete this questionnaire. Please note:

- Your participation in this study is voluntary. There is no penalty if you choose not to participate or to withdraw from the questionnaire.**
- This survey is completely anonymous and confidential.**
- Be assured that only the researcher will have access to individual responses, and they will be used for research purposes only.**
- Neither your name nor any other type of identifiable information will be publicly used.**

Sincerely,

Doctoral Candidate

Q.1 To what extent do you agree with the following statements concerning your work?

Please circle your response to each statement.

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	I have the authority to correct problems when they occur	1	2	3	4	5
2	I have control over how I do my job	1	2	3	4	5
3	I'm allowed to provide enhanced ideas when I deal with problems at work	1	2	3	4	5
4	I favour my Company because it provides me training and developmental programs	1	2	3	4	5
5	I'm satisfied with my job because I have work-related training	1	2	3	4	5
6	Because of the training I have in my Company, my job performance has increased compared to when I joined the Company	1	2	3	4	5
7	Teamwork spirit inspires me to perform my job in the best way	1	2	3	4	5
8	Everyone in my team values what each member contributes to the team.	1	2	3	4	5
9	Team members frequently go beyond what is required and do not hesitate to take initiative.	1	2	3	4	5
10	I'm satisfied with my performance appraisal because it measures my work activities objectively	1	2	3	4	5
11	My sense of belonging to my Company is increased because my performance appraisal measures my work activities objectively	1	2	3	4	5
12	My contribution to AVERDA at KAUST is reflected in my performance appraisal	1	2	3	4	5
13	I'm satisfied with my salary because my Company communicated its salary system with me	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
14	My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as medical insurance and retirement plans	1	2	3	4	5
15	I would like to stay with my Company because its compensation system is meeting my current and future plans	1	2	3	4	5
16	I'm satisfied with my job because my Company offers me the opportunity to use my knowledge, skills, and abilities	1	2	3	4	5
17	My work overtime is compensated by my Company at all times	1	2	3	4	5
18	My loyalty to AVERDA at KAUST is increased because it provides the environment to add value to my work responsibilities	1	2	3	4	5
19	I participate in activities that are congruent with my values and beliefs	1	2	3	4	5
20	I'm energized to exceed my work expectations because they fit with my role in my Company	1	2	3	4	5
21	I'm engaged with my work because it fits with my role in my Company	1	2	3	4	5
22	I learn from my work mistakes because my direct supervisor is supportive	1	2	3	4	5
23	I'm more engaged with my work because my direct supervisor supports me	1	2	3	4	5
24	I feel psychologically safe because I have attention from my direct supervisor	1	2	3	4	5
25	My relations with my colleagues is positively related with my team cohesion	1	2	3	4	5
26	I'm satisfied with my work because I have good work relations with my colleagues	1	2	3	4	5
27	I'm work-motivated because of the positive relationship with my work colleagues	1	2	3	4	5

	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
28	I'm able to be creative at work because of the norms controlling my relations with my colleagues	1	2	3	4	5
29	I feel psychologically safe at work because of the norms controlling my relations with my colleagues	1	2	3	4	5
30	Co-worker norms increases my work productivity at my Company	1	2	3	4	5
31	My work strengths have been utilized by my Company	1	2	3	4	5
32	My work perceptions vary and depend on the complexity of the task assigned	1	2	3	4	5
33	I feel physically or psychologically disengaged whenever there are depletion of resources affecting my Company	1	2	3	4	5
34	I feel secured at work because my Company cares about my health and wellbeing	1	2	3	4	5
35	I feel secured at work because I consume energy on issues related to my work-role assignments	1	2	3	4	5
36	I feel secured at work because I have job involvement	1	2	3	4	5
37	I do not focus on my work because of my outside activities that are not related to my organization	1	2	3	4	5
38	I will not have more work experience if I do activities that are not related to my organization	1	2	3	4	5
39	My sleep time is less when I do activities that are not related to my organization	1	2	3	4	5

IV-CB-NM

File name	Variable description	SPSS variable name	Coding instructions
H1a (Non-Managerial)	My Company empowers me to provide societal support for KAUST (H1aCSR)	Q.1.1	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	My Company empowers me by providing team spirit support (H1aCSR)	Q.1.2	Same as in Q.1.1
	My Company encourages me to assist KAUST members to promote their environmental awareness (H1aCSR)	Q.1.3	Same as in Q.1.1
	I have the authority to correct problems when they occur (H1aEL)	Q.1	Same as in Q.1.1
	I have a lot of control over how I do my job (H1aEL)	Q.2	Same as in Q.1.1
	I'm allowed to be creative when I deal with problems at work (H1aEL)	Q.3	Same as in Q.1.1

Codebook for Non-Managerial H1a Data File

File name	Variable description	SPSS variable name	Coding instructions
H2a (Non-Managerial)	My company provides training and development opportunities to realize my career goals. (H2aCSR)	Q.1.4	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	My environmental awareness has been increased with training (H2aCSR)	Q.1.5	Same as in Q.1.4
	My company provides training initiatives to improve/renew my work related skills (H2aCSR)	Q.1.6	Same as in Q.1.4
	I favour my Company because it provides me training and developmental programs (H2aEL)	Q.4	Same as in Q.1.4
	I'm satisfied with my job because I have work-related training (H2aEL)	Q.5	Same as in Q.1.4
	Because of the training I have in my Company, I'm more efficient in my job now compared to when I have started (H2aEL)	Q.6	Same as in Q.1.4

Codebook for Non-Managerial H2a Data File

File name	Variable description	SPSS variable name	Coding instructions
H3a (Non-Managerial)	My department encourages teamwork (H3aCSR)	Q.1.7	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	Work assignments are distributed fairly (H3aCSR)	Q.1.8	Same as in Q.1.7
	There is coordination between my department and others with whom I need to work with (H3aCSR)	Q.1.9	Same as in Q.1.7
	Working as a team inspires me to do the best (H3aEL)	Q.7	Same as in Q.1.7
	Everyone in my team values what each member contributes to the team (H3aEL)	Q.8	Same as in Q.1.7
	Team members frequently go beyond what is required and do not hesitate to take initiative (H3aEL)	Q.9	Same as in Q.1.7

Codebook for Non-Managerial H3a Data File

File name	Variable description	SPSS variable name	Coding instructions
H4a (Non-Managerial)	I'm satisfied with the appraisal system because it is linked with clear reward structure (H4aCSR)	Q.1.22	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree Same as in Q.1.22
	My motivation programs are organized and conducted according to the planned calendar (H4aCSR)	Q.1.23	Same as in Q.1.22
	My Company's responsible meets with me on a regular basis for coaching and counselling (H4aCSR)	Q.1.24	Same as in Q.1.22
	I'm satisfied with my performance appraisal because it is fair (H4aEL)	Q.10	Same as in Q.1.22
	My sense of belonging to my Company is increased because my performance appraisal is fair (H4aEL)	Q.11	Same as in Q.1.22
	My performance appraisal is fair because it recognizes my effort and contribution to the organisation (H4aEL)	Q.12	Same as in Q.1.22

Codebook for Non-Managerial H4a Data File

File name	Variable description	SPSS variable name	Coding instructions
H5a (Non-Managerial)	My Company communicates its compensation system with me (H5aCSR)	Q.1.13	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree Same as in Q.1.13
	I'm satisfied with my work because I have satisfactory compensation plan (H5aCSR)	Q.1.14	Same as in Q.1.13
	My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company (H5aCSR)	Q.1.15	Same as in Q.1.13
	I'm satisfied with my salary because my Company communicated its salary system with me (H5aEL)	Q.13	Same as in Q.1.13
	My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as medical insurance and retirement plans (H5aEL)	Q.14	Same as in Q.1.13
	I like to stay with my Company because its compensation system is effective with me (H5aEL)	Q.15	Same as in Q.1.13

Codebook for Non-Managerial H5a Data File

File name	Variable description	SPSS variable name	Coding instructions
H1b (Non-Managerial)	I'm satisfied at work because there is appreciation for my additional work responsibility (H1bCSR)	Q.1.16	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree Same as in Q.1.16
	I feel motivated at work because I can express my abilities freely (H1bCSR)	Q.1.17	Same as in Q.1.16
	I have a sense of meaning from my work because my Company addresses my need to develop and control my job (H1bCSR)	Q.1.18	Same as in Q.1.16
	I'm satisfied with my job because my Company offers me the opportunity to use my knowledge, skills, and abilities (H1bEL)	Q.16	Same as in Q.1.16
	My company compensates the additional work offered to me (H1bEL)	Q.17	Same as in Q.1.16
	I'm feel more loyal and productive because my Company enriches my work responsibilities (H1bEL)	Q.18	Same as in Q.1.16

Codebook for Non-Managerial H1b Data File

File name	Variable description	SPSS variable name	Coding instructions
H2b (Non-Managerial)	I feel work-engaged because my work is aligned with my values (H2bCSR)	Q.1.19	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree Same as in Q.1.19
	I sense meaningfulness because my Company is socially responsible (H2bCSR)	Q.1.20	Same as in Q.1.19
	I devote more time and energy to my work because I view my work in my Company as a career (H2bCSR)	Q.1.21	Same as in Q.1.19
	I participate in activities that are congruent with my values and beliefs (H2bEL)	Q.19	Same as in Q.1.19
	I'm energized to exceed my work expectations because they fit with my role in my Company (H2bEL)	Q.20	Same as in Q.1.19

I'm engaged with my work because it fits with my role in my Company (H2bEL)	Q.21	Same as in Q.1.19
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Codebook for Non-Managerial H2b Data File

File name	Variable description	SPSS variable name	Coding instructions
H3b (Non-Managerial)	I can express myself freely at work because my supervisor is supportive (H3bCSR)	Q.1.10	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I feel work-engaged because my supervisor is supportive (H3bCSR)	Q.1.11	Same as in Q.1.22
	I learn from my mistakes because my supervisor supports me (H3bCSR)	Q.1.12	Same as in Q.1.22
	I learn from my work mistakes because my direct supervisor is supportive (H3bEL)	Q.22	Same as in Q.1.22
	I'm more engaged with my work because my direct supervisor supports me (H3bEL)	Q.23	Same as in Q.1.22
	I feel psychologically safe because I have attention from my direct supervisor (H3bEL)	Q.24	Same as in Q.1.22

Codebook for Non-Managerial H3b Data File

File name	Variable description	SPSS variable name	Coding instructions
H4b (Non-Managerial)	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships (H4bCSR)	Q.1.25	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	Social activities of my Company are improving my relation with my colleagues (H4bCSR)	Q.1.26	Same as in Q.1.25
	HR department periodically assess my co-workers relations (H4bCSR)	Q.1.27	Same as in Q.1.25
	My relations with my colleagues is positively related with my team cohesion (H4bEL)	Q.25	Same as in Q.1.25
	I'm satisfied with my work because I have good work relations with my colleagues (H4bEL)	Q.26	Same as in Q.1.25
	I feel motivated for my work because my relations with my colleagues are considered to be satisfactory (H4bEL)	Q.27	Same as in Q.1.25

Codebook for Non-Managerial H4b Data File

File name	Variable description	SPSS variable name	Coding instructions
H5b (Non-Managerial)	Rules controlling my relations with co-workers are negatively affecting my work productivity (H5bCSR)	Q.1.28	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	Social activities of my Company are providing me work trust and security (H5bCSR)	Q.1.29	Same as in Q.1.28
	My Company encourages work relations based on honesty and transparency (H5bCSR)	Q.1.30	Same as in Q. 1.28
	I'm able to be creative at work because of the norms controlling my relations with my colleagues (H5bEL)	Q.28	Same as in Q. 1.28
	I feel psychologically safe at work because of the norms controlling my relations with my colleagues (H5bEL)	Q.29	Same as in Q. 1.28
	I'm able to be productive at work because of the norms controlling my relations with my colleagues (H5bEL)	Q.30	Same as in Q. 1.28

Codebook for Non-Managerial H5b Data File

File name	Variable description	SPSS variable name	Coding instructions
H6b (Non-Managerial)	I feel work-disengaged whenever there are no physical resources available to complete my work (H6bCSR)	Q.1.31	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I'm work-engaged because I have the proper tools for my job (H6bCSR)	Q.1.32	Same as in Q.1.31
	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources (H6bCSR)	Q.1.33	Same as in Q.1.31
	My work strengths have been utilized by my Company (H6bEL)	Q.31	Same as in Q.1.31

	My work perceptions vary and depend on the complexity of the task assigned (H6bEL)	Q.32	Same as in Q.1.31
	I feel physically or psychologically disengaged whenever there are depletion of resources affecting my Company (H6bEL)	Q.33	Same as in Q.1.31

Codebook for Non-Managerial H6b Data File

File name	Variable description	SPSS variable name	Coding instructions
H7b (Non-Managerial)	Even if I did the best job possible, my company would fail to notice (H7bCSR)	Q.1.34	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I'm not work-engaged because I'm worried about what others think of me at work (H7bCSR)	Q.1.35	Same as in Q.1.34
	Social activities of my Company are not providing me a sense of belonging to my Company (H7bCSR)	Q.1.36	Same as in Q.1.34
	I feel secured at work because my Company cares about my health and wellbeing (H7bEL)	Q.31	Same as in Q.1.34
	I feel secured at work because I consume energy on issues related to my work-role assignments (H7bEL)	Q.32	Same as in Q.1.34
	I feel secured at work because I have job involvement (H7bEL)	Q.33	Same as in Q.1.34

Codebook for Non-Managerial H7b Data File

File name	Variable description	SPSS variable name	Coding instructions
H8b (Non-Managerial)	My family engagement is positively affected by working outside my Company (H8bCSR)	Q.1.37	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I do not need a prior approval from my Company if I want to work outside it on leisure basis (H8bCSR)	Q.1.38	Same as in Q.1.37
	Social and Environmental activities of my Company provide me more reason to work outside without excuse (H8bCSR)	Q.1.39	Same as in Q.1.37
	I do not focus on my work because of my outside activities that are not related to my organization (H8bEL)	Q.37	Same as in Q.1.37
	I will not have more work experience if I do activities that are not related to my organization (H8bEL)	Q.38	Same as in Q.1.37
	My sleep time is less when I do activities that are not related to my organization (H8bEL)	Q.39	Same as in Q.1.37

Codebook for Non-Managerial H8b Data File

IV-CB-MN

File name	Variable description	SPSS variable name	Coding instructions
H1a (Managerial)	My Company empowers me to provide societal support for KAUST (H1aCSR)	Q.4.1	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	My Company empowers me by providing team spirit support (H1aCSR)	Q.4.2	Same as in Q.4.1
	My Company encourages me to assist KAUST members to promote their environmental awareness (H1aCSR)	Q.4.3	Same as in Q.4.1
	I have the authority to correct problems when they occur (H1aEL)	Q.3.1	Same as in Q.4.1
	I have a lot of control over how I do my job (H1aEL)	Q.3.2	Same as in Q.4.1
	I'm allowed to be creative when I deal with problems at work (H1aEL)	Q.3.3	Same as in Q.4.1

Codebook for Managerial H1a Data File

File name	Variable description	SPSS variable name	Coding instructions
H2a (Managerial)	My company provides training and development opportunities to realize my career goals. (H2aCSR)	Q.4.4	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	My environmental awareness has been increased with training (H2aCSR)	Q.4.5	Same as in Q.4.4
	My company provides training initiatives to improve renew my work related skills (H2aCSR)	Q.4.6	Same as in Q.4.4
	I favour my Company because it provides me training and developmental programs (H2aEL)	Q.3.4	Same as in Q.4.4
	I'm satisfied with my job because I have work-related training (H2aEL)	Q.3.5	Same as in Q.4.4
	Because of the training I have in my Company, I'm more efficient in my job now compared to when I have started (H2aEL)	Q.3.6	Same as in Q.4.4

Codebook for Managerial H2a Data File

File name	Variable description	SPSS variable name	Coding instructions
H3a (Managerial)	My department encourages teamwork (H3aCSR)	Q.4.7	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	Work assignments are distributed fairly (H3aCSR)	Q.4.8	Same as in Q.4.7
	There is coordination between my department and others with whom I need to work with (H3aCSR)	Q.4.9	Same as in Q.4.7
	Working as a team inspires me to do the best (H3aEL)	Q.3.7	Same as in Q.4.7
	Everyone in my team values what each member contributes to the team (H3aEL)	Q.3.8	Same as in Q.4.7
	Team members frequently go beyond what is required and do not hesitate to take initiative (H3aEL)	Q.3.9	Same as in Q.4.7

Codebook for Managerial H3a Data File

File name	Variable description	SPSS variable name	Coding instructions
H4a (Managerial)	I'm satisfied with the appraisal system because it is linked with clear reward structure (H4aCSR)	Q.4.10	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	My motivation programs are organized and conducted according to the planned calendar (H4aCSR)	Q.4.11	Same as in Q.4.10
	My Company's responsible meets with me on a regular basis for coaching and counselling (H4aCSR)	Q.4.12	Same as in Q.4.10
	I'm satisfied with my performance appraisal because it is fair (H4aEL)	Q.3.10	Same as in Q.4.10
	My sense of belonging to my Company is increased because my performance appraisal is fair (H4aEL)	Q.3.11	Same as in Q.4.10
	My performance appraisal is fair because it recognizes my effort and contribution to the organisation (H4aEL)	Q.3.12	Same as in Q.4.10

Codebook for Managerial H4a Data File

File name	Variable description	SPSS variable name	Coding instructions
H5a (Managerial)	My Company communicates its compensation system with me (H5aCSR)	Q.4.13	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I'm satisfied with my work because I have satisfactory compensation plan (H5aCSR)	Q.4.14	Same as in Q.4.13
	My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company (H5aCSR)	Q.4.15	Same as in Q.4.13
	I'm satisfied with my salary because my Company communicated its salary system with me (H5aEL)	Q.3.13	Same as in Q.4.13

	My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as medical insurance and retirement plans (H5aEL)	Q.3.14	Same as in Q.4.13
	I like to stay with my Company because its compensation system is effective with me (H5aEL)	Q.3.15	Same as in Q.4.13

Codebook for Managerial H5a Data File

File name	Variable description	SPSS variable name	Coding instructions
H1b (Managerial)	I'm satisfied at work because there is appreciation for my additional work responsibility (H1bCSR)	Q.4.16	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I feel motivated at work because I can express my abilities freely (H1bCSR)	Q.4.17	Same as in Q.4.16
	I have a sense of meaning from my work because my Company addresses my need to develop and control my job (H1bCSR)	Q.4.18	Same as in Q.4.16
	I'm satisfied with my job because my Company offers me the opportunity to use my knowledge, skills, and abilities (H1bEL)	Q.3.16	Same as in Q.4.16
	My company compensates the additional work offered to me (H1bEL)	Q.3.17	Same as in Q.4.16
	I'm feel more loyal and productive because my Company enriches my work responsibilities (H1bEL)	Q.3.18	Same as in Q.4.16

Codebook for Managerial H1b Data File

File name	Variable description	SPSS variable name	Coding instructions
H2b (Managerial)	I feel work-engaged because my work is aligned with my values (H2bCSR)	Q.4.19	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I sense meaningfulness because my Company is socially responsible (H2bCSR)	Q.4.20	Same as in Q.4.19
	I devote more time and energy to my work because I view my work in my Company as a career (H2bCSR)	Q.4.21	Same as in Q.4.19
	I participate in activities that are congruent with my values and beliefs (H2bEL)	Q.3.19	Same as in Q.4.19
	I'm energized to exceed my work expectations because they fit with my role in my Company (H2bEL)	Q.3.20	Same as in Q.4.19
	I'm engaged with my work because it fits with my role in my Company (H2bEL)	Q.3.21	Same as in Q.4.19

Codebook for Managerial H2b Data File

File name	Variable description	SPSS variable name	Coding instructions
H3b (Managerial)	I can express myself freely at work because my supervisor is supportive (H3bCSR)	Q.4.22	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I feel work-engaged because my supervisor is supportive (H3bCSR)	Q.4.23	Same as in Q.4.22
	I learn from my mistakes because my supervisor supports me (H3bCSR)	Q.4.24	Same as in Q.4.22
	I learn from my work mistakes because my direct supervisor is supportive (H3bEL)	Q.3.22	Same as in Q.4.22
	I'm more engaged with my work because my direct supervisor supports me (H3bEL)	Q.3.23	Same as in Q.4.22
	I feel psychologically safe because I have attention from my direct supervisor (H3bEL)	Q.3.24	Same as in Q.4.22

Codebook for Managerial H3b Data File

File name	Variable description	SPSS variable name	Coding instructions
H4b (Managerial)	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships (H4bCSR)	Q.4.25	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	Social activities of my Company are improving my relation with my colleagues (H4bCSR)	Q.4.26	Same as in Q.4.25
	HR department periodically assess my co-workers relations (H4bCSR)	Q.4.27	Same as in Q.4.25
	My relations with my colleagues is positively related with my team cohesion (H4bEL)	Q.3.25	Same as in Q.4.25
	I'm satisfied with my work because I have good work relations with my colleagues (H4bEL)	Q.3.26	Same as in Q.4.25
	I feel motivated for my work because my relations with my colleagues are considered to be satisfactory (H4bEL)	Q.3.27	Same as in Q.4.25

Codebook for Managerial H4b Data File

File name	Variable description	SPSS variable name	Coding instructions
H5b (Managerial)	Rules controlling my relations with co-workers are negatively affecting my work productivity (H5bCSR)	Q.4.28	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	Social activities of my Company are providing me work trust and security (H5bCSR)	Q.4.29	Same as in Q.4.28
	My Company encourages work relations based on honesty and transparency (H5bCSR)	Q.4.30	Same as in Q.4.28
	I'm able to be creative at work because of the norms controlling my relations with my colleagues (H5bEL)	Q.3.28	Same as in Q.4.28
	I feel psychologically safe at work because of the norms controlling my relations with my colleagues (H5bEL)	Q.3.29	Same as in Q.4.28
	I'm able to be productive at work because of the norms controlling my relations with my colleagues (H5bEL)	Q.3.30	Same as in Q.4.28

Codebook for Managerial H5b Data File

File name	Variable description	SPSS variable name	Coding instructions
H6b (Managerial)	I feel work-disengaged whenever there are no physical resources available to complete my work (H6bCSR)	Q.4.31	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I'm work-engaged because I have the proper tools for my job (H6bCSR)	Q.4.32	Same as in Q.4.31
	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources (H6bCSR)	Q.4.33	Same as in Q.4.31
	My work strengths have been utilized by my Company (H6bEL)	Q.3.31	Same as in Q.4.31
	My work perceptions vary and depend on the complexity of the task assigned (H6bEL)	Q.3.32	Same as in Q.4.31
	I feel physically or psychologically disengaged whenever there are depletion of resources affecting my Company (H6bEL)	Q.3.32	Same as in Q.4.31

Codebook for Managerial H6b Data File

File name	Variable description	SPSS variable name	Coding instructions
H7b (Managerial)	Even if I did the best job possible, my company would fail to notice (H7bCSR)	Q.4.34	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I'm not work-engaged because I'm worried about what others think of me at work (H7bCSR)	Q.4.35	Same as in Q.4.34
	Social activities of my Company are not providing me a sense of belonging to my Company (H7bCSR)	Q.4.36	Same as in Q.4.34
	I feel secured at work because my Company cares about my health and wellbeing (H7bEL)	Q.3.34	Same as in Q.4.34

I feel secured at work because I consume energy on issues related to my work-role assignments (H7bEL)	Q.3.35	Same as in Q.4.34
I feel secured at work because I have job involvement (H7bEL)	Q.3.36	Same as in Q.4.34

Codebook for Managerial H7b Data File

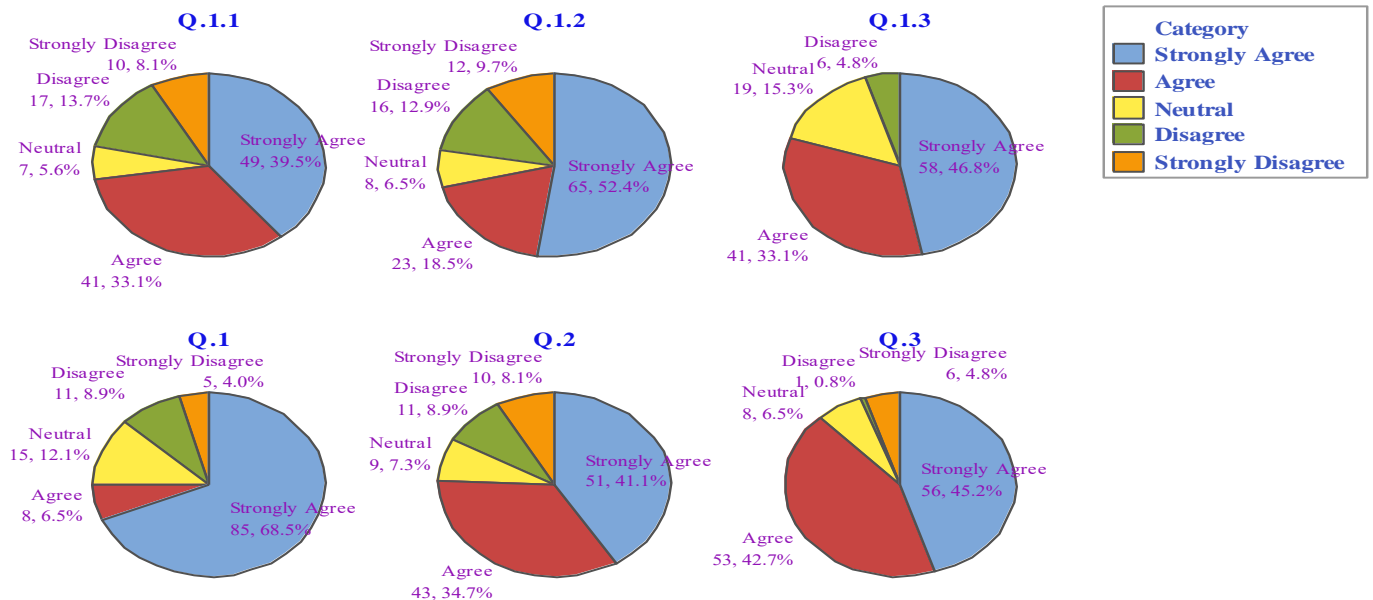
File name	Variable description	SPSS variable name	Coding instructions
H8b (Managerial)	My family engagement is positively affected by working outside my Company (H8bCSR)	Q.4.37	1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree 5 = Strongly Disagree
	I do not need a prior approval from my Company if I want to work outside it on leisure basis (H8bCSR)	Q.4.38	Same as in Q.4.37
	Social and Environmental activities of my Company provide me more reason to work outside without excuse (H8bCSR)	Q.4.39	Same as in Q.4.37
	I do not focus on my work because of my outside activities that are not related to my organization (H8bEL)	Q.3.37	Same as in Q.4.37
	I will not have more work experience if I do activities that are not related to my organization (H8bEL)	Q.3.38	Same as in Q.4.37
	My sleep time is less when I do activities that are not related to my organization (H8bEL)	Q.3.39	Same as in Q.4.37

Codebook for Managerial H8b Data File

IV-NM-DD-HYP

H1a: There is a positive relationship between the social, environmental, and voluntariness dimensions of CSR and the employee empowerment determinant of employee satisfaction

Pie Chart of Q.1.1, Q.1.2, Q.1.3, Q.1, Q.2, and Q.3



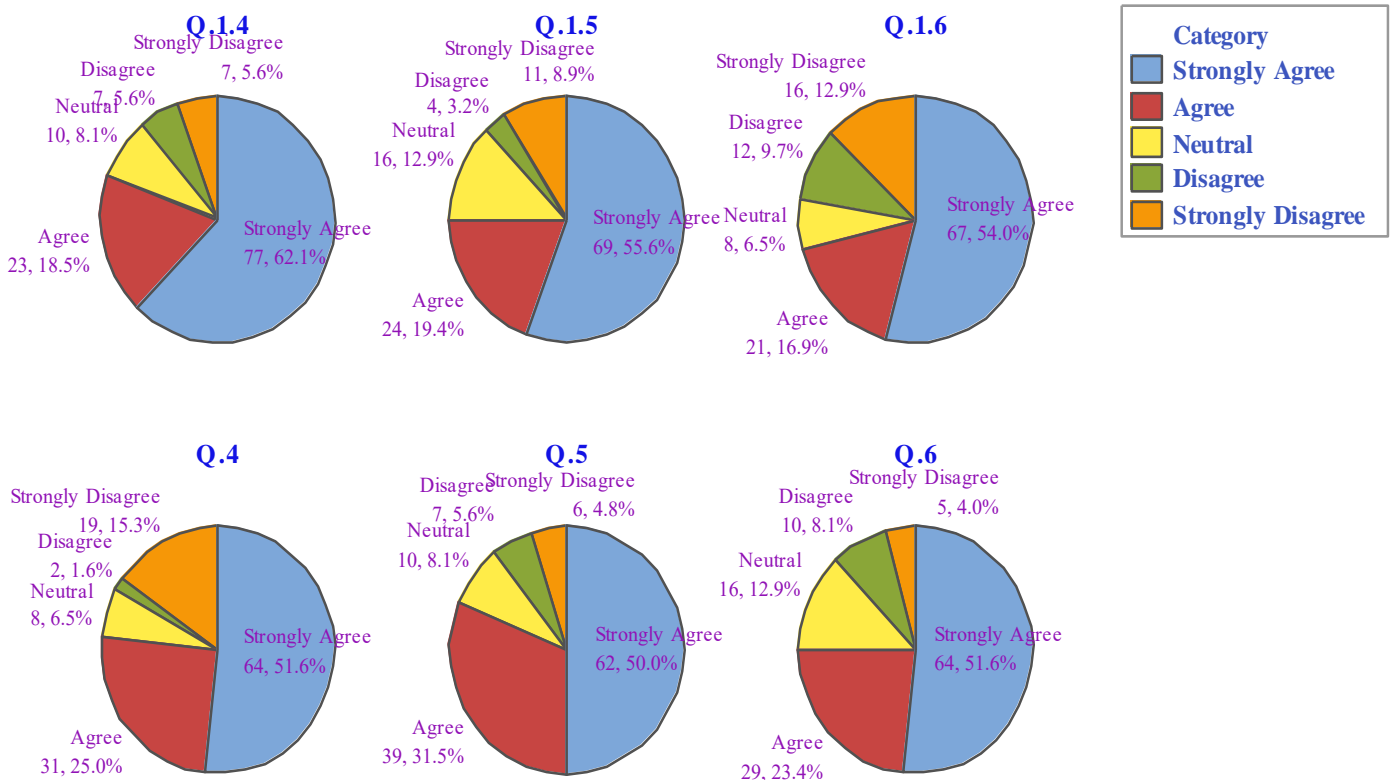
Chi-square test statistics for H1a

Test	Q.1.1 My Company empowers me to provide societal support for KAUST (H1aCSR)	Q.1.2 My Company empowers me by providing team spirit support (H1aCSR)	Q.1.3 My Company encourages me to assist KAUST members to promote their environmental awareness (H1aCSR)	Q.1 I have the authority to correct problems when they occur (H1aEL)	Q.2 I have a lot of control over how I do my job (H1aEL)	Q.3 I'm allowed to be creative when I deal with problems at work (H1aEL)
Chi-Sq.	58.258 ^a 4	86.403 ^a 4	51.548 ^b 3	184.871 ^a 4	67.613 ^a 4	119.790 ^a 4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

11s (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.
11s (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.0.

H2a: There is a positive relationship between the social, economic, environmental, and stakeholder dimensions of CSR and the human capital development determinant of employee satisfaction.

Pie Chart of Q.1.4, Q.1.5, Q.1.6, Q.4, Q.5, Q.6



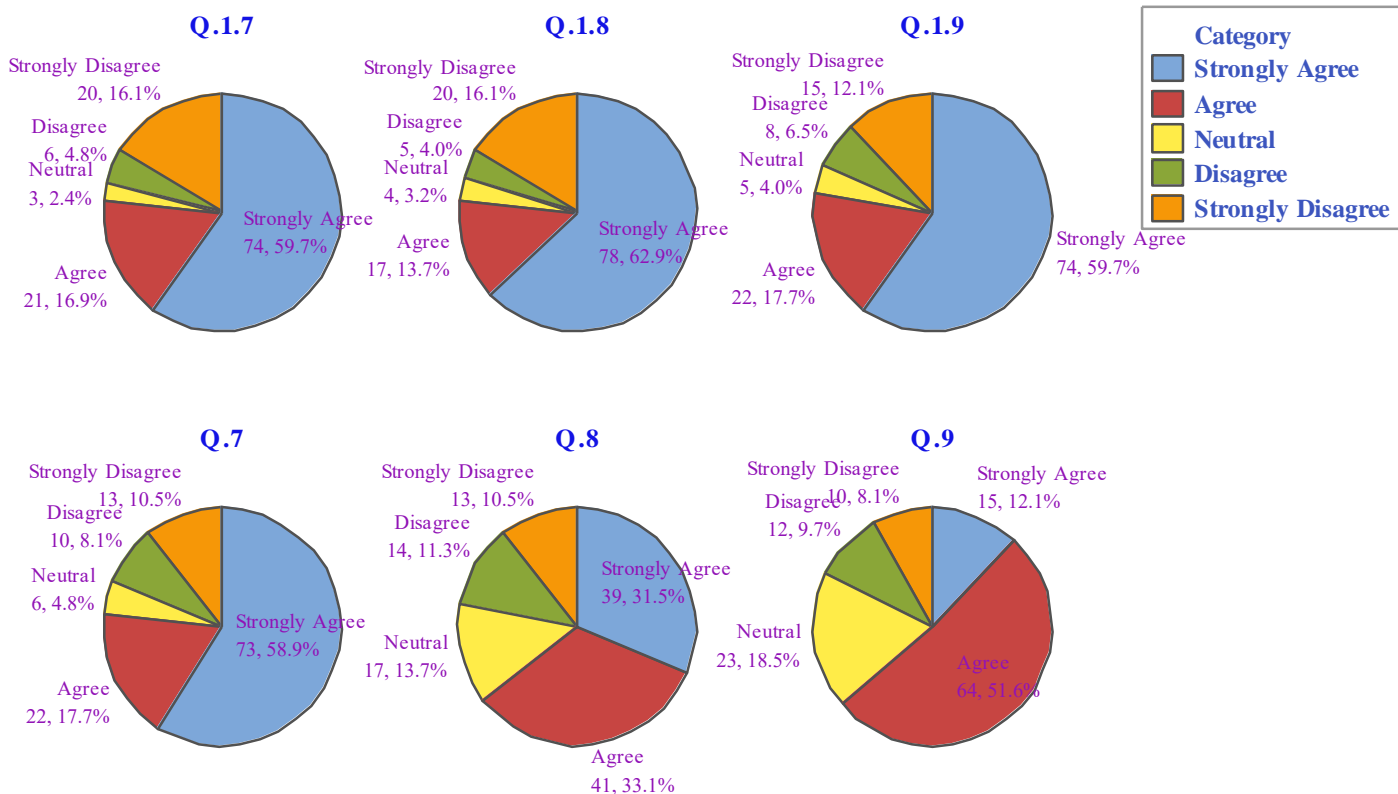
Chi-square test statistics for H2a

Test	Q.1.4 My company provides training and development opportunities to realize my career goals. (H2aCSR)	Q.1.5 My environmental awareness has been increased with training (H2aCSR)	Q.1.6 My company provides training initiatives to improve renew my work related skills (H2aCSR)	Q.4 I favour my Company because it provides me training and developmental programs (H2aEL)	Q.5 I'm satisfied with my job because I have work-related training (H2aEL)	Q.6 Because of the training I have in my Company, I'm more efficient in my job now compared to when I have started (H2aEL)
Chi-Sq.	144.387 ^a	107.048 ^a	93.500 ^a	97.210 ^a	99.790 ^a	90.435 ^a
df	4	4	4	4	4	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

(.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

H3a: There is a positive relationship between the social and economic dimensions of CSR and the team cohesion determinant of employee satisfaction.

Pie Chart of Q.1.7, Q.1.8, Q.1.9, Q.7, Q.8, and Q.9



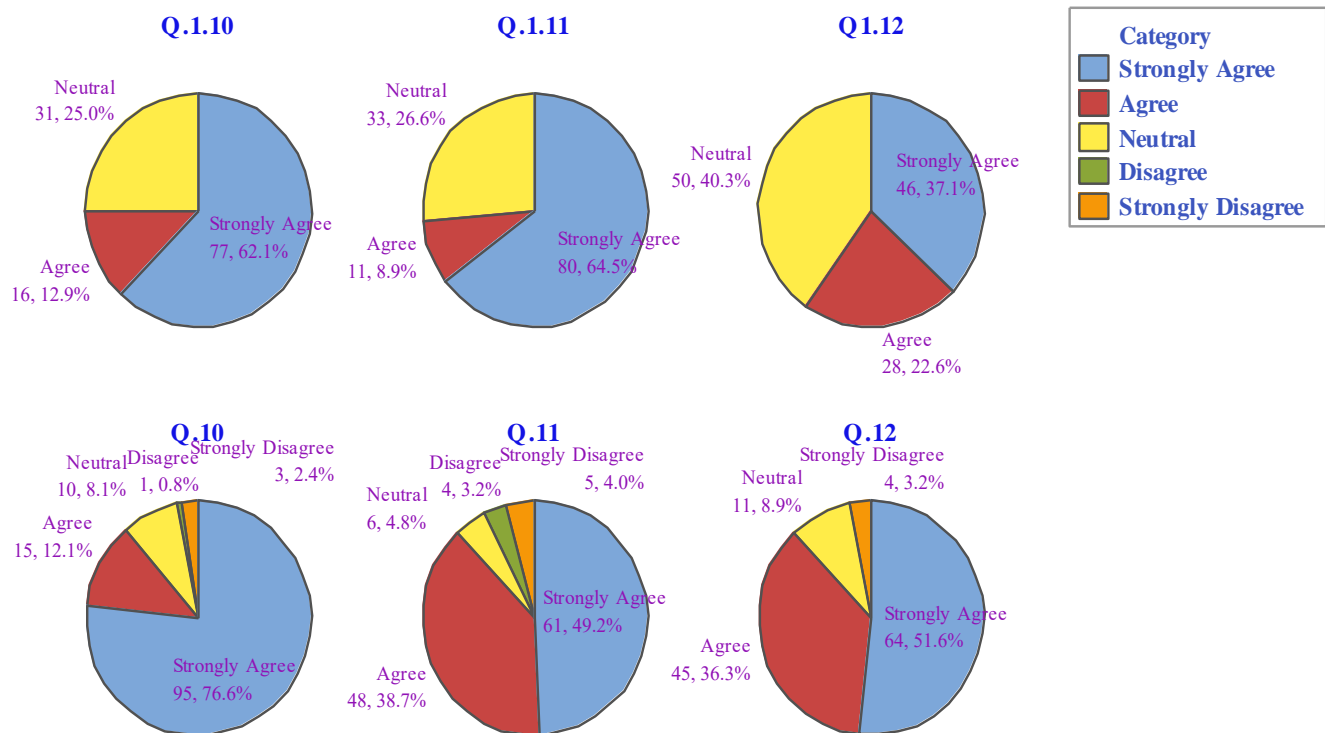
Chi-square test statistics for H3a

Test	Q.1.7 My department encourages teamwork (H3aCSR)	Q.1.8 Work assignments are distributed fairly (H3aCSR)	Q.1.9 There is coordination between my department and others with whom I need to work with (H3aCSR)	Q.7 Working as a team inspires me to do the best (H3aEL)	Q.8 Everyone in my team values what each member contributes to the team (H3aEL)	Q.9 Team members frequently go beyond what is required and do not hesitate to take initiative (H3aEL)
Chi-Sq.	132.532 ^a	150.758 ^a	128.984 ^a	122.694 ^a	31.484 ^a	81.403 ^a
df	4	4	4	4	4	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

(.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

H4a: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and the performance appraisal system determinant of employee satisfaction.

Pie Chart of Q.1.10, Q.1.11, Q1.12, Q.10, Q.11, and Q.12



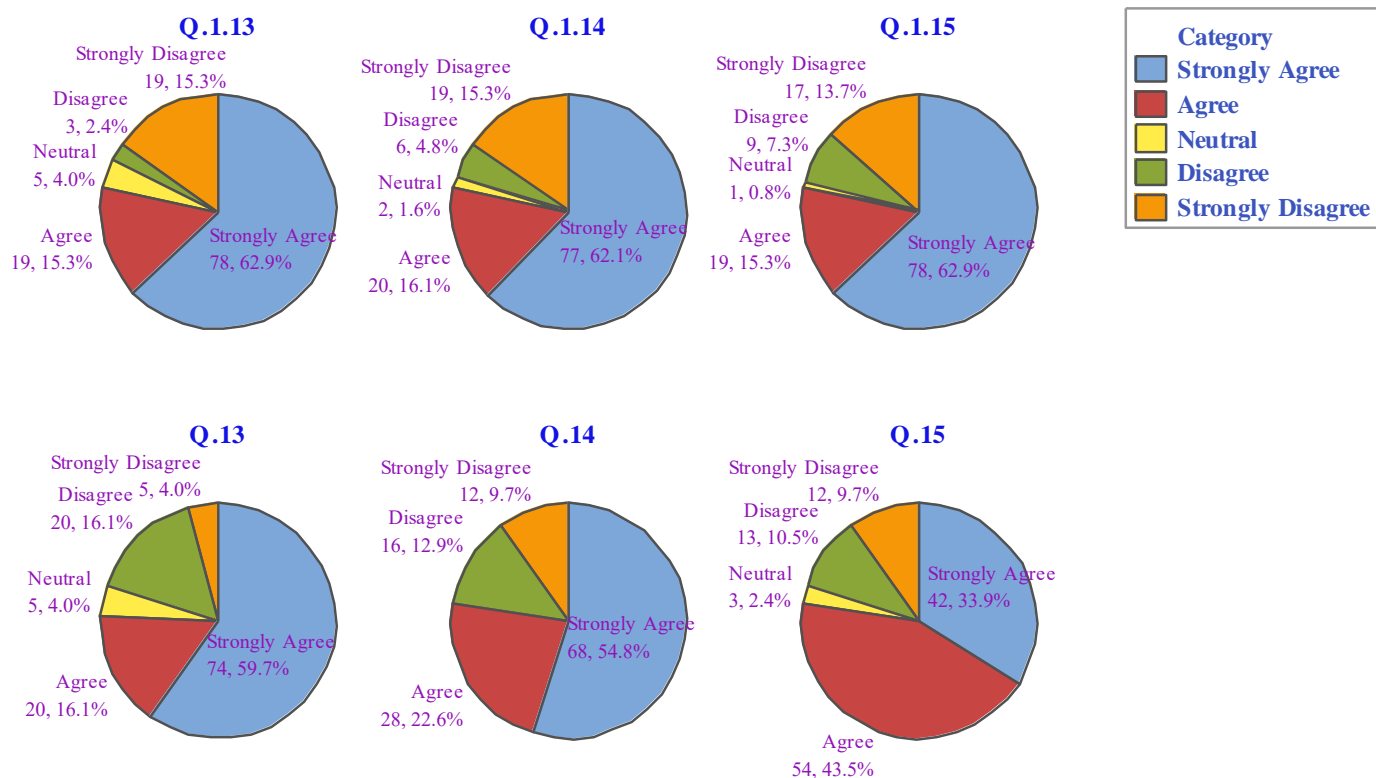
Chi-square test statistics for H4a

Test	Q.1.10 I'm satisfied with the appraisal system because it is linked with clear reward structure (H4aCSR)	Q.1.11 My motivation programs are organized and conducted according to the planned calendar (H4aCSR)	Q1.12 My Company's responsible meets with me on a regular basis for coaching and counselling (H4aCSR)	Q.10 I'm satisfied with my performance appraisal because it is fair (H4aEL)	Q.11 My sense of belonging to my Company is increased because my performance appraisal is fair (H4aEL)	Q.12 My performance appraisal is fair because it recognizes my effort and contribution to the organisation (H4aEL)
Chi-Sq.	48.887 ^a	60.113 ^a	6.645 ^a	253.419 ^b	122.048 ^b	77.871 ^c
df	2	2	2	4	4	3
P-Value (<0.05)	0.000	0.000	0.036	0.000	0.000	0.000

0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 41.3.
0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.
0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.0.

H5a: There is a positive relationship between social, economic, environmental, and stakeholder dimensions of CSR and the employee compensation determinant of employee satisfaction.

Pie Chart of Q.1.13, Q.1.14, Q.1.15, Q.13, Q.14, and Q.15



Chi-square test statistics for H5a

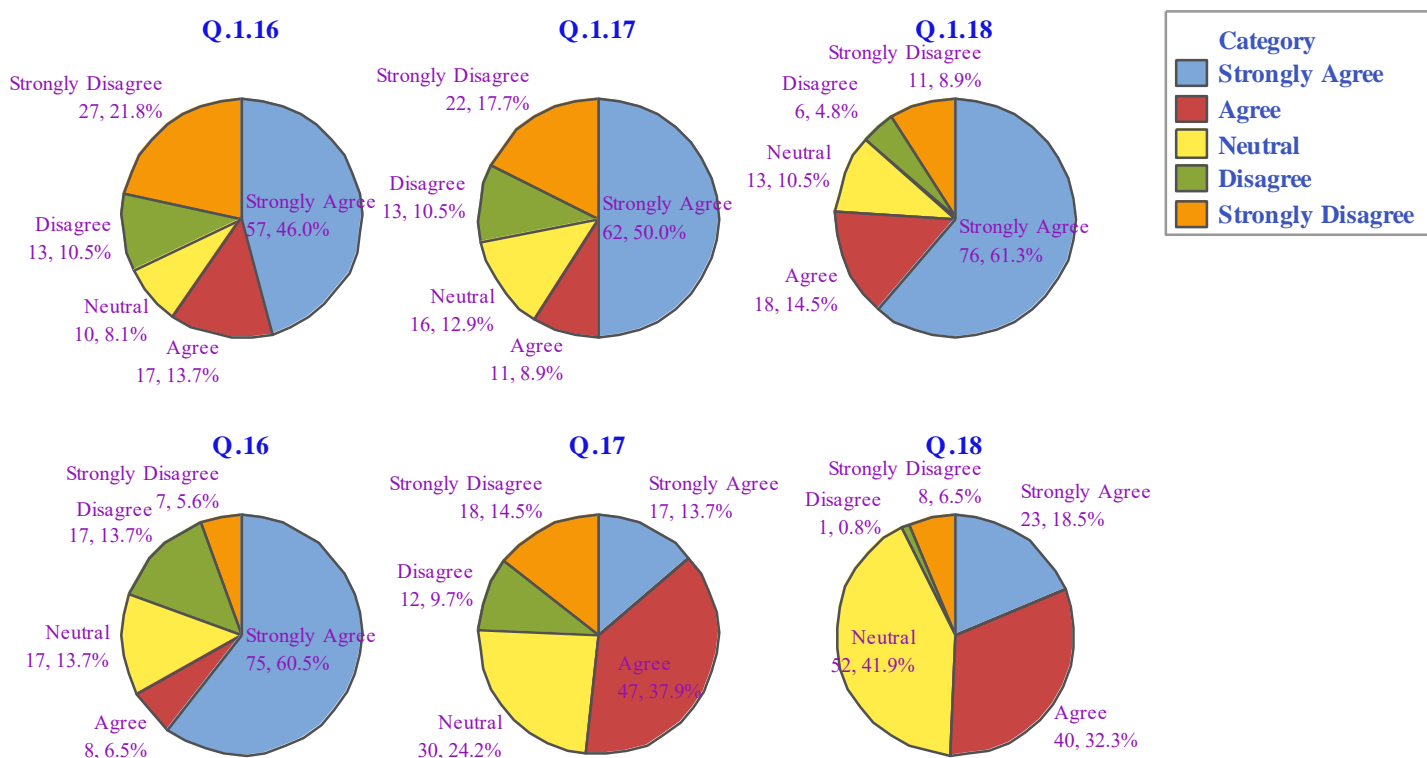
Test	Q.1.13 My Company communicates its compensation system with me (H5aCSR)	Q.1.14 I'm satisfied with my work because I have satisfactory compensation plan (H5aCSR)	Q.1.15 My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company (H5aCSR)	Q.13 I'm satisfied with my salary because my Company communicated its salary system with me (H5aEL)	Q.14 My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as medical insurance and retirement plans (H5aEL)	Q.15 I like to stay with my Company because its compensation system is effective with me (H5aEL)
Chi-Sq.	151.806 ^a	147.371 ^a	150.839 ^a	131.081 ^a	63.355 ^b	77.694 ^a
df	4	4	4	4	3	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.0.

H1b: There is a positive relationship between social, stakeholder, and volunteerism dimensions of CSR and the Job Enrichment predictor of Psychological Meaningfulness.

Pie Chart of Q.1.16, Q.1.17, Q.1.18, Q.16, Q.17, and Q.18



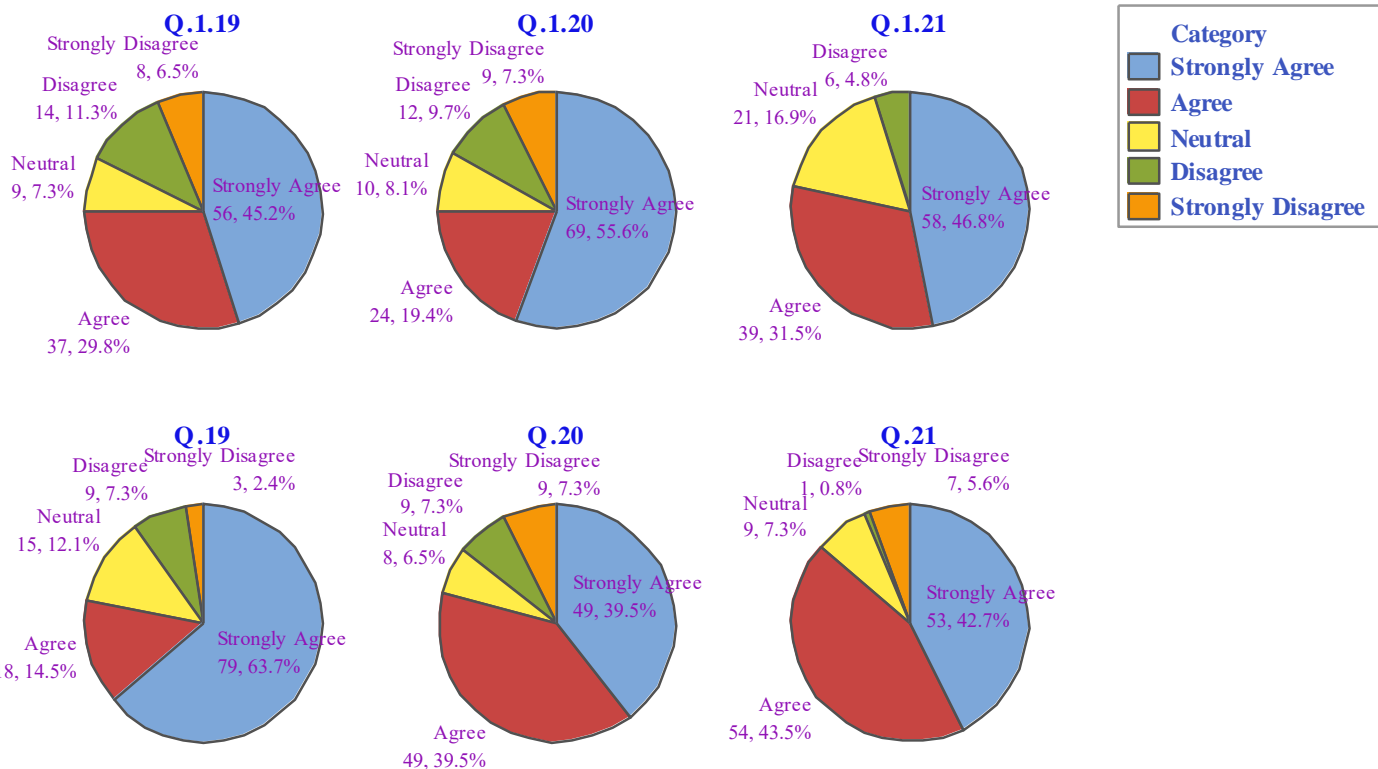
Chi-square test statistics for H1b

Test	Q.1.16 I am satisfied at work because there is appreciation for my additional work responsibilities (H2bCSR)	Q.1.17 I am motivated at work because I can express my ideas freely (H2bCSR)	Q.1.18 I have a sense of learning from my work because I use my Company resources to develop and control my work (H2bCSR)	Q.1.16 I am satisfied with my job because my Company gives me the opportunity to use my knowledge, skills, and abilities (H2bEL)	Q.1.17 My Company compensates the additional work I have added to me (H2bEL)	Q.1.18 I feel more loyal and productive because my Company enriches my responsibilities (H2bEL)
Chi-Sq.	58.903 ^a	72.532 ^a	135.113 ^a	130.677 ^a	31.887 ^a	73.500 ^a
df	4	4	4	4	4	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

H2b: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and Work-Role Fit predictor of Psychological Meaningfulness.

Pie Chart of Q.1.19, Q.1.20, Q.1.21, Q.19, Q.20, and Q.21



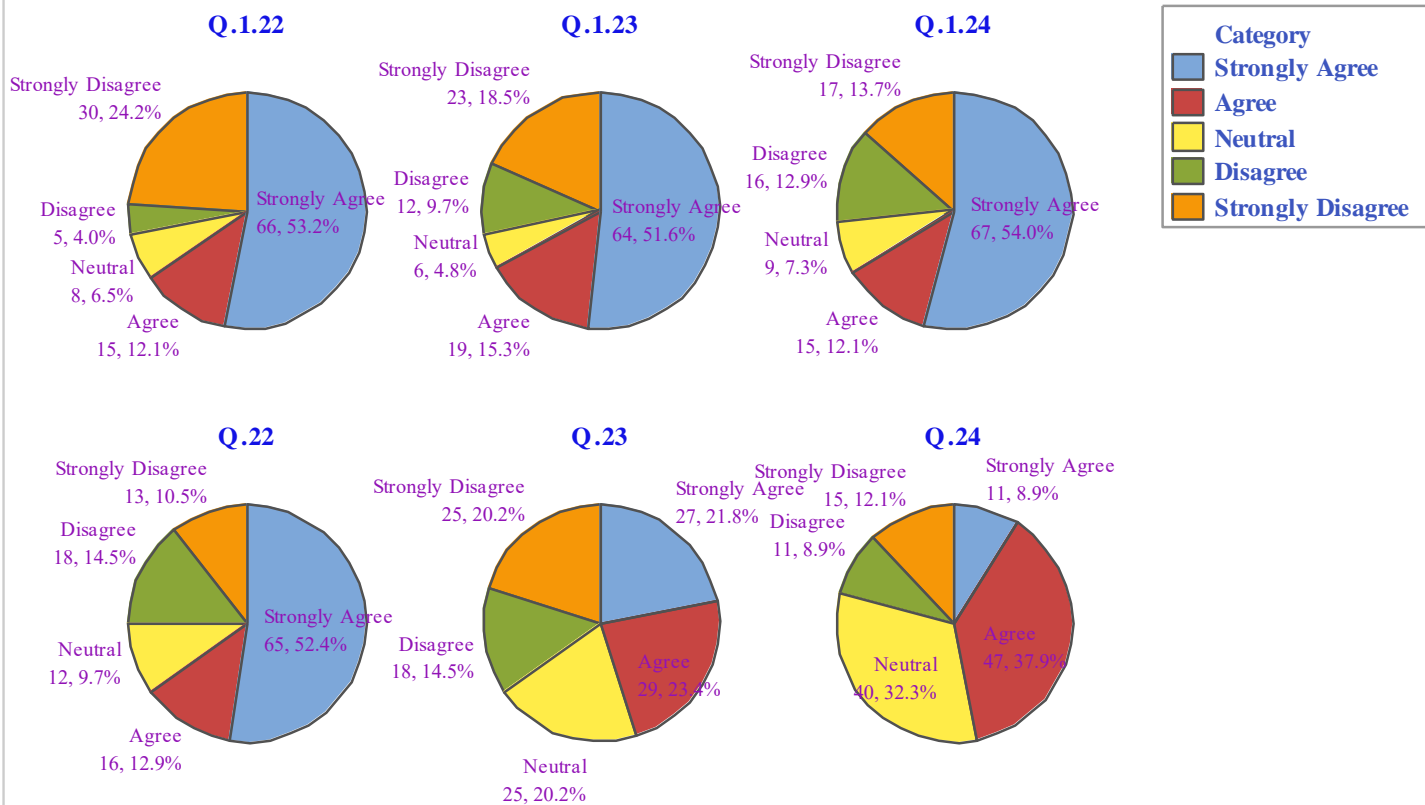
Chi-square test statistics for H2b

Test	Q.1.19 I feel work-engaged because my work is aligned with my values (H2bCSR)	Q.1.20 I sense meaningfulness because my Company is socially responsible (H2bCSR)	Q.1.21 I devote more time to my work because I work in my Company career (H2bCSR)	Q.19 I participate in activities that are congruent with my values and beliefs (H2bEL)	Q.20 I'm energized to exceed expectations because of my role in my Company (H2bEL)	Q.21 I'm engaged with my work because it fits with my role in my Company (H2bEL)
Chi-Sq.	71.403	104.306 ^a	48.968 ^b	153.419 ^a	78.742 ^a	112.129 ^a
df	4	4	3	4	4	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.
0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.0.

H3b: There is a positive relationship between social and economic dimensions of CSR and Supervisor Relations predictor of Psychological Safety.

Pie Chart of Q.1.22, Q.1.23, Q.1.24, Q.22, Q.23, and Q.24



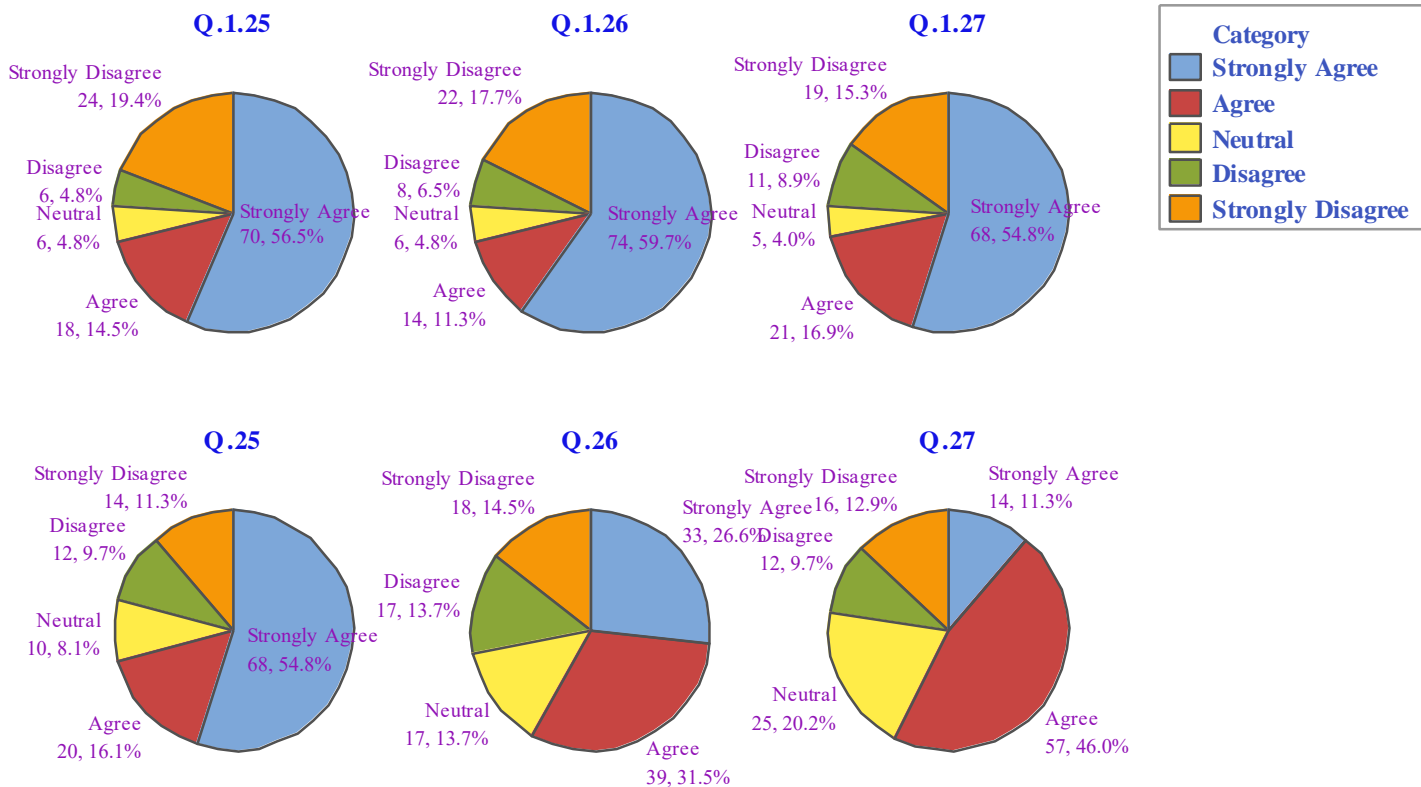
Chi-square test statistics for H3b

Test	Q.1.22	Q.1.23	Q.1.24	Q.22	Q.23	Q.24
	I can express myself freely at work because my supervisor is supportive (H3bCSR)	I feel work-engaged because my supervisor is supportive (H3bCSR)	I learn from my mistakes because my supervisor supports me (H3bCSR)	I learn from my work mistakes because my direct supervisor is supportive (H3bEL)	I'm more engaged with my work because my direct supervisor supports me (H3bEL)	I feel psychologically safe because I have attention from my direct supervisor (H3bEL)
Chi-Sq.	100.597 ^a	84.306 ^a	91.323 ^a	82.371 ^a	2.774 ^a	48.419 ^a
df	4	4	4	4	4	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.596	0.000

^a (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

H4b: There is a positive relationship between social and economic dimensions of CSR and Co-Worker Relations predictor of Psychological Safety.

Pie Chart of Q.1.25, Q.1.26, Q.1.27, Q.25, Q.26, and Q.27



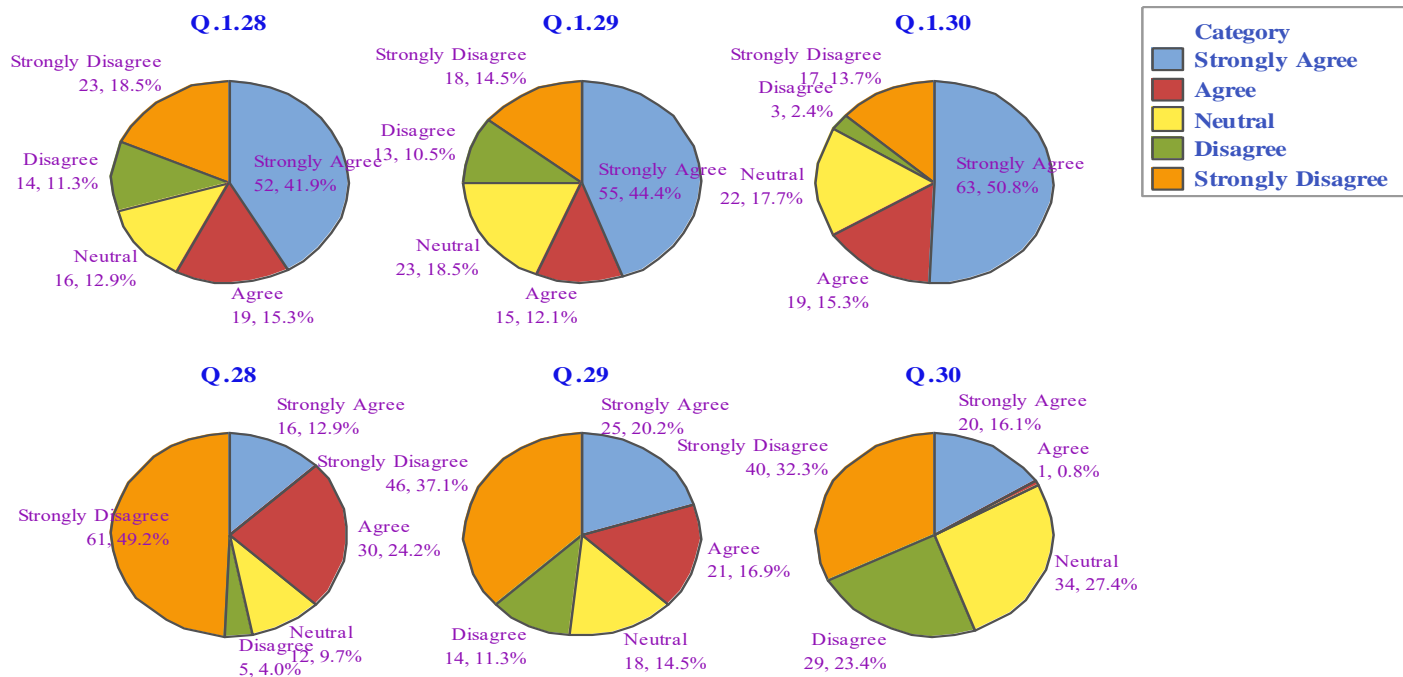
Chi-square test statistics for H4b

Test	Q.1.25	Q.1.26	Q.1.27	Q.25	Q.26	Q.27
	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships (H4bCSR)	Social activities of my Company are improving my relation with my colleagues (H4bCSR)	HR department periodically assess my co-workers relations (H4bCSR)	My relations with my colleagues is positively related with my team cohesion (H4bEL)	I'm satisfied with my work because I have good work relations with my colleagues (H4bEL)	I feel motivated for my work because my relations with my colleagues are considered to be satisfactory (H4bEL)
Chi-Sq.	112.774 ^a	128.258 ^a	100.677 ^a	96.323 ^a	17.613 ^a	56.242 ^a
df	4	4	4	4	4	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.001	0.000

^a (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

H5b: There is a negative relationship between social and economic dimensions of CSR and the Co-Worker norms predictor of Psychological Safety.

Pie Chart of Q.1.28, Q.1.29, Q.1.30, Q.28, Q.29, and Q.30



Chi-square test statistics for H5b

Test	Q.1.28	Q.1.29	Q.1.30	Q.28	Q.29	Q.30
	is controlling my ions with co- ers are negatively ting my work activity (H5bCSR)	al activities of Company are iding me work and security oCSR)	Company urages work ions based on esty and parency oCSR)	ible to be creative ork because of the is controlling my ions with my agues (H5bEL)	I psychologically safe ork because of the is controlling my ions with my agues (H5bEL)	ible to be uctive at work use of the norms rolling my relations my colleagues (EL)
Chi-Sq.	39.145 ^a	48.258 ^a	82.129 ^a	79.468 ^a	25.274 ^a	37.210 ^a
df	4	4	4	4	4	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

^a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

H6b: There is a positive relationship between social, economic, and stakeholder CSR dimensions and Corporate Resources factor of Psychological Availability

Pie Chart of Q.1.31, Q.1.32, Q.1.33, Q.31, Q.32, and Q.33



Chi-square test statistics for H6b

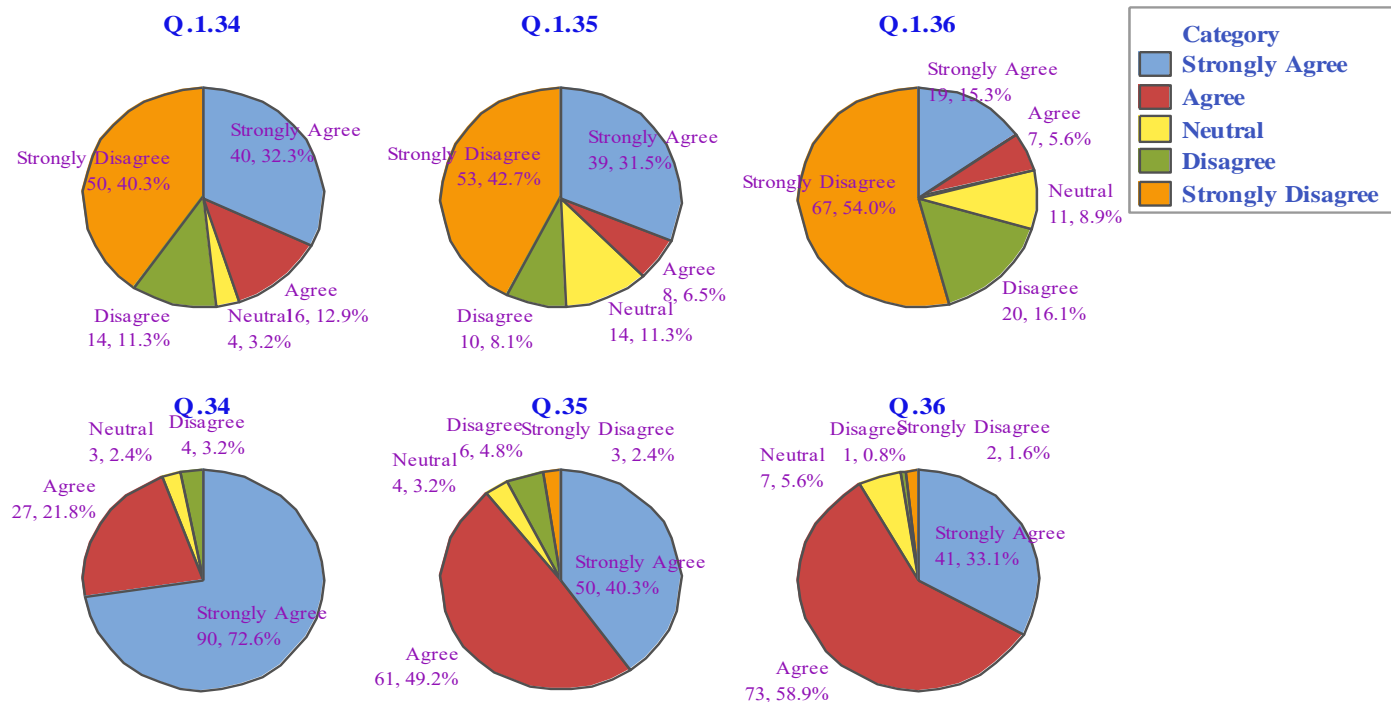
Test	Q.1.31	Q.1.32	Q.1.33	Q.31	Q.32	Q.33
	I feel work-disengaged whenever there are no physical resources available to complete my work (H6bCSR)	I'm work-engaged because I have the proper tools for my job (H6bCSR)	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources (H6bCSR)	My work strengths have been utilized by my Company (H6bEL)	My work perceptions vary and depend on the complexity of the task assigned (H6bEL)	I feel physically or psychologically disengaged whenever there are depletion of resources affecting my Company (H6bEL)
Chi-Sq.	134.952 ^a	126.081 ^a	128.500 ^a	117.371 ^a	46.774 ^b	61.403 ^a
df	4	4	4	4	3	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

^aIs (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

^bIs (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.0.

H7b: There is a negative relationship between social and economic dimensions of CSR and Job Insecurity factor of Psychological Availability

Pie Chart of Q.1.34, Q.1.35, Q.1.36, Q.34, Q.35, and Q.36



Chi-square test statistics for H7b

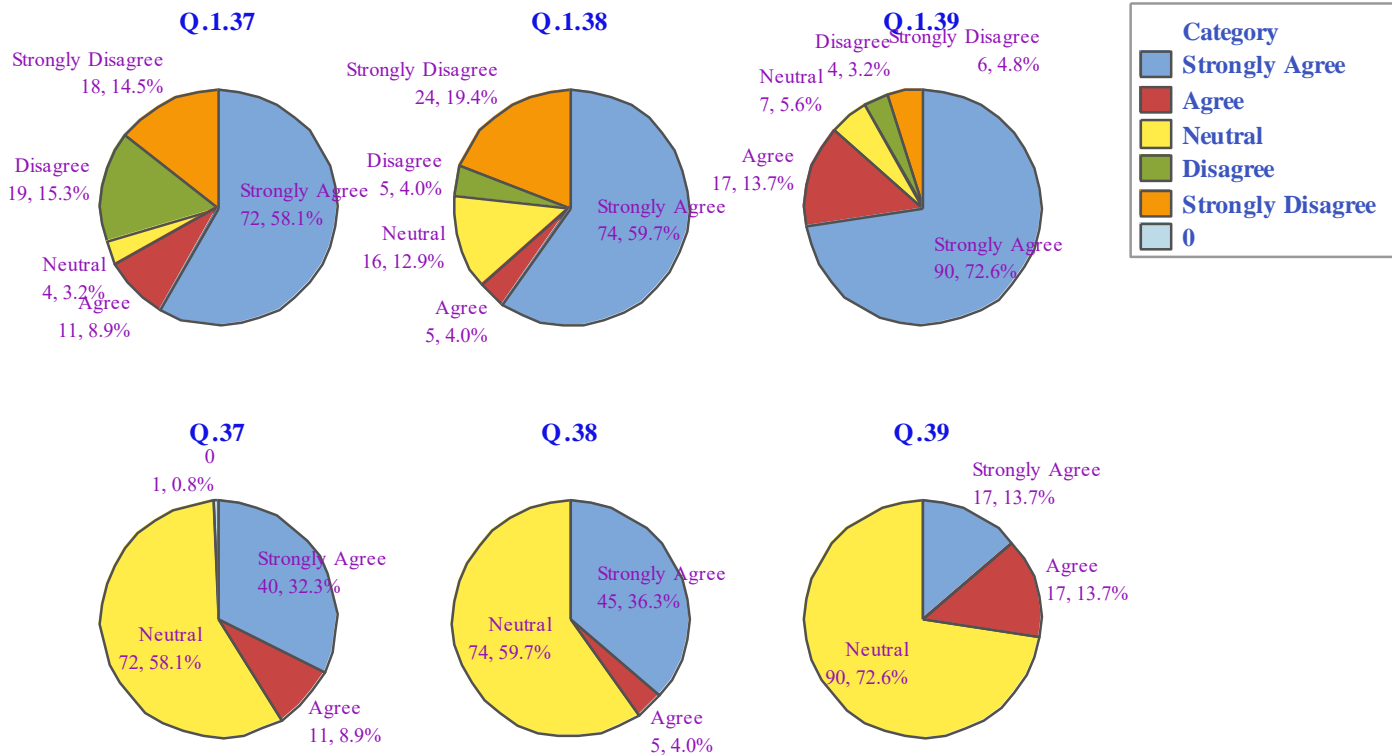
Test	Q.1.34	Q.1.35	Q.1.36	Q.34	Q.35	Q.36
	Even if I did the best job possible, my company would fail to notice (H7bCSR)	I'm not work-engaged because I'm worried about what others think of me at work (H7bCSR)	Social activities of my Company are not providing me a sense of belonging to my Company (H7bCSR)	I feel secured at work because my Company cares about my health and wellbeing (H7bEL)	I feel secured at work because I consume energy on issues related to my work-role assignments (H7bEL)	I feel secured at work because I have job involvement (H7bEL)
Chi-Sq.	60.194 ^a	65.113 ^a	94.548 ^a	161.613 ^b	129.306 ^a	160.839 ^a
df	4	4	4	3	4	4
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

Is (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

Is (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.0.

H8b: There is a negative relationship between social, economic, and voluntariness dimensions of CSR and unexcused outside activities factors of psychological availability.

Pie Chart of Q.1.37, Q.1.38, Q.1.39, Q.37, Q.38, and Q.39



Chi-square test statistics for H8b

Test	Q.1.37	Q.1.38	Q.1.39	Q.37	Q.38	Q.39
	My family engagement is positively affected by working outside my Company (H8bCSR)	I do not need a prior approval from my Company if I want to work outside it on leisure basis (H8bCSR)	Social and Environmental activities of my Company provide me more reason to work outside without excuse (H8bCSR)	I do not focus on my work because of my outside activities that are not related to my organization (H8bEL)	I will not have more work experience if I do activities that are not related to my organization (H8bEL)	My sleep time is less when I do activities that are not related to my organization (H8bEL)
Chi-Sq.	118.177 ^a	132.371 ^a	218.339 ^a	98.774 ^b	58.081 ^c	85.952 ^c
df	4	4	4	3	2	2
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.000	0.000

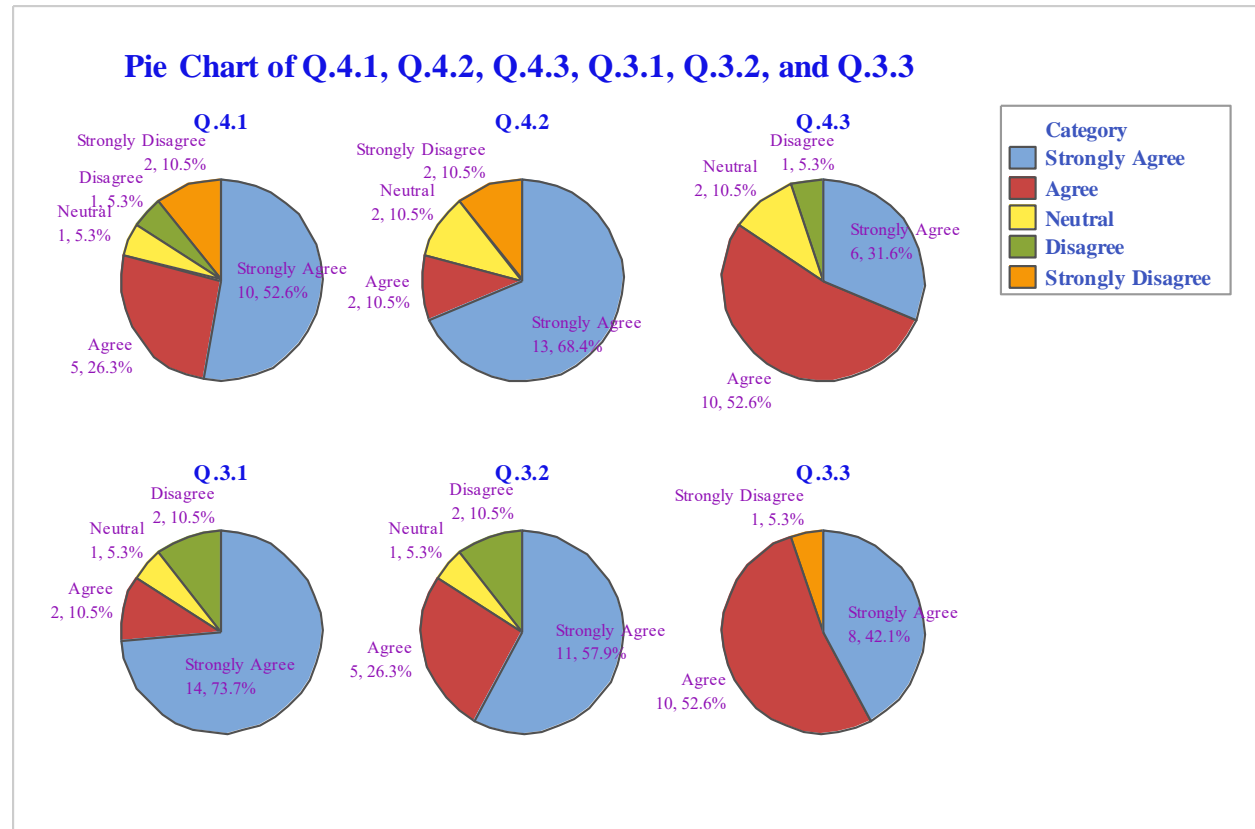
^alls (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.8.

^blls (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 31.0.

^clls (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 41.3.

IV-MN-DD-HYP

H1a: There is a positive relationship between the social, environmental, and voluntariness dimensions of CSR and the employee empowerment determinant of employee satisfaction



Chi-square test statistics for H1a

Test	Q.4.1 My Company empowers me to provide societal support for KAUST (H1aCSR)	Q.4.2 My Company empowers me by providing team spirit support (H1aCSR)	Q.4.3 My Company encourages me to assist KAUST members to promote their environmental awareness (H1aCSR)	Q.3.1 I have the authority to correct problems when they occur (H1aEL)	Q.3.2 I have a lot of control over how I do my job (H1aEL)	Q.3.3 I'm allowed to be creative when I deal with problems at work (H1aEL)
Chi-Sq.	15.474 ^a	19.105 ^b	10.684 ^b	24.158 ^b	12.789 ^b	7.053 ^c
df	4	3	3	3	3	2
P-Value (<0.05)	0.004	0.000	0.014	0.000	0.005	0.029

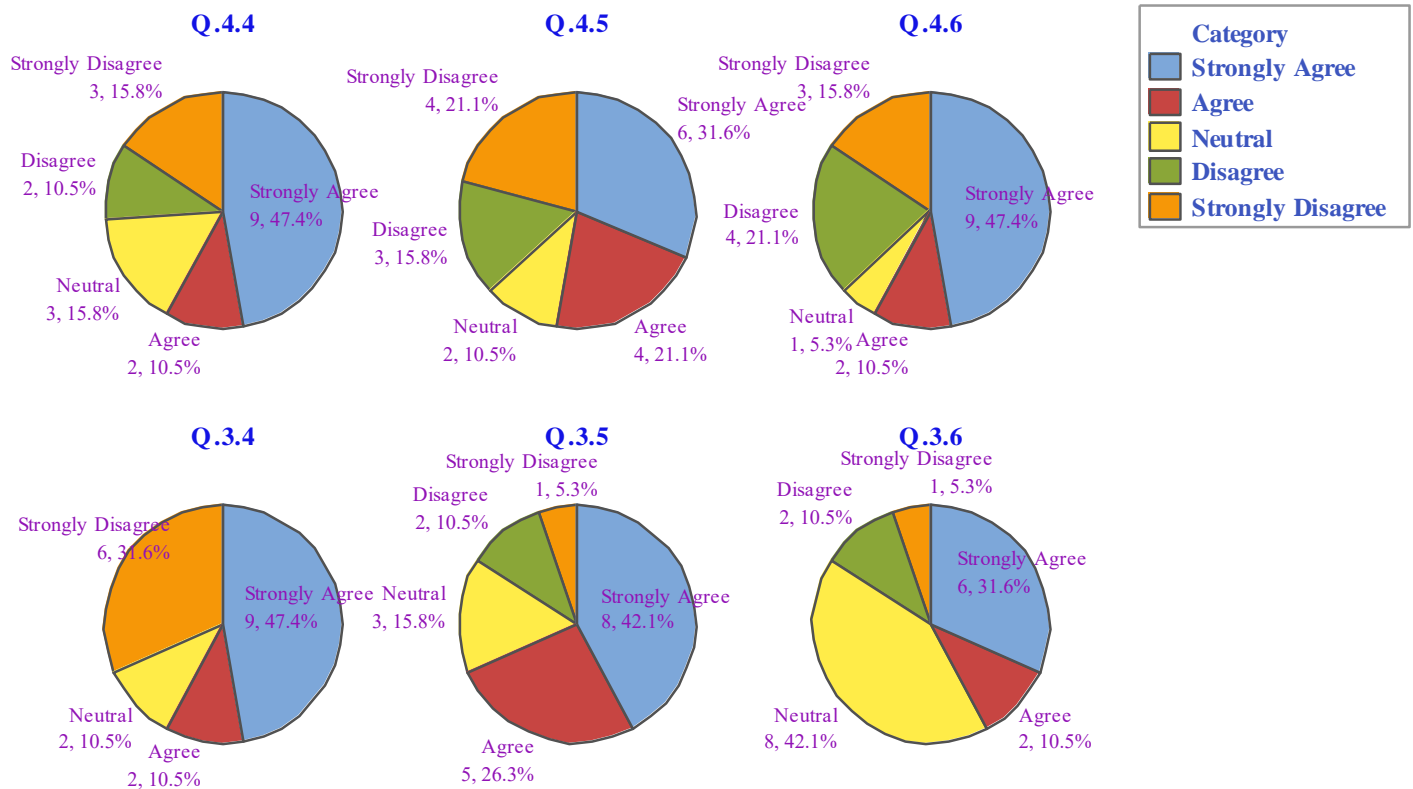
a. 5 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.8.

b. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

c. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

H2a: There is a positive relationship between the social, economic, environmental, and stakeholder dimensions of CSR and the human capital development determinant of employee satisfaction. (Managerial H2a)

Pie Chart of Q.4.4, Q.4.5, Q.4.6, Q.3.4, Q.3.5, and Q.3.6



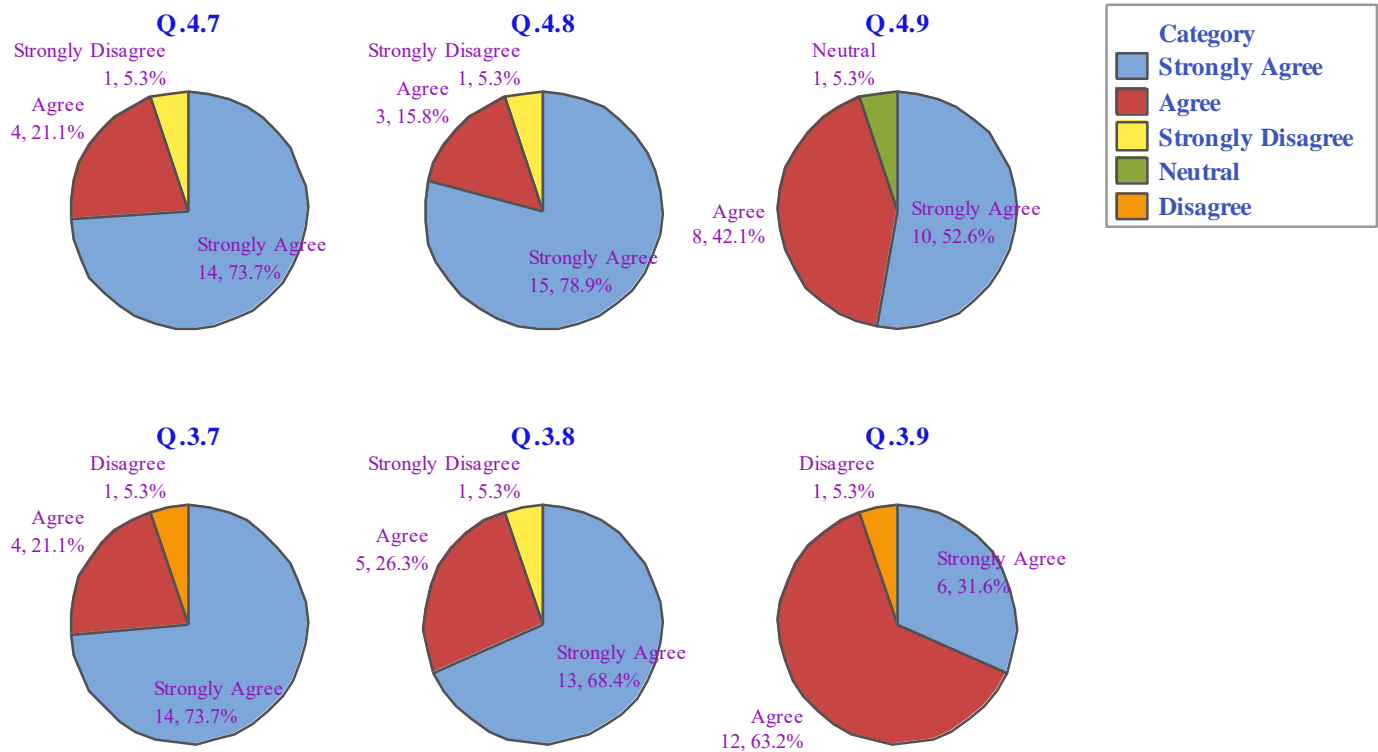
Chi-square test statistics for H2a

Test	Q.4.4 My company provides training and development opportunities to realize my career goals. (H2aCSR)	Q.4.5 My environmental awareness has been increased with training (H2aCSR)	Q.4.6 My company provides training initiatives to improve/renew my work-related skills (H2aCSR)	Q.3.4 I favour my Company because it provides me training and developmental programs (H2aEL)	Q.3.5 I'm satisfied with my job because I have work-related training (H2aEL)	Q.3.6 Because of the training I have in my Company, I'm more efficient in my job now compared to when I have started (H2aEL)
Chi-Sq.	9.158 ^a	2.316 ^a	10.211 ^a	7.316 ^b	8.105 ^a	9.684 ^a
df	4	4	4	3	4	4
P-Value (<0.05)	0.057	0.678	0.037	0.062	0.088	0.046

a. 5 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.8.
b. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

H3a: There is a positive relationship between the social and economic dimensions of CSR and the team cohesion determinant of employee satisfaction. (Managerial H3a)

Pie Chart of Q.4.7, Q.4.8, Q.4.9, Q.3.7, Q.3.8, and Q.3.9



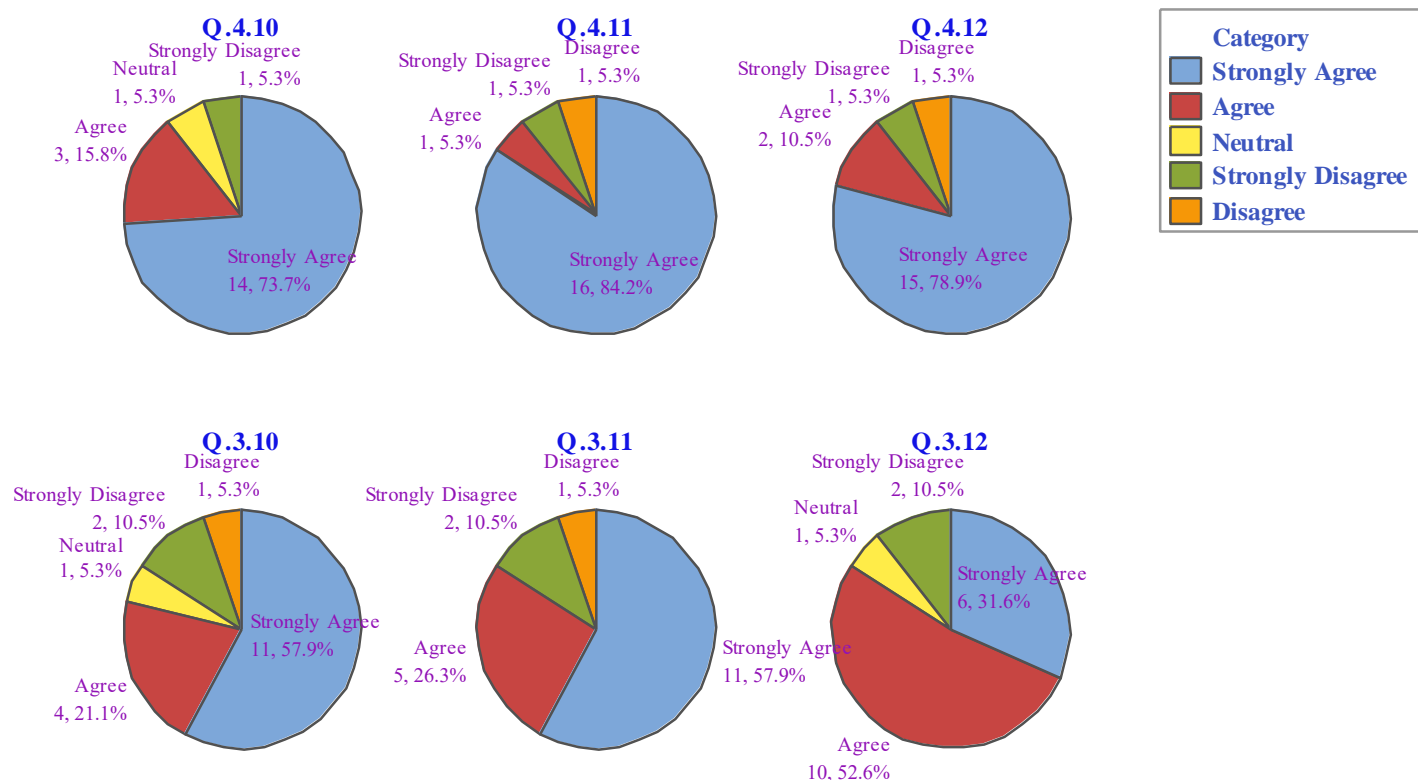
Chi-square test statistics for H3a

Test	Q.4.7 My department encourages teamwork (H3aCSR)	Q.4.8 Work assignments are distributed fairly (H3aCSR)	Q.4.9 There is coordination between my department and others with whom I need to work with (H3aCSR)	Q.3.7 Working as a team inspires me to do the best (H3aEL)	Q.3.8 Everyone in my team values what each member contributes to the team (H3aEL)	Q.3.9 Team members frequently go beyond what is required and do not hesitate to take initiative (H3aEL)
Chi-Sq.	14.632 ^a	18.105 ^a	7.053 ^a	14.632 ^a	11.789 ^a	9.579 ^a
df	2	2	2	2	2	2
P-Value	0.001	0.000	0.029	0.001	0.003	0.008
(<0.05)						

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

H4a: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and the performance appraisal system determinant of employee satisfaction. (Managerial H4a)

Pie Chart of Q.4.10, Q.4.11, Q.4.12, Q.3.10, Q.3.11, and Q.3.12



Chi-square test statistics for H4a

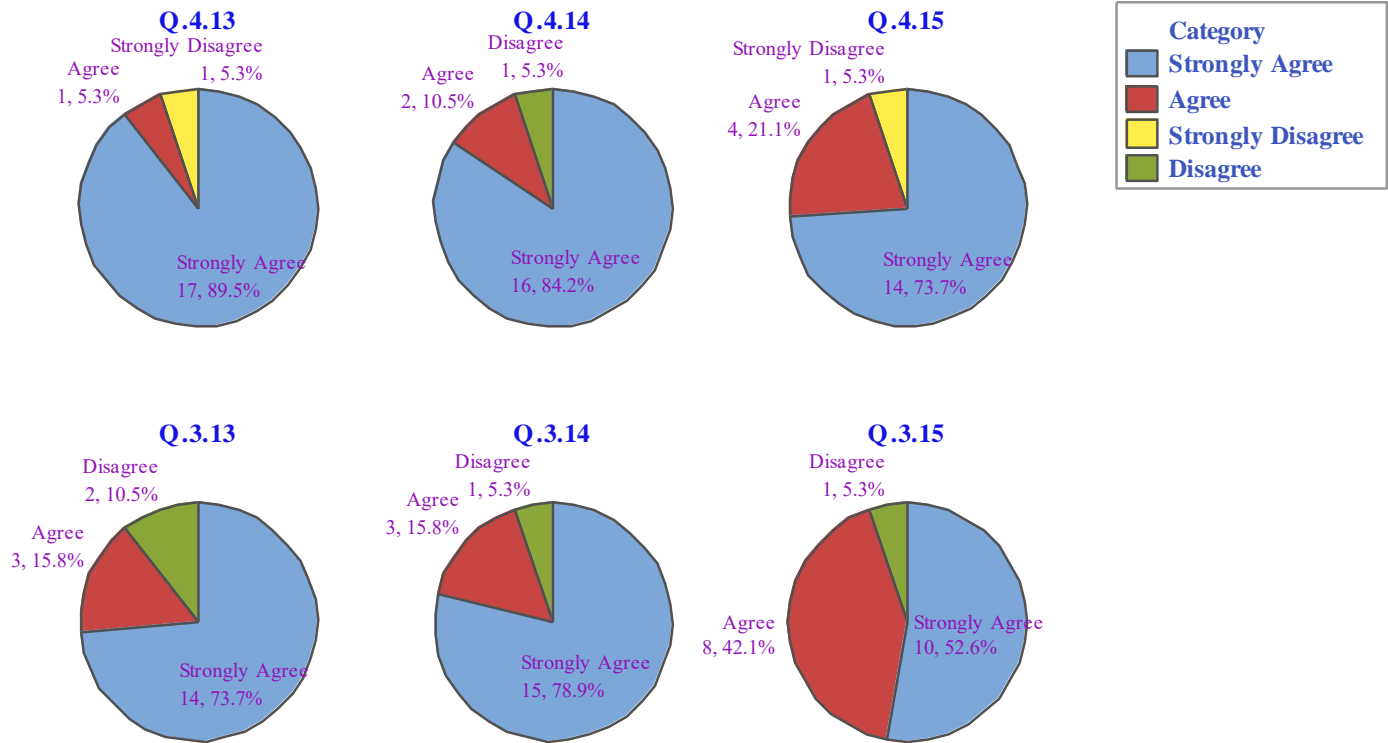
Test	Q.4.10	Q.4.11	Q.4.12	Q.3.10	Q.3.11	Q.3.12
	I'm satisfied with the appraisal system because it is linked with clear reward structure (H4aCSR)	My motivation programs are organized and conducted according to the planned calendar (H4aCSR)	My Company's responsible meets with me on a regular basis for coaching and counselling (H4aCSR)	I'm satisfied with my performance appraisal because it is fair (H4aEL)	My sense of belonging to my Company is increased because my performance appraisal is fair (H4aEL)	My performance appraisal is fair because it recognizes my effort and contribution to the organisation (H4aEL)
Chi-Sq.	24.579 ^a	35.526 ^a	29.632 ^a	18.632 ^b	12.789 ^a	10.684 ^a
df	3	3	3	4	3	3
P-Value (<0.05)	0.000	0.000	0.000	0.001	0.005	0.014

a. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

b. 5 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.8.

H5a: There is a positive relationship between social, economic, environmental, and stakeholder dimensions of CSR and the employee compensation determinant of employee satisfaction. (Managerial H5a)

Pie Chart of Q.4.13, Q.4.14, Q.4.15, Q.3.13, Q.3.14, and Q.3.15



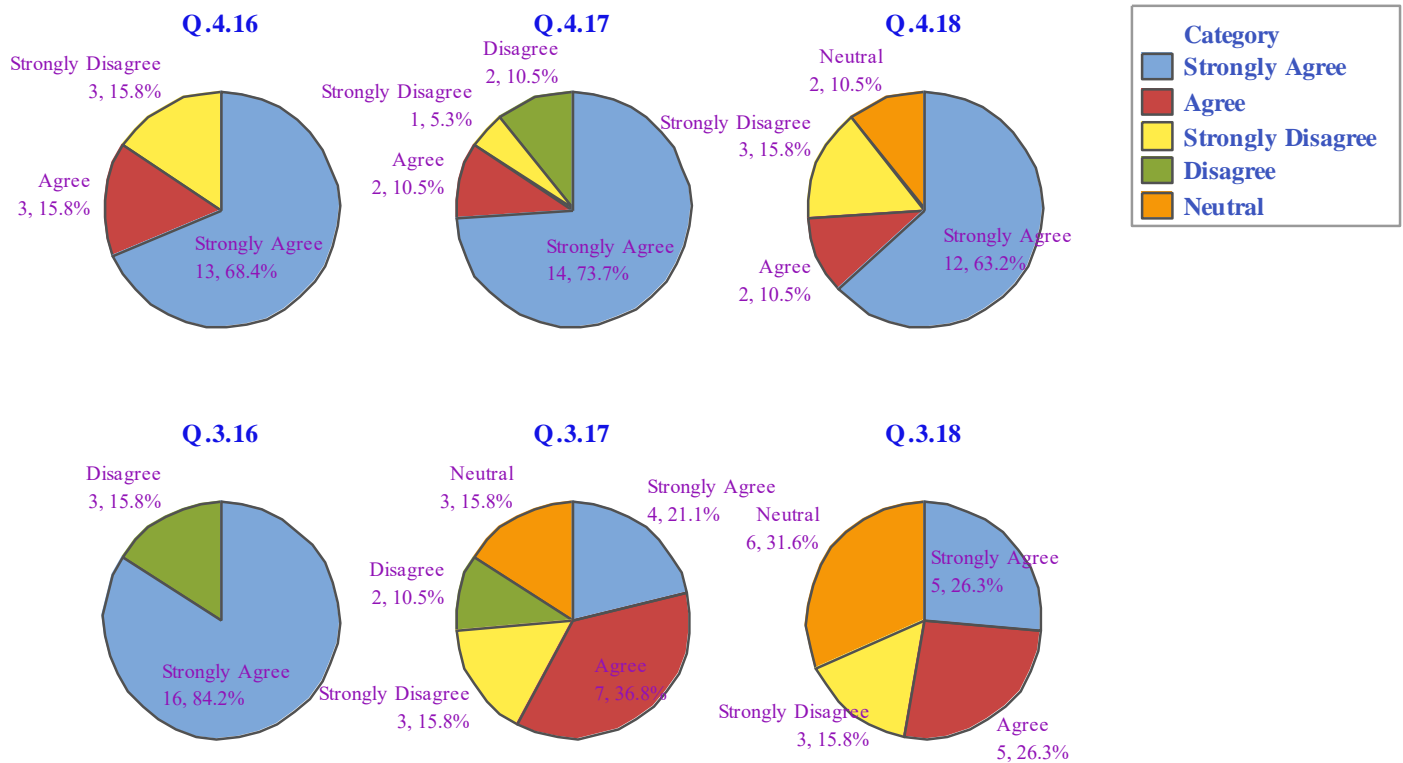
Chi-square test statistics for H5a

Test	Q.4.13 My Company communicates its compensation system with me (H5aCSR)	Q.4.14 I'm satisfied with my work because I have satisfactory compensation plan (H5aCSR)	Q.4.15 My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company (H5aCSR)	Q.3.13 I'm satisfied with my salary because my Company communicated its salary system with me (H5aEL)	Q.3.14 My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as medical insurance and retirement plans (H5aEL)	Q.3.15 I like to stay with my Company because its compensation system is effective with me (H5aEL)
Chi-Sq.	26.947 ^a	22.211 ^a	14.632 ^a	14.000 ^a	18.105 ^a	7.053 ^a
df	2	2	2	2	2	2
P-Value (<0.05)	0.000	0.000	0.001	0.001	0.000	0.029

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

H1b: There is a positive relationship between social, stakeholder, and volunteerism dimensions of CSR and the Job Enrichment predictor of Psychological Meaningfulness. (Managerial H1b)

Pie Chart of Q.4.16, Q.4.17, Q.4.18, Q.3.16, Q.3.17, and Q.3.18



Chi-square test statistics for H1b

Test	Q.4.16	Q.4.17	Q.4.18	Q.3.16	Q.3.17	Q.3.18
	I'm satisfied at work because there is appreciation for my additional work responsibility (H1bCSR)	I feel motivated at work because I can express my abilities freely (H1bCSR)	I have a sense of meaning from my work because my Company addresses my need to develop and control my job (H1bCSR)	I'm satisfied with my job because my Company offers me the opportunity to use my knowledge, skills, and abilities (H1bEL)	My company compensates the additional work offered to me (H1bEL)	I'm feel more loyal and productive because my Company enriches my work responsibilities (H1bEL)
Chi-Sq.	10.526 ^a	24.158 ^b	14.895 ^b	8.895 ^c	3.895 ^d	1.000 ^b
df	2	3	3	1	4	3
P-Value	0.005	0.000	0.002	0.003	0.420	0.801
(<0.05)						

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

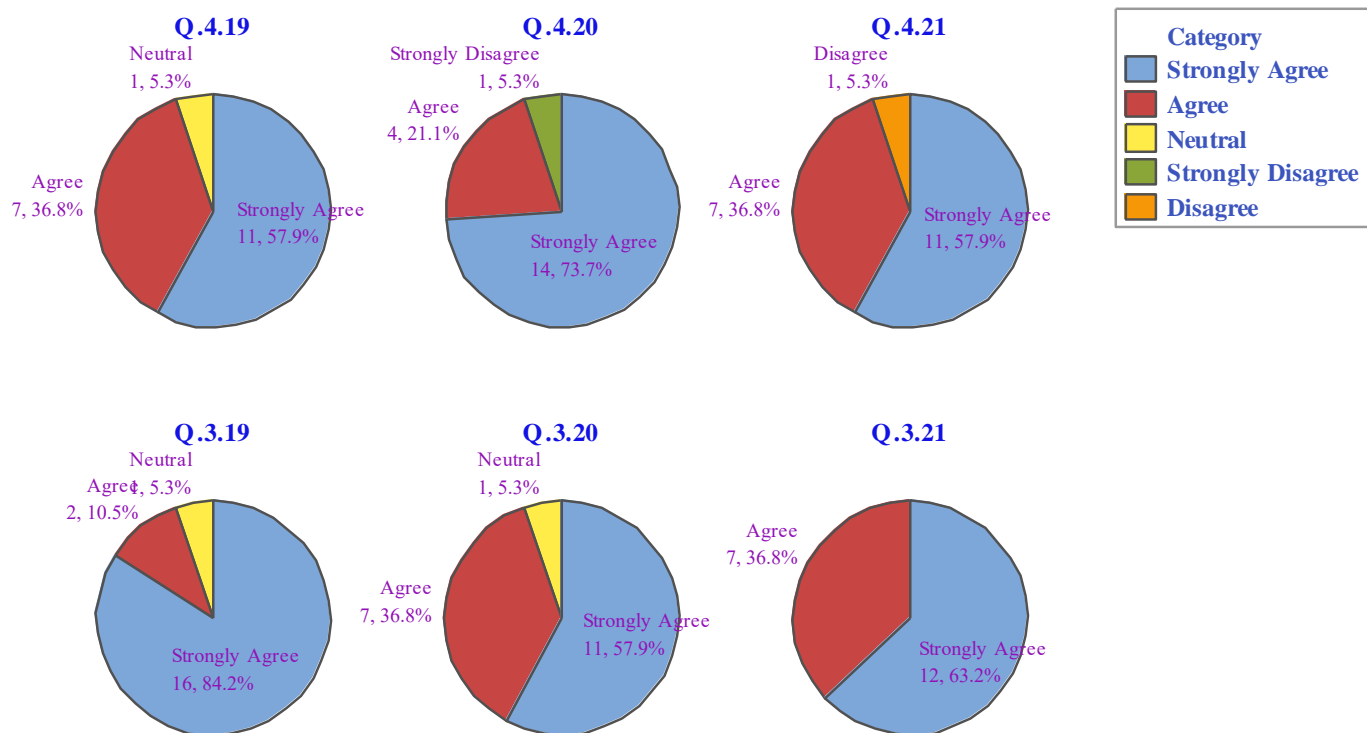
b. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

c. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 9.5.

d. 5 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.8.

H2b: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and Work-Role Fit predictor of Psychological Meaningfulness. (Managerial H2b)

Pie Chart of Q.4.19, Q.4.20, Q.4.21, Q.3.19, Q.3.20, and Q.3.21



Chi-square test statistics for H2b

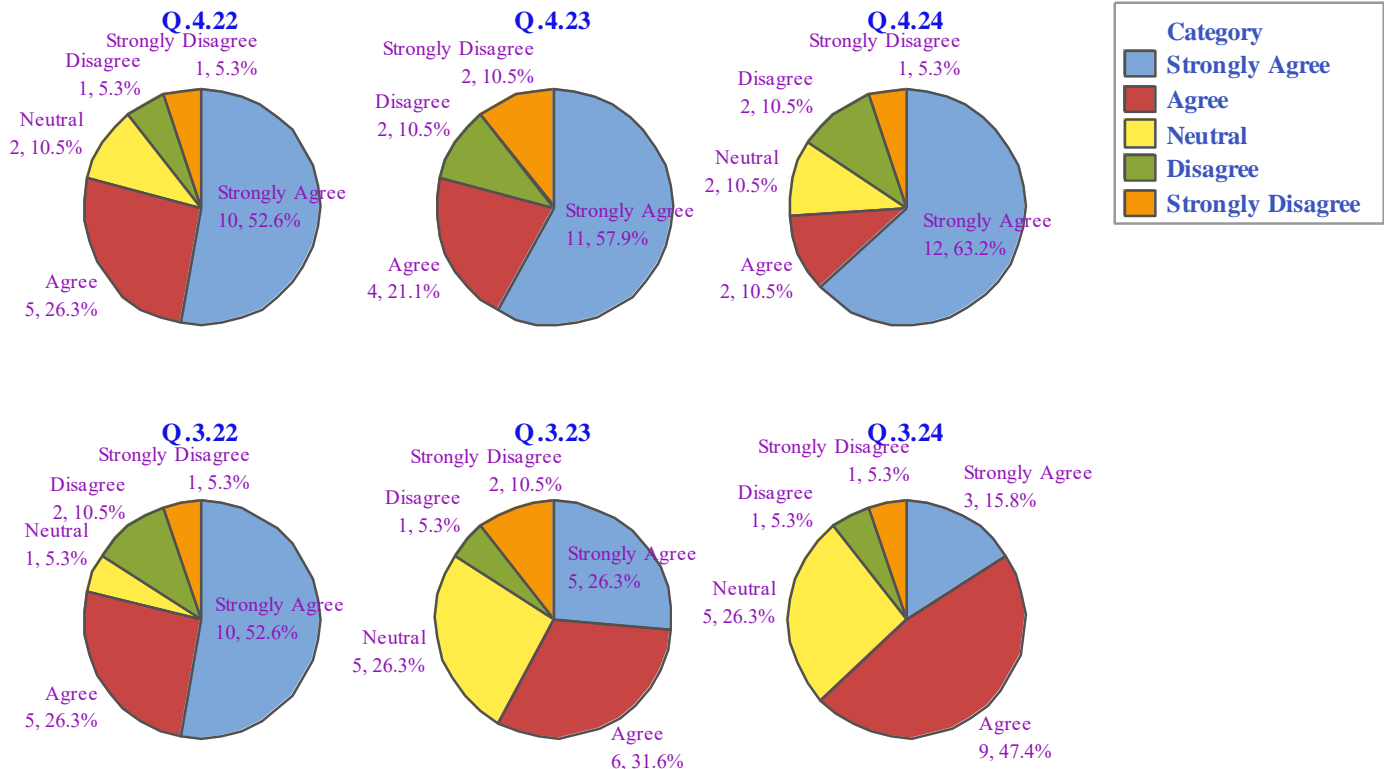
Test	Q.4.19 I feel work-engaged because my work is aligned with my values (H2bCSR)	Q.4.20 I sense meaningfulness because my Company is socially responsible (H2bCSR)	Q.4.21 I devote more time and energy to my work because I view my work in my Company as a career (H2bCSR)	Q.3.19 I participate in activities that are congruent with my values and beliefs (H2bEL)	Q.3.20 I'm energized to exceed my work expectations because they fit with my role in my Company (H2bEL)	Q.3.21 I'm engaged with my work because it fits with my role in my Company (H2bEL)
Chi-Sq.	8.000 ^a	14.632 ^a	8.000 ^a	22.211 ^a	8.000 ^a	1.316 ^b
df	2	2	2	2	2	1
P-Value (<0.05)	0.018	0.001	0.018	0.000	0.018	0.251

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 9.5.

H3b: There is a positive relationship between social and economic dimensions of CSR and Supervisor Relations predictor of Psychological Safety. (Managerial H3b)

Pie Chart of Q.4.22, Q.4.23, Q.4.24, Q.3.22, Q.3.23, Q.3.24



Chi-square test statistics for H3b

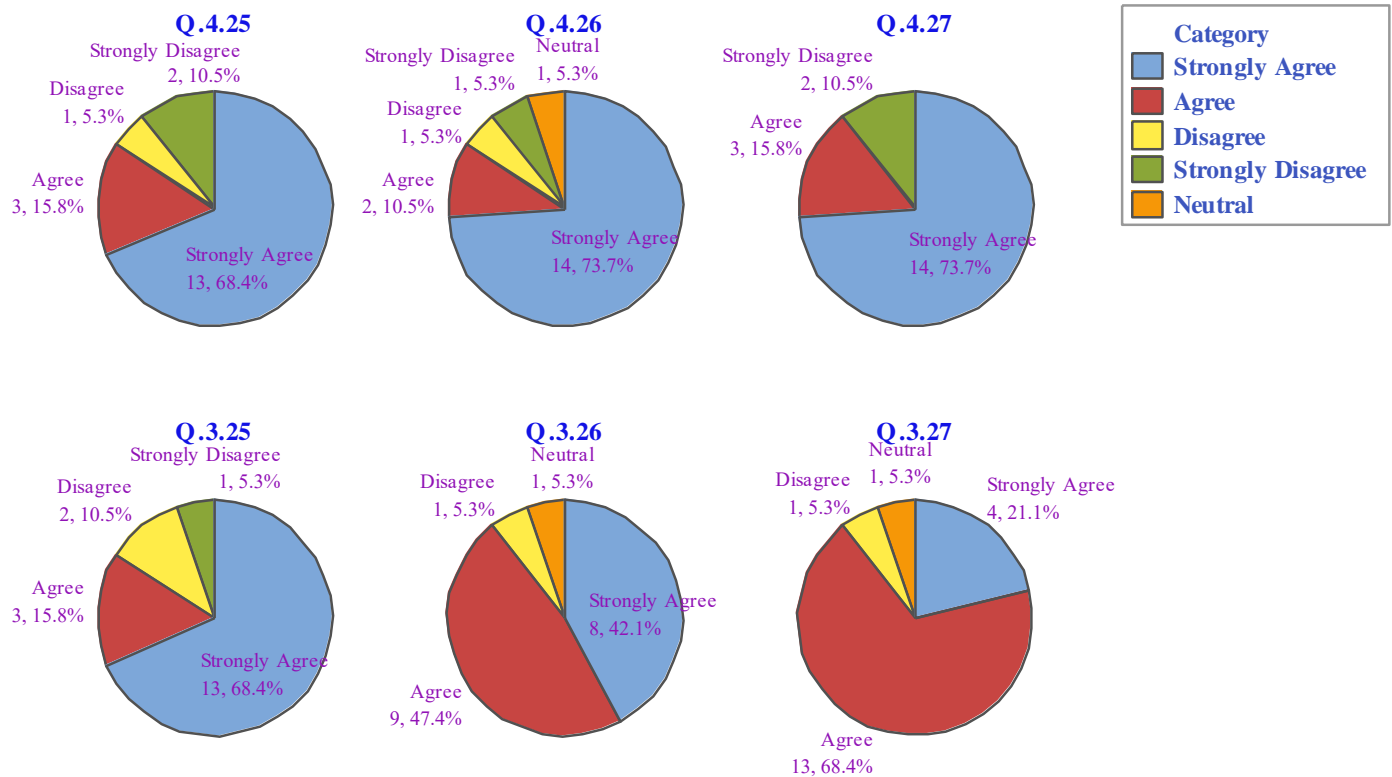
Test	Q.4.22 I can express myself freely at work because my supervisor is supportive (H3bCSR)	Q.4.23 I feel work-engaged because my supervisor is supportive (H3bCSR)	Q.4.24 I learn from my mistakes because my supervisor supports me (H3bCSR)	Q.3.22 I learn from my work mistakes because my direct supervisor is supportive (H3bEL)	Q.3.23 I'm more engaged with my work because my direct supervisor supports me (H3bEL)	Q.3.24 I feel psychologically safe because I have attention from my direct supervisor (H3bEL)
Chi-Sq.	15.474 ^a	11.526 ^b	22.316 ^a	15.474 ^a	4.947 ^a	11.789 ^a
df	4	3	4	4	4	4
P-Value (<0.05)	0.004	0.009	0.000	0.004	0.293	0.019

a. 5 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.8.

b. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

H4b: There is a positive relationship between social and economic dimensions of CSR and Co-Worker Relations predictor of Psychological Safety.(Managerial H4b)

Pie Chart of Q.4.25, Q.4.26, Q.4.27, Q.3.25, Q.3.26, and Q.3.27



Chi-square test statistics for H4b

Test	Q.4.25	Q.4.26	Q.4.27	Q.3.25	Q.3.26	Q.3.27
	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships (H4bCSR)	Social activities of my Company are improving my relation with my colleagues (H4bCSR)	HR department periodically assess my co-workers relations (H4bCSR)	My relations with my colleagues is positively related with my team cohesion (H4bEL)	I'm satisfied with my work because I have good work relations with my colleagues (H4bEL)	I feel motivated for my work because my relations with my colleagues are considered to be satisfactory (H4bEL)
Chi-Sq.	19.526 ^a	34.421 ^b	14.000 ^c	19.526 ^a	11.947 ^a	20.368 ^a
df	3	4	2	3	3	3
P-Value	0.000	0.000	0.001	0.000	0.008	0.000
(<0.05)						

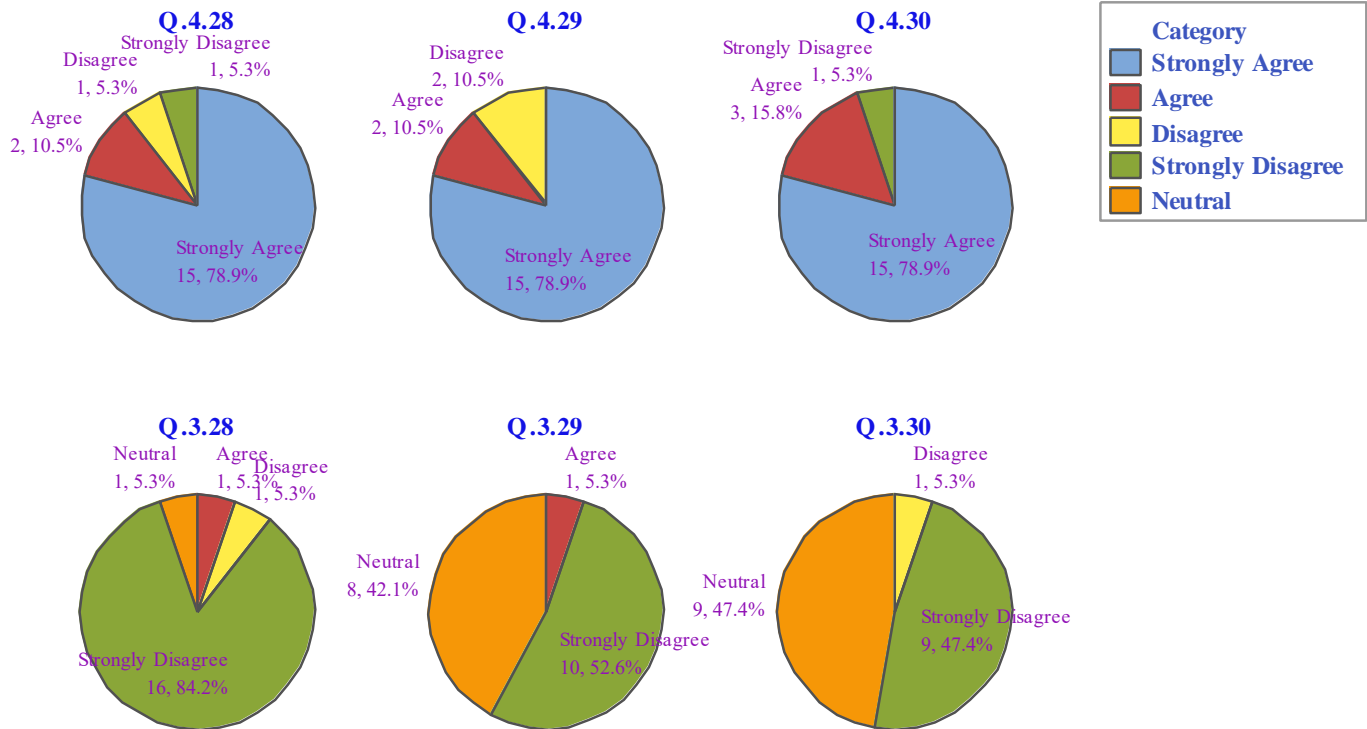
a. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

b. 5 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.8.

c. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

H5b: There is a negative relationship between social and economic dimensions of CSR and the Co-Worker norms predictor of Psychological Safety. (Managerial H5b)

Pie Chart of Q.4.28, Q.4.29, Q.4.30, Q.3.28, Q.3.29, and Q.3.30



Chi-square test statistics for H5b

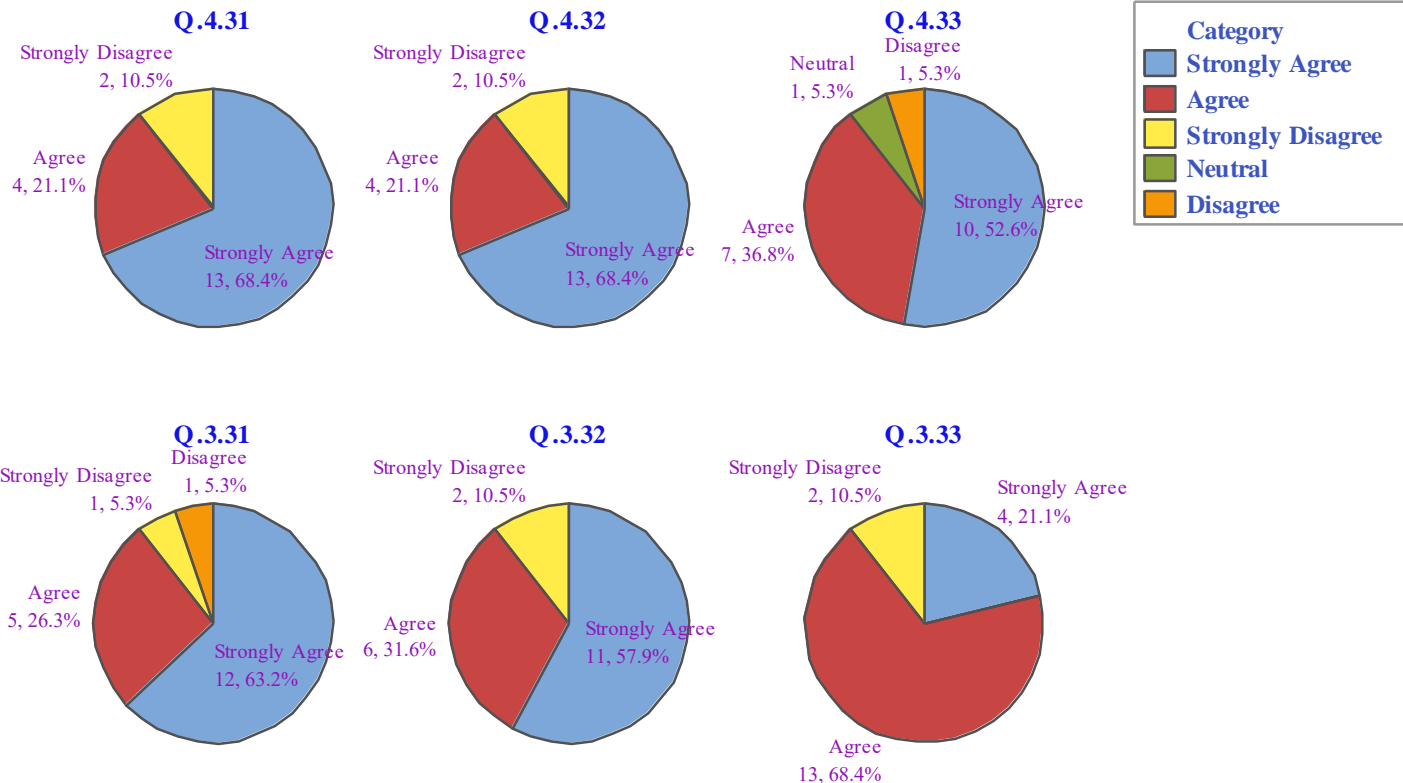
Test	Q.4.28 Rules controlling my relations with co-workers are negatively affecting my work productivity (H5bCSR)	Q.4.29 Social activities of my Company are providing me work trust and security (H5bCSR)	Q.4.30 My Company encourages work relations based on honesty and transparency (H5bCSR)	Q.3.28 I'm able to be creative at work because of the norms controlling my relations with my colleagues (H5bEL)	Q.3.29 I feel psychologically safe at work because of the norms controlling my relations with my colleagues (H5bEL)	Q.3.30 I'm able to be productive at work because of the norms controlling my relations with my colleagues (H5bEL)
Chi-Sq.	29.632 ^a	17.789 ^b	18.105 ^b	35.526 ^a	7.053 ^b	6.737 ^b
df	3	2	2	3	2	2
P-Value (<0.05)	0.000	0.000	0.000	0.000	0.029	0.034

a. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

H6b: There is a positive relationship between social, economic, and stakeholder CSR dimensions and Corporate Resources factor of Psychological Availability.(Managerial H6b)

Pie Chart of Q.4.31, Q.4.32, Q.4.33, Q.3.31, Q.3.32, and Q.3.33



Chi-square test statistics for H6b

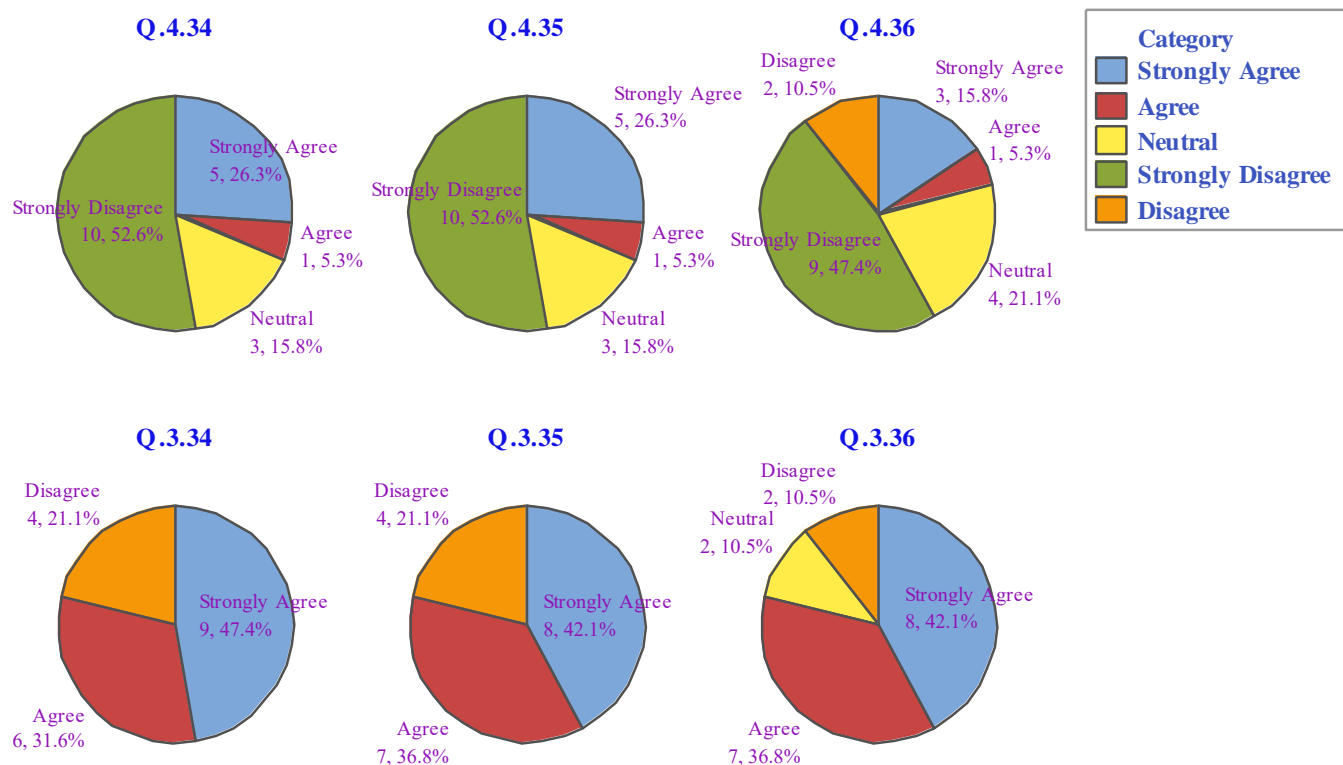
Test	Q.4.31	Q.4.32	Q.4.33	Q.3.31	Q.3.32	Q.3.33
	I feel work-disengaged whenever there are no physical resources available to complete my work (H6bCSR)	I'm work-engaged because I have the proper tools for my job (H6bCSR)	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources (H6bCSR)	My work strengths have been utilized by my Company (H6bEL)	My work perceptions vary and depend on the complexity of the task assigned (H6bEL)	I feel physically or psychologically disengaged whenever there are depletion of resources affecting my Company (H6bEL)
Chi-Sq.	10.842 ^a	10.842 ^a	12.789 ^b	17.000 ^b	6.421 ^a	10.842 ^a
df	2	2	3	3	2	2
P-Value (<0.05)	0.004	0.004	0.005	0.001	0.040	0.004

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

b. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

H7b: There is a negative relationship between social and economic dimensions of CSR and Job Insecurity factor of Psychological Availability (Managerial H7b)

Pie Chart of Q.4.34, Q.4.35, Q.4.36, Q.3.34, Q.3.35, and Q.3.36



Chi-square test statistics for H7b

Test	Q.4.34	Q.4.35	Q.4.36	Q.3.34	Q.3.35	Q.3.36
	Even if I did the best job possible, my company would fail to notice (H7bCSR)	I'm not work-engaged because I'm worried about what others think of me at work (H7bCSR)	Social activities of my Company are not providing me a sense of belonging to my Company (H7bCSR)	I feel secured at work because my Company cares about my health and wellbeing (H7bEL)	I feel secured at work because I consume energy on issues related to my work-role assignments (H7bEL)	I feel secured at work because I have job involvement (H7bEL)
Chi-Sq.	9.421 ^a	9.421 ^a	10.211 ^b	2.000 ^c	1.368 ^c	6.474 ^a
df	3	3	4	2	2	3
P-Value (<0.05)	0.024	0.024	0.037	0.368	0.504	0.091

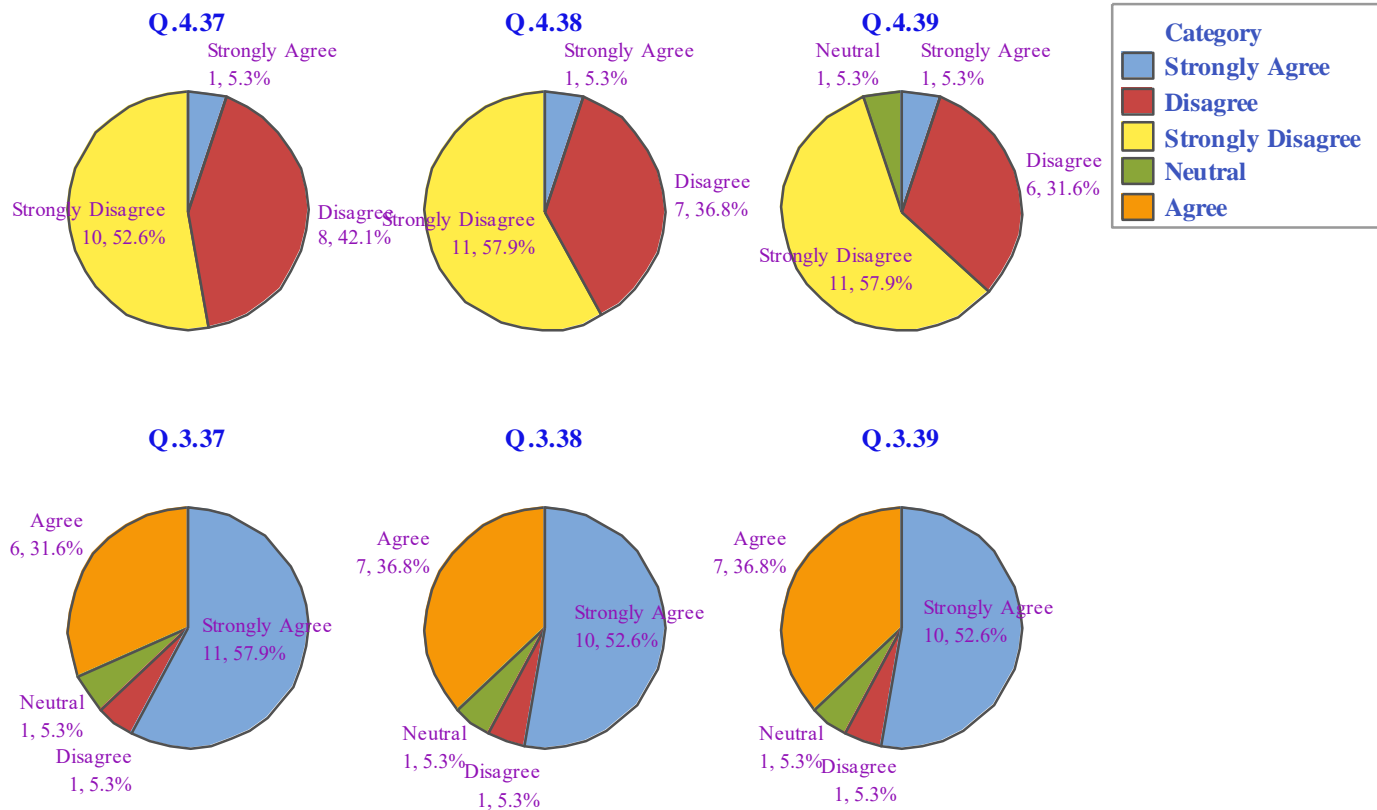
a. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

b. 5 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.8.

c. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

H8b: There is a negative relationship between social, economic, and voluntariness dimensions of CSR and unexcused outside activities factors of psychological availability. (Managerial H8b)

Pie Chart of Q.4.37, Q.4.38, Q.4.39, Q.3.37, Q.3.38, and Q.3.39



Chi-square test statistics for H8b

Test	Q.4.37 My family engagement is positively affected by working outside my Company (H8bCSR)	Q.4.38 I do not need a prior approval from my Company if I want to work outside it on leisure basis (H8bCSR)	Q.4.39 Social and Environmental activities of my Company provide me more reason to work outside without excuse (H8bCSR)	Q.3.37 I do not focus on my work because of my outside activities that are not related to my organization (H8bEL)	Q.3.38 I will not have more work experience if I do activities that are not related to my organization (H8bEL)	Q.3.39 My sleep time is less when I do activities that are not related to my organization (H8bEL)
Chi-Sq.	7.053 ^a	8.000 ^a	14.474 ^b	14.474 ^b	12.789 ^b	12.789 ^b
df	2	2	3	3	3	3
P-Value (<0.05)	0.029	0.018	0.002	0.002	0.005	0.005

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

b. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

IV-MN-CSR-Q2Q3

Provide Reverse Vending Machines to KAUST			
	Frequency	Percent	Cumulative Percent
Aware & Involved	10	52.6	52.6
Aware Not Involved	8	42.1	94.7
Not Aware & Not Involved	1	5.3	100.0
Total	19	100.0	

Provide Bulb Eating Machines to KAUST			
	Frequency	Percent	Cumulative Percent
Aware & Involved	11	57.9	57.9
Aware Not Involved	8	42.1	100.0
Total	19	100.0	

Providing Environmentally Friendly Operational Vehicles			
	Frequency	Percent	Cumulative Percent
Aware & Involved	8	42.1	42.1
Aware Not Involved	9	47.4	89.5
Not Aware & Not Involved	2	10.5	100.0
Total	19	100.0	

Supporting KAUST during Water scarcity on November 2014			
	Frequency	Percent	Cumulative Percent
Aware & Involved	7	36.8	36.8
Aware Not Involved	11	57.9	94.7
Not Aware & Not Involved	1	5.3	100.0
Total	19	100.0	

Supporting KAUST during rain flood on November 2009			
	Frequency	Percent	Cumulative Percent
Aware & Involved	4	21.1	21.1
Aware Not Involved	12	63.2	84.2
Not Aware & Not Involved	3	15.8	100.0
Total	19	100.0	

Provide Healthcare Programs to employees			
	Frequency	Percent	Cumulative Percent
Aware & Involved	8	42.1	42.1
Aware Not Involved	11	57.9	100.0
Total	19	100.0	

Participating in the Earth day event			
	Frequency	Percent	Cumulative Percent
Aware & Involved	8	42.1	42.1
Aware Not Involved	10	52.6	94.7
Not Aware & Not Involved	1	5.3	100.0
Total	19	100.0	

Vocational training for technical staff			
	Frequency	Percent	Cumulative Percent
Aware & Involved	12	63.2	63.2
Aware Not Involved	7	36.8	100.0
Total	19	100.0	

Providing Recreational activities for staff at Your Company Camp			
	Frequency	Percent	Cumulative Percent
Aware & Involved	4	21.1	21.1
Aware Not Involved	15	78.9	100.0
Total	19	100.0	

Prioritize Locals' employment			
	Frequency	Percent	Cumulative Percent
Aware & Involved	11	57.9	57.9
Aware Not Involved	8	42.1	100.0
Total	19	100.0	

Comply with ZAKAT			
	Frequency	Percent	Cumulative Percent
Aware & Involved	10	52.6	52.6
Aware Not Involved	9	47.4	100.0
Total	19	100.0	

Provide Reverse Vending Machines to KAUST			
	Frequency	Percent	Cumulative Percent
Means a Lot	17	89.5	89.5
Means a Little	2	10.5	100.0
Total	19	100.0	

Provide Bulb Eating Machines to KAUST			
	Frequency	Percent	Cumulative Percent
Means a Lot	16	84.2	84.2
Means a Little	3	15.8	100.0
Total	19	100.0	

Providing Environmentally Friendly Operational Vehicles			
	Frequency	Percent	Cumulative Percent
Means a Lot	17	89.5	89.5
Means a Little	2	10.5	100.0
Total	19	100.0	

Supporting KAUST during Water scarcity on November 2014			
	Frequency	Percent	Cumulative Percent
Means a Lot	16	84.2	84.2
Means a Little	3	15.8	100.0
Total	19	100.0	

Supporting KAUST during rain flood on November 2009			
	Frequency	Percent	Cumulative Percent
Means a Lot	14	73.7	73.7
Means a Little	5	26.3	100.0
Total	19	100.0	

Provide Healthcare Programs to employees			
	Frequency	Percent	Cumulative Percent
Means a Lot	18	94.7	94.7
Means a Little	1	5.3	100.0
Total	19	100.0	

Participating in the Earth day event			
	Frequency	Percent	Cumulative Percent
Means a Lot	13	68.4	68.4
Means a Little	6	31.6	100.0
Total	19	100.0	

Vocational training for technical staff			
	Frequency	Percent	Cumulative Percent
Means a Lot	18	94.7	94.7
Means a Little	1	5.3	100.0
Total	19	100.0	

Providing Recreational activities for staff at Your Company Camp			
	Frequency	Percent	Cumulative Percent
Means a Lot	17	89.5	89.5
Means a Little	2	10.5	100.0
Total	19	100.0	

Prioritize Locals' employment			
	Frequency	Percent	Cumulative Percent
Means a Lot	12	63.2	63.2
Means a Little	5	26.3	89.5
Has No Meaning	2	10.5	100.0
Total	19	100.0	

Comply with ZAKAT			
	Frequency	Percent	Cumulative Percent
Means a Lot	17	89.5	89.5
Means a Little	2	10.5	100.0
Total	19	100.0	

Table 4.4: Chi-square test for Descriptive Statistics for CSR Programs related to AVERDA at KAUST

Test Statistics	Chi-Square	df	P-Value (P<0.05)	Status
Provide Reverse Vending Machines to KAUST	7.053 ^a	2	0.029	Significant
Provide Bulb Eating Machines to KAUST	.474 ^b	1	0.491	Non-Significant
Providing Environmentally Friendly Operational Vehicles	4.526 ^a	2	0.104	Non-Significant
Supporting KAUST during Water scarcity on November 2014	8.000 ^a	2	0.018	Significant
Supporting KAUST during rain flood on November 2009	7.684 ^a	2	0.021	Significant
Provide Healthcare Programs to employees	.474 ^b	1	0.491	Non-Significant
Participating in the Earth day event	7.053 ^a	2	0.029	Significant
Vocational training for technical staff	1.316 ^b	1	0.251	Non-Significant
Providing Recreational activities for staff at Your Company Camp	6.368 ^b	1	0.012	Significant
Prioritize Locals' employment	.474 ^b	1	0.491	Non-Significant
Comply with ZAKAT	.053 ^b	1	0.819	Non-Significant
Provide Reverse Vending Machines to KAUST	11.842 ^b	1	0.001	Significant
Provide Bulb Eating Machines to KAUST	8.895 ^b	1	0.003	Significant
Providing Environmentally Friendly Operational Vehicles	11.842 ^b	1	0.001	Significant
Supporting KAUST during Water scarcity on November 2014	8.895 ^b	1	0.003	Significant
Supporting KAUST during rain flood on November 2009	4.263 ^b	1	0.039	Significant
Provide Healthcare Programs to employees	15.211 ^b	1	0.000	Significant
Participating in the Earth day event	2.579 ^b	1	0.108	Non-Significant
Vocational training for technical staff	15.211 ^b	1	0.000	Significant
Providing Recreational activities for staff at Your Company Camp	11.842 ^b	1	0.001	Significant
Prioritize Locals' employment	8.316 ^a	2	0.016	Significant
Comply with ZAKAT	11.842 ^b	1	0.001	Significant

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 9.5..

IV-MN-ES-Q1

I would recommend this organization to a friend if he/she were looking for a job (Job Satisfaction Measure).

	Frequency	Percent	Cumulative Percent
	10	52.6	52.6
	5	26.3	78.9
	1	5.3	84.2
	1	5.3	89.5
	2	10.5	100.0
	19	100.0	

I feel personal satisfaction when I do my job well (Job Satisfaction Measure).

	Frequency	Percent	Cumulative Percent
Strongly Agree	13	68.4	68.4
Agree	2	10.5	78.9
Neutral	2	10.5	89.5
Strongly Disagree	2	10.5	100.0
Total	19	100.0	

I am proud to tell people that I am part of this organization (Job Satisfaction Measure).

	Frequency	Percent	Cumulative Percent
Strongly Agree	6	31.6	31.6
Agree	10	52.6	84.2
Neutral	2	10.5	94.7
Disagree	1	5.3	100.0
Total	19	100.0	

This is the best organization for me to work for (Job Satisfaction Measure).

	Frequency	Percent	Cumulative Percent
Strongly Agree	14	73.7	73.7
Agree	2	10.5	84.2
Neutral	1	5.3	89.5
Disagree	2	10.5	100.0
Total	19	100.0	

IV-MN-EE-Q2

Performing my job is so absorbing that I forget about everything else (Job Engagement - Cognitive).

	Frequency	Percent	Cumulative Percent
Strongly Agree	16	84.2	84.2
Agree	3	15.8	100.0
Total	19	100.0	

I often think about other things when performing my job* (Job Engagement - Cognitive).

	Frequency	Percent	Cumulative Percent
Strongly Agree	12	63.2	63.2
Agree	5	26.3	89.5
Neutral	2	10.5	100.0
Total	19	100.0	

I am rarely distracted when performing my job (Job Engagement - Cognitive).

	Frequency	Percent	Cumulative Percent
Strongly Agree	18	94.7	94.7
Agree	1	5.3	100.0
Total	19	100.0	

Time passes quickly when I perform my job (Job Engagement - Cognitive).

	Frequency	Percent	Cumulative Percent
Strongly Agree	13	68.4	68.4
Agree	6	31.6	100.0
Total	19	100.0	

I really put my heart into my job (Job Engagement - Emotional).

	Frequency	Percent	Cumulative Percent
Strongly Agree	13	68.4	68.4
Agree	6	31.6	100.0
Total	19	100.0	

I get excited when I perform well on my job (Job Engagement - Emotional).

	Frequency	Percent	Cumulative Percent
Strongly Agree	10	52.6	52.6
Agree	4	21.1	73.7
Neutral	1	5.3	78.9
Strongly Disagree	4	21.1	100.0
Total	19	100.0	

I often feel emotionally detached from my job* (Job Engagement - Emotional).

	Frequency	Percent	Cumulative Percent
Strongly Agree	11	57.9	57.9
Agree	3	15.8	73.7
Neutral	2	10.5	84.2
Disagree	2	10.5	94.7
Strongly Disagree	1	5.3	100.0
Total			

My own feelings are affected by how well I perform my job (Job Engagement - Emotional).

	Frequency	Percent	Cumulative Percent
Strongly Agree	13	68.4	68.4
Agree	2	10.5	78.9
Disagree	1	5.3	84.2
Strongly Disagree	3	15.8	100.0
Total	19	100.0	

I exert a lot of energy performing my job (Job Engagement - Physical).

	Frequency	Percent	Cumulative Percent
Strongly Agree	10	52.6	52.6
Agree	4	21.1	73.7
Neutral	1	5.3	78.9
Disagree	3	15.8	94.7
Strongly Disagree	1	5.3	100.0
Total			

I stay until the job is done (Job Engagement - Physical).

	Frequency	Percent	Cumulative Percent
Strongly Agree	5	26.3	26.3
Agree	7	36.8	63.2
Neutral	4	21.1	84.2
Disagree	1	5.3	89.5
Strongly Disagree	2	10.5	100.0
Total			

I avoid working overtime whenever possible* (Job Engagement - Physical).

	Frequency	Percent	Cumulative Percent
Strongly Agree	10	52.6	52.6
Agree	8	42.1	94.7
Disagree	1	5.3	100.0
Total	19	100.0	

I take work home to do (Job Engagement - Physical).

	Frequency	Percent	Cumulative Percent
Strongly Agree	13	68.4	68.4
Agree	5	26.3	94.7
Disagree	1	5.3	100.0
Total	19	100.0	

I avoid working too hard* (Job Engagement - Physical).

	Frequency	Percent	Cumulative Percent
Strongly Agree	13	68.4	68.4
Agree	5	26.3	94.7
Neutral	1	5.3	100.0
Total	19	100.0	

I often think about other things when performing my job* (Job Engagement - Cognitive).

	Frequency	Percent	Cumulative Percent
Neutral	2	10.5	10.5
Disagree	5	26.3	36.8
Strongly Disagree	12	63.2	100.0
Total	19	100.0	

I often feel emotionally detached from my job* (Job Engagement - Emotional).

	Frequency	Percent	Cumulative Percent
Strongly Agree	1	5.3	5.3
Agree	2	10.5	15.8
Neutral	2	10.5	26.3
Disagree	3	15.8	42.1
Strongly Disagree	11	57.9	100.0
Total			

I avoid working overtime whenever possible* (Job Engagement - Physical).

	Frequency	Percent	Cumulative Percent
Agree	1	5.3	5.3
Disagree	8	42.1	47.4
Strongly Disagree	10	52.6	100.0
Total	19	100.0	

I avoid working too hard* (Job Engagement - Physical).

	Frequency	Percent	Cumulative Percent
Neutral	1	5.3	5.3
Disagree	5	26.3	31.6
Strongly Disagree	13	68.4	100.0
Total	19	100.0	

Table 4.7: Chi-square test statistics for Job Satisfaction and Job Engagement

EL_Managerial Q_	Chi-Square	df	P-Value (P<0.05)	Status
I would recommend this organization to a friend if he/she were looking for a job (Job Satisfaction Measure).	15.474 ^a	4	0.004	Significant
I feel personal satisfaction when I do my job well (Job Satisfaction Measure).	19.105 ^b	3	0.000	Significant
I am proud to tell people that I am part of this organization (Job Satisfaction Measure).	10.684 ^b	3	0.014	Significant
This is the best organization for me to work for (Job Satisfaction Measure).	24.158 ^b	3	0.000	Significant
Performing my job is so absorbing that I forget about everything else (Job Engagement - Cognitive).	8.895 ^c	1	0.003	Significant
I often think about other things when performing my job* (Job Engagement - Cognitive).	8.316 ^d	2	0.016	Significant
I am rarely distracted when performing my job (Job Engagement - Cognitive).	15.211 ^c	1	0.000	Significant
Time passes quickly when I perform my job (Job Engagement - Cognitive).	2.579 ^c	1	0.108	Non-Significant
I really put my heart into my job (Job Engagement - Emotional).	2.579 ^c	1	0.108	Non-Significant
I get excited when I perform well on my job (Job Engagement - Emotional).	9.000 ^b	3	0.029	Significant
I often feel emotionally detached from my job* (Job Engagement - Emotional).	17.579 ^a	4	0.001	Significant
My own feelings are affected by how well I perform my job (Job Engagement - Emotional).	19.526 ^b	3	0.000	Significant
I exert a lot of energy performing my job (Job Engagement - Physical).	14.421 ^a	4	0.006	Significant
I stay until the job is done (Job Engagement - Physical).	6.000 ^a	4	0.199	Non-Significant
I avoid working overtime whenever possible* (Job Engagement - Physical).	7.053 ^d	2	0.029	Significant
I take work home to do (Job Engagement - Physical).	11.789 ^d	2	0.003	Significant
I avoid working too hard* (Job Engagement - Physical).	11.789 ^d	2	0.003	Significant
I often think about other things when performing my job* (Job Engagement - Cognitive).	8.316 ^d	2	0.016	Significant
I often feel emotionally detached from my job* (Job Engagement - Emotional).	17.579 ^a	4	0.001	Significant
I avoid working overtime whenever possible* (Job Engagement - Physical).	7.053 ^d	2	0.029	Significant
I avoid working too hard* (Job Engagement - Physical).	11.789 ^d	2	0.003	Significant

a. 5 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 3.8.

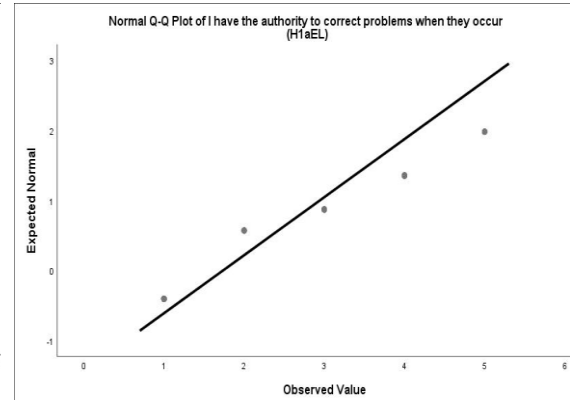
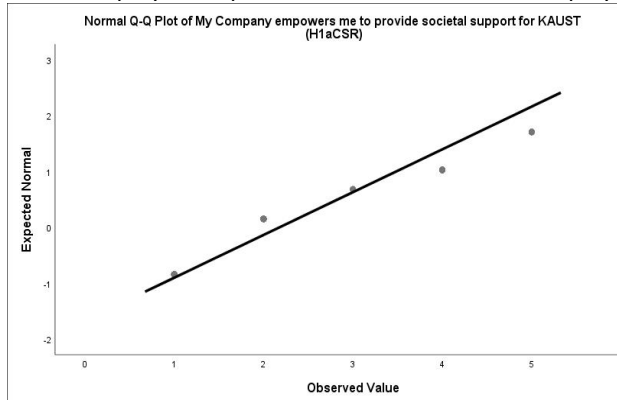
b. 4 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.8.

c. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 9.5.

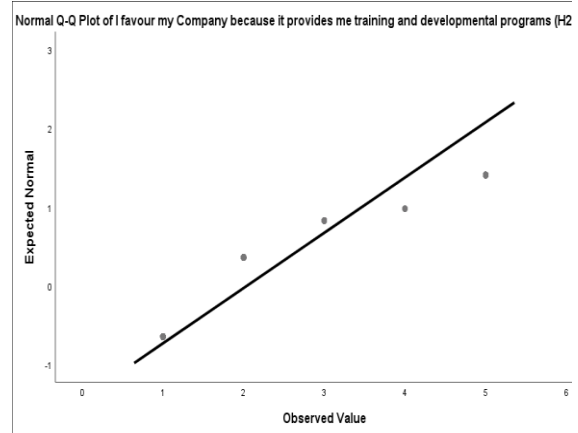
d. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.3.

IV-QQ-NM

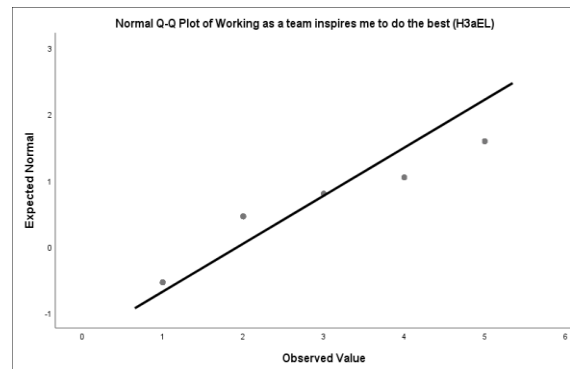
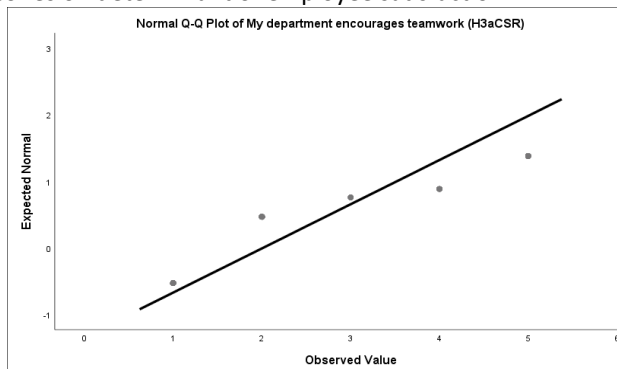
H1a: There is a positive relationship between the social, environmental, and voluntariness dimensions of CSR and the employee empowerment determinant of employee satisfaction



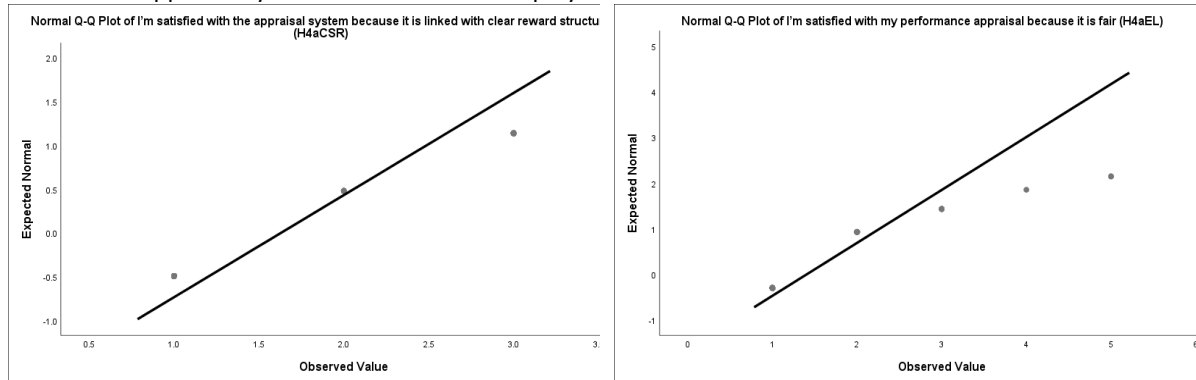
H2a: There is a positive relationship between the social, economic, environmental, and stakeholder dimensions of CSR and the human capital development determinant of employee satisfaction.



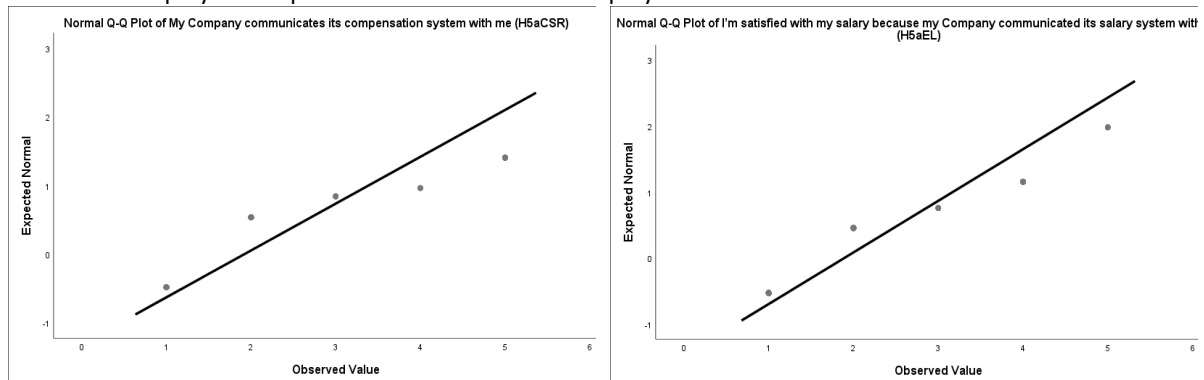
H3a: There is a positive relationship between the social and economic dimensions of CSR and the team cohesion determinant of employee satisfaction.



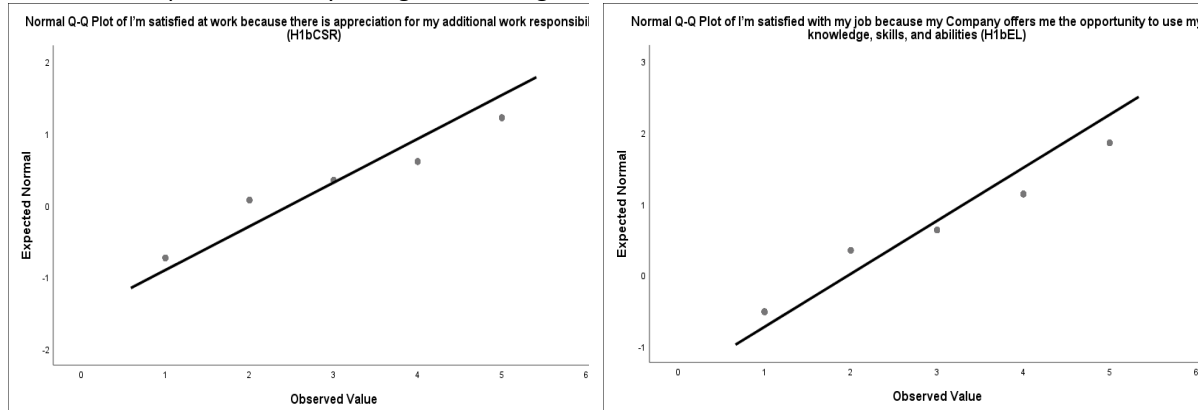
H4a: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and the performance appraisal system determinant of employee satisfaction.



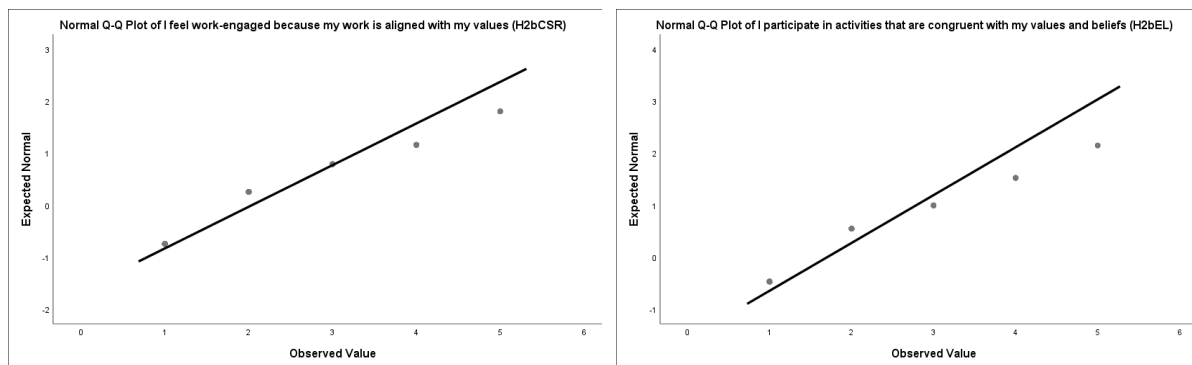
H5a: There is a positive relationship between social, economic, environmental, and stakeholder dimensions of CSR and the employee compensation determinant of employee satisfaction.



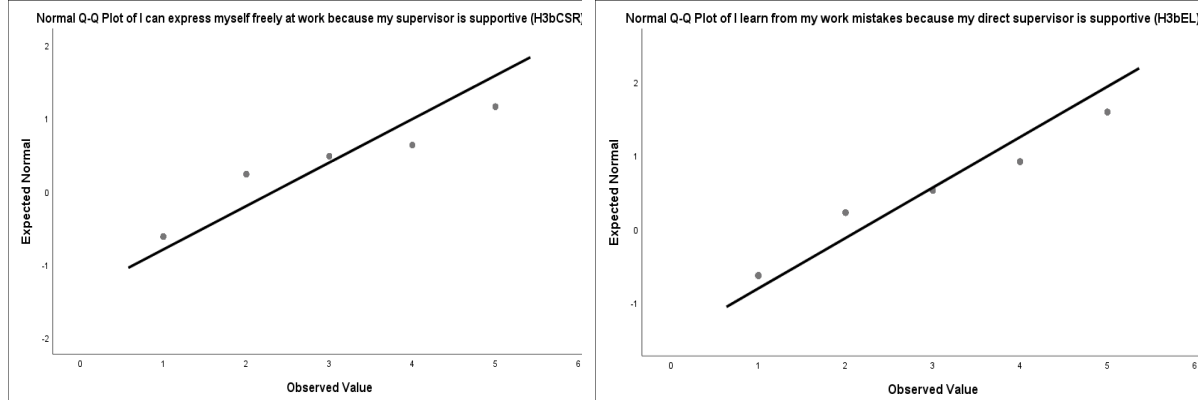
H1b: There is a positive relationship between social, stakeholder, and volunteerism dimensions of CSR and the Job Enrichment predictor of Psychological Meaningfulness.



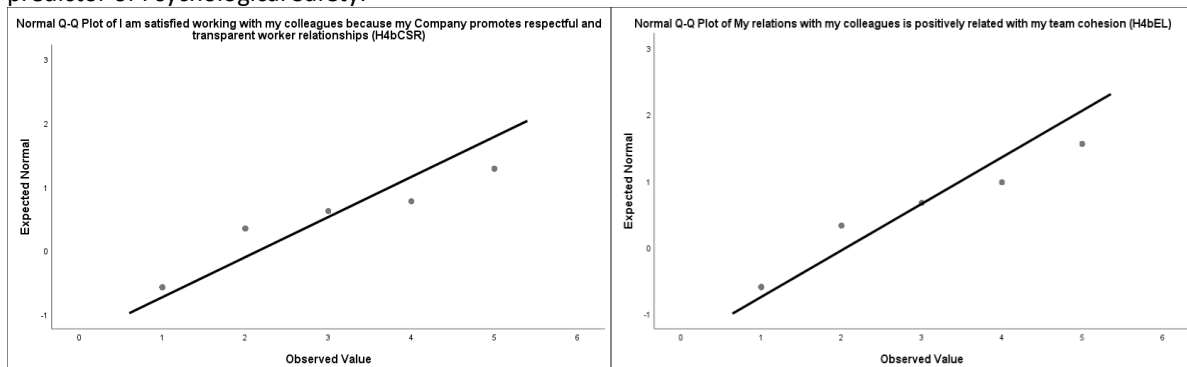
H2b: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and Work-Role Fit predictor of Psychological Meaningfulness.



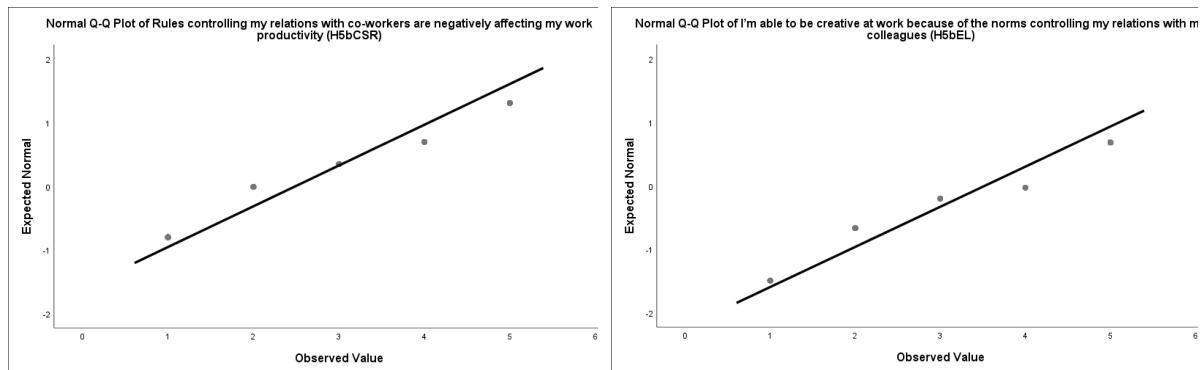
H3b: There is a positive relationship between social and economic dimensions of CSR and Supervisor Relations predictor of Psychological Safety.



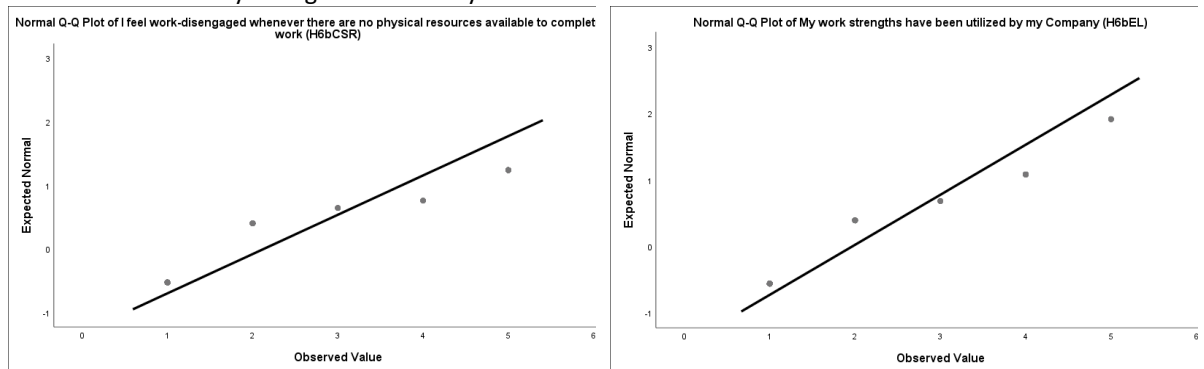
H4b: There is a positive relationship between social and economic dimensions of CSR and Co-Worker Relations predictor of Psychological Safety.



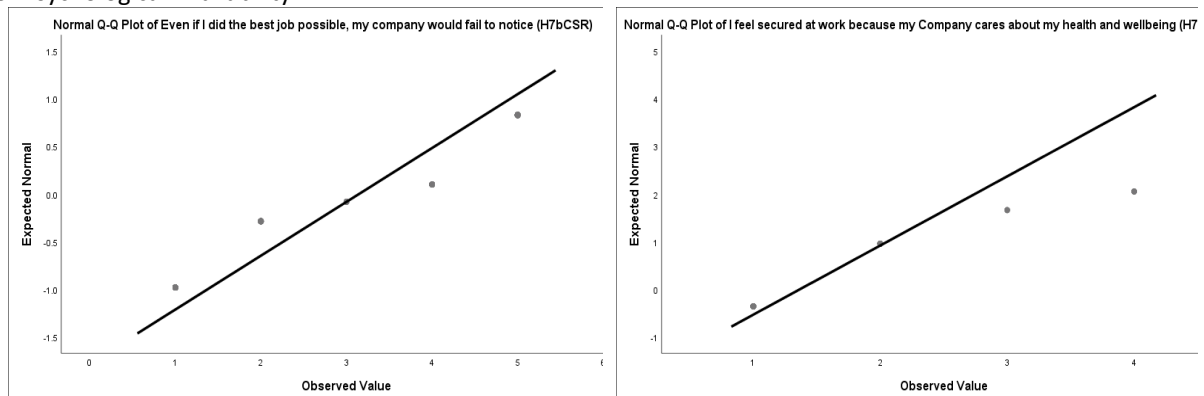
H5b: There is a negative relationship between social and economic dimensions of CSR and the Co-Worker norms predictor of Psychological Safety.



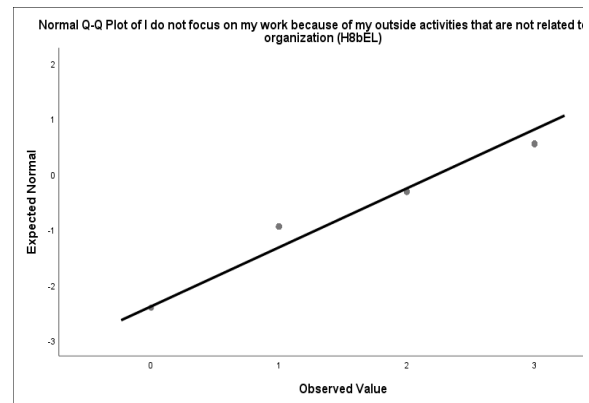
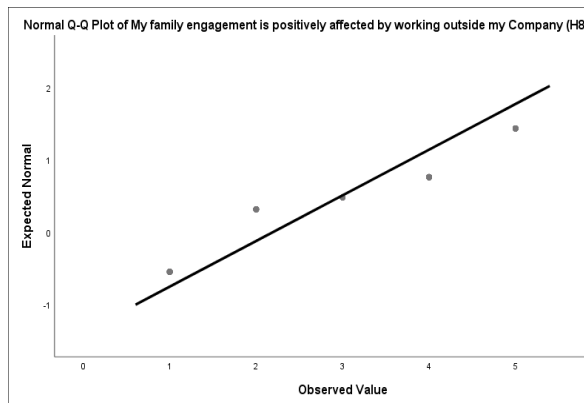
H6b: There is a positive relationship between social, economic, and stakeholder CSR dimensions and Corporate Resources factor of Psychological Availability



H7b: There is a negative relationship between social and economic dimensions of CSR and Job Insecurity factor of Psychological Availability

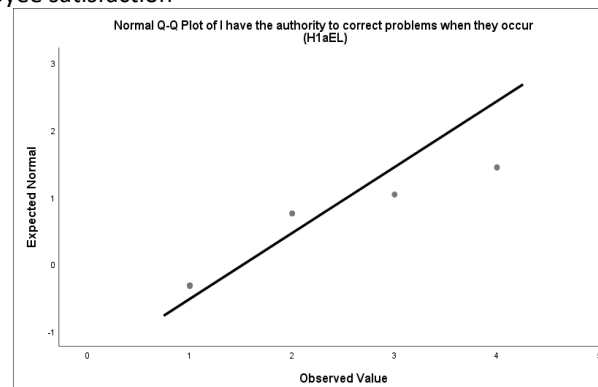
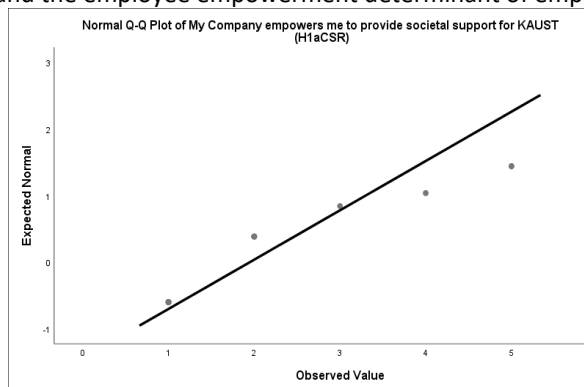


H8b: There is a negative relationship between social, economic, and voluntariness dimensions of CSR and unexcused outside activities factors of psychological availability

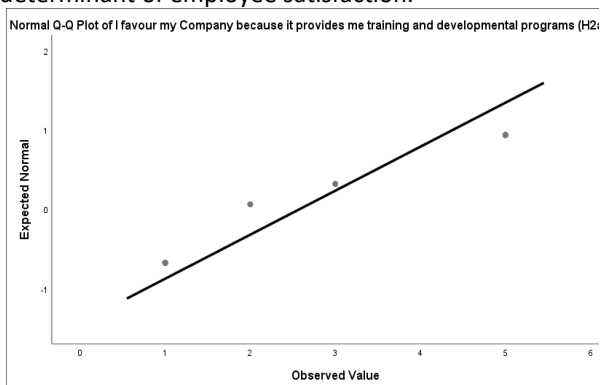


IV-QQ-MN

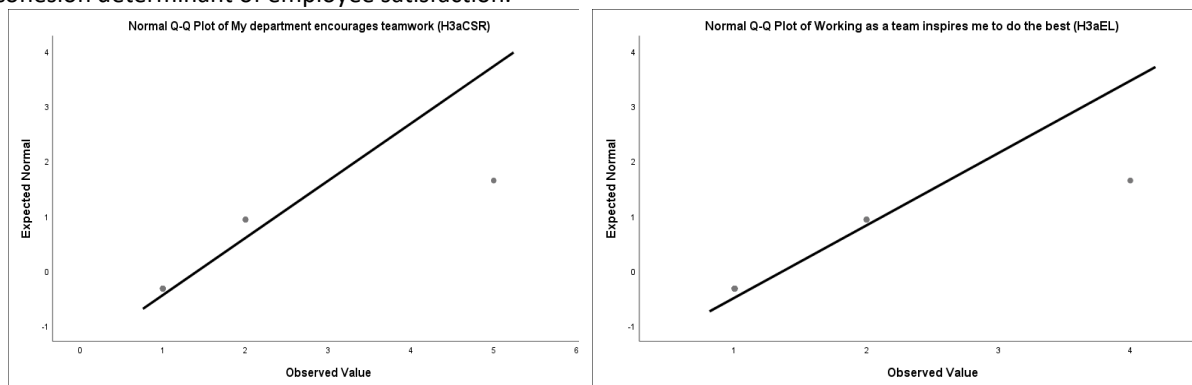
H1a: There is a positive relationship between the social, environmental, and voluntariness dimensions of CSR and the employee empowerment determinant of employee satisfaction



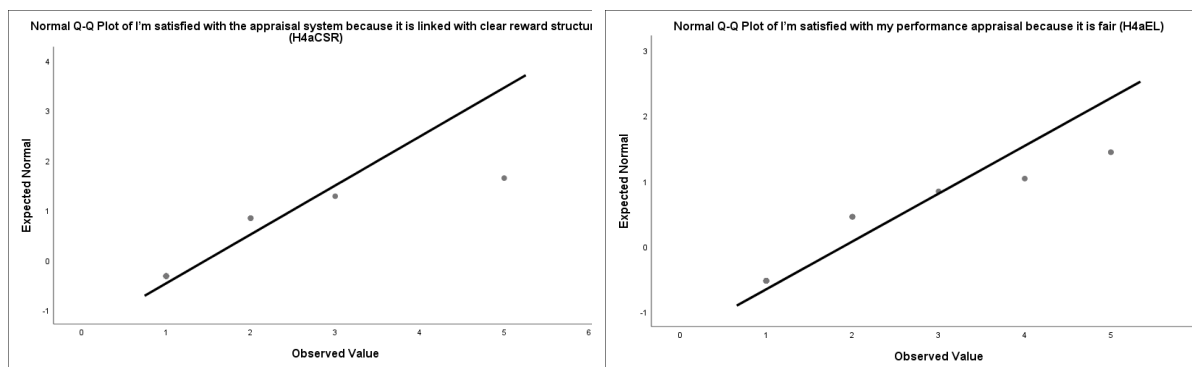
H2a: There is a positive relationship between the social, economic, environmental, and stakeholder dimensions of CSR and the human capital development determinant of employee satisfaction.



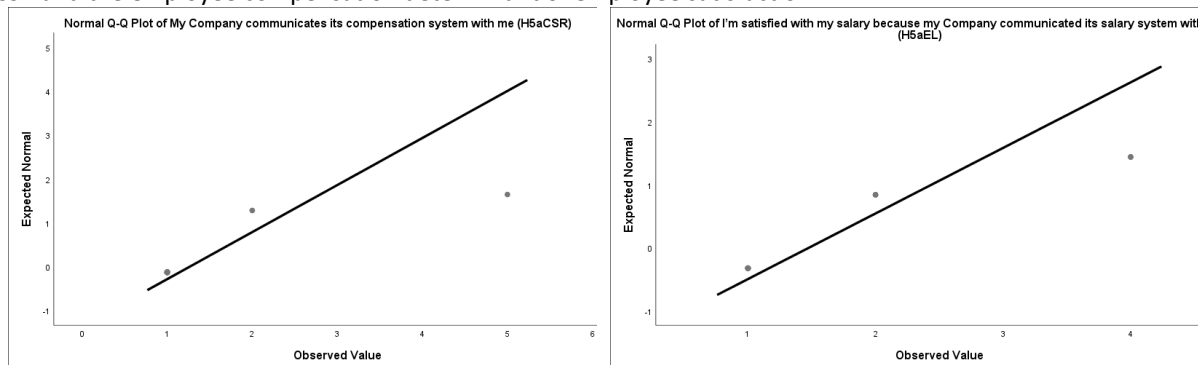
H3a: There is a positive relationship between the social and economic dimensions of CSR and the team cohesion determinant of employee satisfaction.



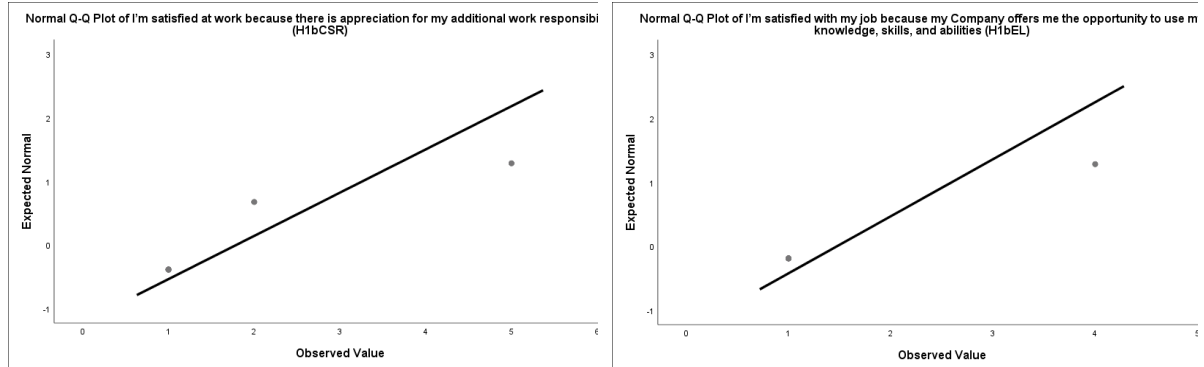
H4a: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and the performance appraisal system determinant of employee satisfaction.



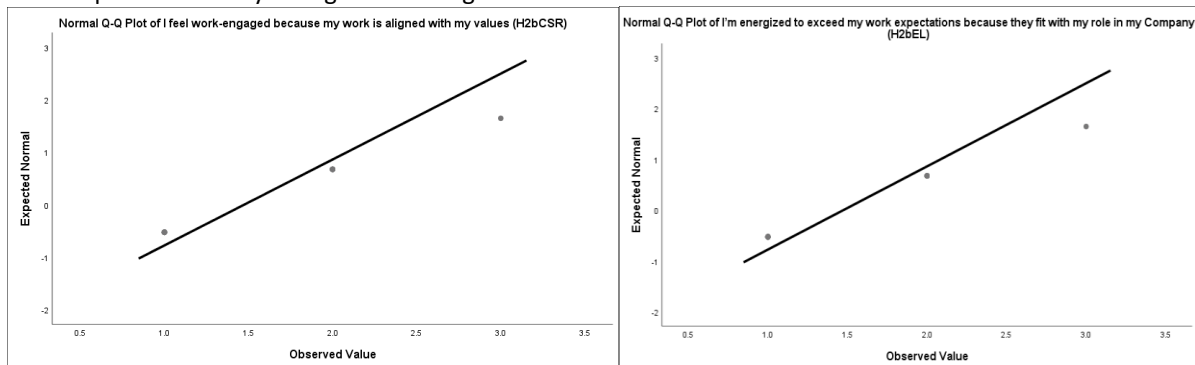
H5a: There is a positive relationship between social, economic, environmental, and stakeholder dimensions of CSR and the employee compensation determinant of employee satisfaction.



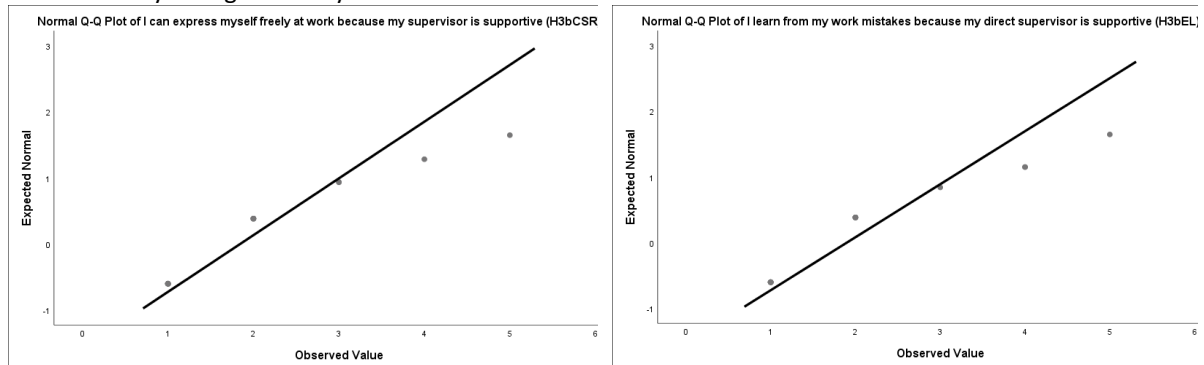
H1b: There is a positive relationship between social, stakeholder, and volunteerism dimensions of CSR and the Job Enrichment predictor of Psychological Meaningfulness.



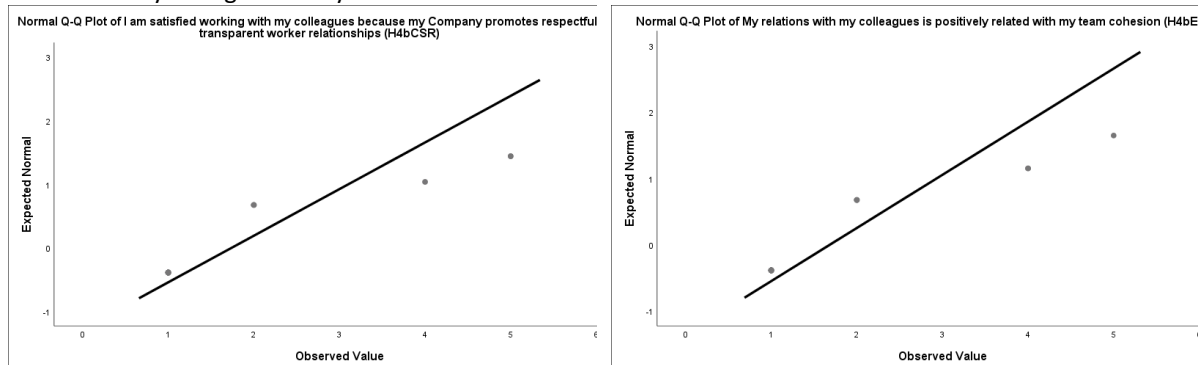
H2b: There is a positive relationship between social, economic, and stakeholder dimensions of CSR and Work-Role Fit predictor of Psychological Meaningfulness



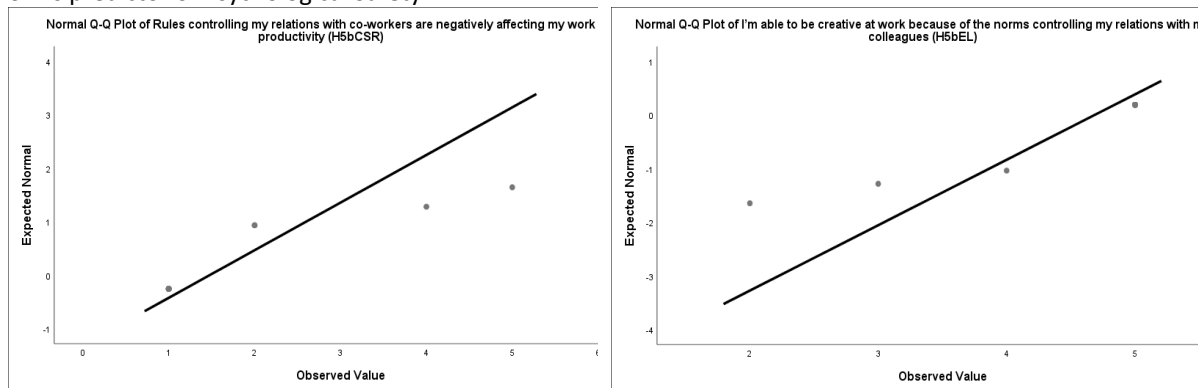
H3b: There is a positive relationship between social and economic dimensions of CSR and Supervisor Relations predictor of Psychological Safety



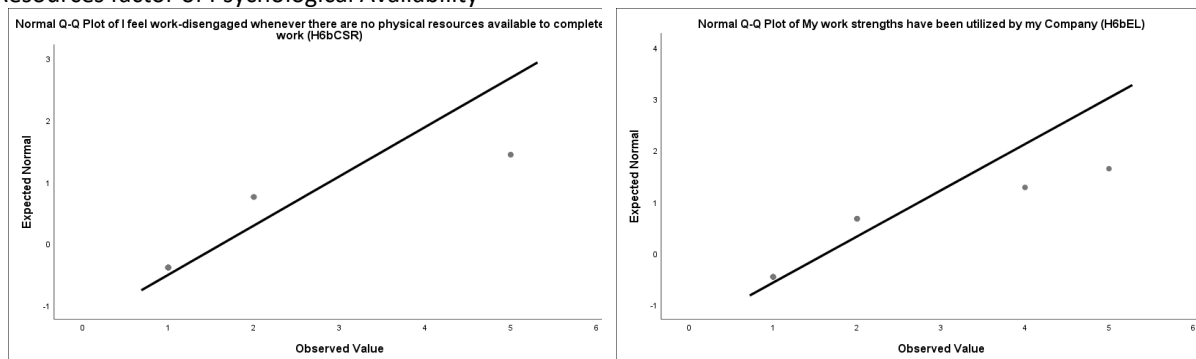
H4b: There is a positive relationship between social and economic dimensions of CSR and Co-Worker Relations predictor of Psychological Safety



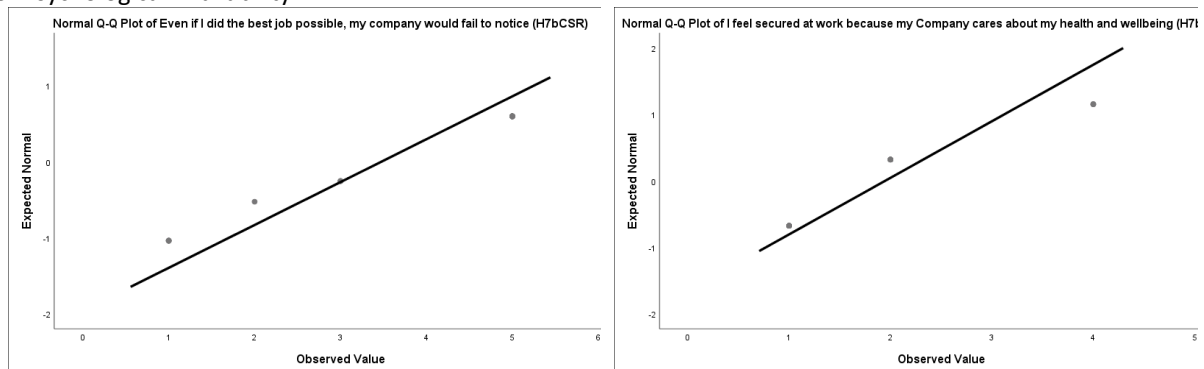
H5b: There is a negative relationship between social and economic dimensions of CSR and the Co-Worker norms predictor of Psychological Safety



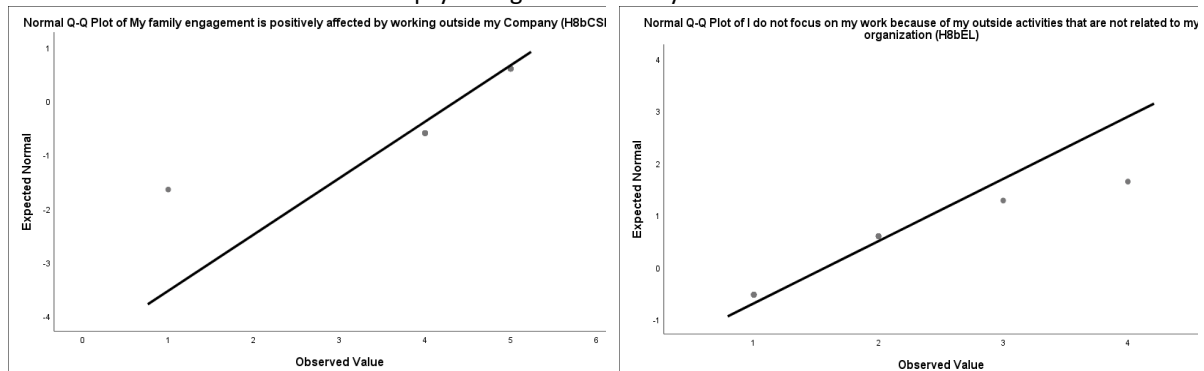
H6b: There is a positive relationship between social, economic, and stakeholder CSR dimensions and Corporate Resources factor of Psychological Availability



H7b: There is a negative relationship between social and economic dimensions of CSR and Job Insecurity factor of Psychological Availability



H8b: There is a negative relationship between social, economic, and voluntariness dimensions of CSR and unexcused outside activities factors of psychological availability



IV-SLA

Non-Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H1a (CSR Dimensions Scale)	H1aCSR1	My Company empowers me to provide societal support for KAUST	0.934
	H1aCSR2	My Company empowers me by providing team spirit support	0.856
	H1aCSR3	My Company encourages me to assist KAUST members to promote their environmental awareness	0.805
H1a (Employee Empowerment Scale)	H1aEE1	I have the authority to correct problems when they occur	0.856
	H1aEE2	I have a lot of control over how I do my job	0.897
	H1aEE3	I'm allowed to be creative when I deal with problems at work	0.851

Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H1a (CSR Dimensions Scale)	H1aCSR1	My Company empowers me to provide societal support for KAUST	0.862
	H1aCSR2	My Company empowers me by providing team spirit support	0.833
	H1aCSR3	My Company encourages me to assist KAUST members to promote their environmental awareness	0.687
H1a (Employee Empowerment Scale)	H1aEE1	I have the authority to correct problems when they occur	0.877
	H1aEE2	I have a lot of control over how I do my job	0.746
	H1aEE3	I'm allowed to be creative when I deal with problems at work	0.824

Non-Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H2a (CSR Dimensions Scale)	H2aCSR1	My company provides training and development opportunities to realize my career goals.	0.900
	H2aCSR2	My environmental awareness has been increased with training	0.901
	H2aCSR3	My company provides training initiatives to improve renew my work related skills	0.822
H2a (Employee Empowerment Scale)	H2aHCD1	I favour my company because it provides me training and developmental programs	0.716
	H2aHCD2	I'm satisfied with my job because I have work-related training	0.845
	H2aHCD3	Because of the training I have in my company, I'm more efficient in my job now compared to when I have started	0.850

Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H2a (CSR Dimensions Scale)	H2aCSR1	My company provides training and development opportunities to realize my career goals.	0.924
	H2aCSR2	My environmental awareness has been increased with training	0.950
	H2aCSR3	My company provides training initiatives to improve renew my work related skills	0.963
H2a (Employee Empowerment Scale)	H2aHCD1	I favour my Company because it provides me training and developmental programs	0.908
	H2aHCD2	I'm satisfied with my job because I have work-related training	0.945
	H2aHCD3	Because of the training I have in my Company, I'm more efficient in my job now compared to when I have started	0.889

Non-Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H3a (CSR Dimensions Scale)	H3aCSR1	My department encourages teamwork	0.962
	H3aCSR2	Work assignments are distributed fairly	0.973
	H3aCSR3	There is coordination between my department and others with whom I need to work with	0.955
H3a (Employee Empowerment Scale)	H3aTC1	Working as a team inspires me to do the best	0.886
	H3aTC2	Everyone in my team values what each member contributes to the team	0.942
	H3aTC3	Team members frequently go beyond what is required and do not hesitate to take initiative	0.934

Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H3a (CSR Dimensions Scale)	H3aCSR1	My department encourages teamwork	0.938
	H3aCSR2	Work assignments are distributed fairly	0.957
	H3aCSR3	There is coordination between my department and others with whom I need to work with	0.842
H3a (Employee Empowerment Scale)	H3aTC1	Working as a team inspires me to do the best	0.917
	H3aTC2	Everyone in my team values what each member contributes to the team	0.898
	H3aTC3	Team members frequently go beyond what is required and do not hesitate to take initiative	0.911

Non-Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H4a (CSR Dimensions Scale)	H4aCSR1	I'm satisfied with the appraisal system because it is linked with clear reward structure	0.943
	H4aCSR2	My motivation programs are organized and conducted according to the planned calendar	0.903
	H4aCSR3	My Company's responsible meets with me on a regular basis for coaching and counselling	0.823

Non-Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H4a (Employee Empowerment Scale)	H4aPAS1	I'm satisfied with my performance appraisal because it is fair	0.767
	H4aPAS2	My sense of belonging to my Company is increased because my performance appraisal is fair	0.907
	H4aPAS3	My performance appraisal is fair because it recognizes my effort and contribution to the organisation	0.865

Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H4a (CSR Dimensions Scale)	H4aCSR1	I'm satisfied with the appraisal system because it is linked with clear reward structure	0.949
	H4aCSR2	My motivation programs are organized and conducted according to the planned calendar	0.992
	H4aCSR3	My Company's responsible meets with me on a regular basis for coaching and counselling	0.950
H4a (Employee Empowerment Scale)	H4aPAS1	I'm satisfied with my performance appraisal because it is fair	0.674
	H4aPAS2	My sense of belonging to my Company is increased because my performance appraisal is fair	0.954
	H4aPAS3	My performance appraisal is fair because it recognizes my effort and contribution to the organization	0.865

Non-Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H5a (CSR Dimensions Scale)	H5aCSR1	My Company communicates its compensation system with me	0.967
	H5aCSR2	I'm satisfied with my work because I have satisfactory compensation plan	0.969
	H5aCSR3	My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company	0.971

Non-Managerial

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H5a (Employee Empowerment Scale)	H5aEC1	I'm satisfied with my salary because my Company communicated its salary system with me	0.768
	H5aEC2	My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as medical insurance and retirement plans	0.937
	H5aEC3	I like to stay with my Company because its compensation system is effective with me	0.931

Managerial

Hypothesis/Scale	Factor Items	Managerial	Factor loading
H5a (CSR Dimensions Scale)	H5aCSR1	My Company communicates its compensation system with me	0.979
	H5aCSR2	I'm satisfied with my work because I have satisfactory compensation plan	0.926
	H5aCSR3	My long-term compensation plan is positively linked with the sustainable and environmental plans of my Company	0.948
H5a (Employee Empowerment Scale)	H5aEC1	I'm satisfied with my salary because my Company communicated its salary system with me	0.807
	H5aEC2	My sense of belonging to my Company is increased because my compensation plan includes non-wage benefits such as medical insurance and retirement plans	0.868
	H5aEC3	I like to stay with my Company because its compensation system is effective with me	0.849

Non-Managerial

Hypothesis	Factor Items	Survey Item	Factor loading
H1b (CSR Dimensions Scale)	H1bCSR1	I'm satisfied at work because there is appreciation for my additional work responsibility	0.923
	H1bCSR2	I feel motivated at work because I can express my abilities freely	0.879
	H1bCSR3	I have a sense of meaning from my work because my Company addresses my need to develop and control my job	0.784

H1b (Job Empowerment Scale)	H1bJE1	I'm satisfied with my job because my Company offers me the opportunity to use my knowledge, skills, and abilities	0.769
	H1bJE2	My company compensates the additional work offered to me	0.839
	H1bJE3	I'm feel more loyal and productive because my Company enriches my work responsibilities	0.777
Managerial			
Hypothesis	Factor Items	Survey Item	Factor loading
H1b (CSR Dimensions Scale)	H1bCSR1	I'm satisfied at work because there is appreciation for my additional work responsibility	0.984
	H1bCSR2	I feel motivated at work because I can express my abilities freely	0.974
	H1bCSR3	I have a sense of meaning from my work because my Company addresses my need to develop and control my job	0.934
H1b (Job Empowerment Scale)	H1bJE1	I'm satisfied with my job because my Company offers me the opportunity to use my knowledge, skills, and abilities	0.931
	H1bJE2	My company compensates the additional work offered to me	0.91
	H1bJE3	I'm feel more loyal and productive because my Company enriches my work responsibilities	0.932

Non-Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H2b (CSR Dimensions Scale)	H2bCSR1	I feel work-engaged because my work is aligned with my values	0.889
	H2bCSR2	I sense meaningfulness because my Company is socially responsible	0.934
	H2bCSR3	I devote more time and energy to my work because I view my work in my Company as a career	0.870
	H2bEL1	I participate in activities that are congruent with my values and beliefs	0.881
H2b (Employee Empowerment Scale)	H2bEL2	I'm energized to exceed my work expectations because they fit with my role in my Company	0.877
	H2bEL3	I'm engaged with my work because it fits with my role in my Company	0.607
Managerial			

Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H2b (CSR Dimensions Scale)	H2bCSR1	I feel work-engaged because my work is aligned with my values	0.889
	H2bCSR2	I sense meaningfulness because my Company is socially responsible	0.934
	H2bCSR3	I devote more time and energy to my work because I view my work in my Company as a career	0.87
H2b (Employee Empowerment Scale)	H2bEL1	I participate in activities that are congruent with my values and beliefs	0.881
	H2bEL2	I'm energized to exceed my work expectations because they fit with my role in my Company	0.877
	H2bEL3	I'm engaged with my work because it fits with my role in my Company	0.605

Non-Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H3b (CSR Dimensions Scale)	H3bCSR1	I can express myself freely at work because my supervisor is supportive	0.954
	H3bCSR2	I feel work-engaged because my supervisor is supportive	0.962
	H3bCSR3	I learn from my mistakes because my supervisor supports me	0.946
H3b (Supervisor Support Scale)	H3bSR1	I learn from my work mistakes because my direct supervisor is supportive	0.848
	H3bSR2	I'm more engaged with my work because my direct supervisor supports me	0.933
	H3bSR3	I feel psychologically safe because I have attention from my direct supervisor	0.917
Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H3b	H3bCSR1	I can express myself freely at work because my supervisor is supportive	0.968

(CSR Dimensions Scale)	H3bCSR2	I feel work-engaged because my supervisor is supportive	0.9
	H3bCSR3	I learn from my mistakes because my supervisor supports me	0.946
H3b (Supervisor support Scale)	H3bSR1	I learn from my work mistakes because my direct supervisor is supportive	0.74
	H3bSR2	I'm more engaged with my work because my direct supervisor supports me	0.953
	H3bSR3	I feel psychologically safe because I have attention from my direct supervisor	0.878

Non-Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H4b (CSR Dimensions Scale)	H4bCSR1	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships	0.958
	H4bCSR2	Social activities of my Company are improving my relation with my colleagues	0.964
	H4bCSR3	HR department periodically assess my co-workers relations	0.955
H4b (Company worker relationships Scale)	H4bCWR1	My relations with my colleagues is positively related with my team cohesion	0.878
	H4bCWR2	I'm satisfied with my work because I have good work relations with my colleagues	0.939
	H4bCWR3	I feel motivated for my work because my relations with my colleagues are considered to be satisfactory	0.937
Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H4b (CSR Dimensions Scale)	H4bCSR1	I am satisfied working with my colleagues because my Company promotes respectful and transparent worker relationships	0.894
	H4bCSR2	Social activities of my Company are improving my relation with my colleagues	0.976

	H4bCSR3	HR department periodically assess my co-workers relations	0.92
H4b (Company worker relationships Scale)	H4bCWR1	My relations with my colleagues is positively related with my team cohesion	0.83
	H4bCWR2	I'm satisfied with my work because I have good work relations with my colleagues	0.889
	H4bCWR3	I feel motivated for my work because my relations with my colleagues are considered to be satisfactory	0.968

Non-Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H5b (CSR Dimensions Scale)	H5bCSR1	Rules controlling my relations with co-workers are negatively affecting my work productivity	0.934
	H5bCSR2	Social activities of my Company are providing me work trust and security	0.933
	H5bCSR3	My Company encourages work relations based on honesty and transparency	0.856
H5b (Company worker security Scale)	H5bCWN1	I'm able to be creative at work because of the norms controlling my relations with my colleagues	0.884
	H5bCWN2	I feel psychologically safe at work because of the norms controlling my relations with my colleagues	0.946
	H5bCWN3	I'm able to be productive at work because of the norms controlling my relations with my colleagues	0.936
Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H5b (CSR Dimensions Scale)	H5bCSR1	Rules controlling my relations with co-workers are negatively affecting my work productivity	0.944
	H5bCSR2	Social activities of my Company are providing me work trust and security	0.915
	H5bCSR3	My Company encourages work relations based on honesty and transparency	0.947
H5b	H5bCWN1	I'm not able to be creative at work because of the norms controlling my relations with my colleagues	0.645

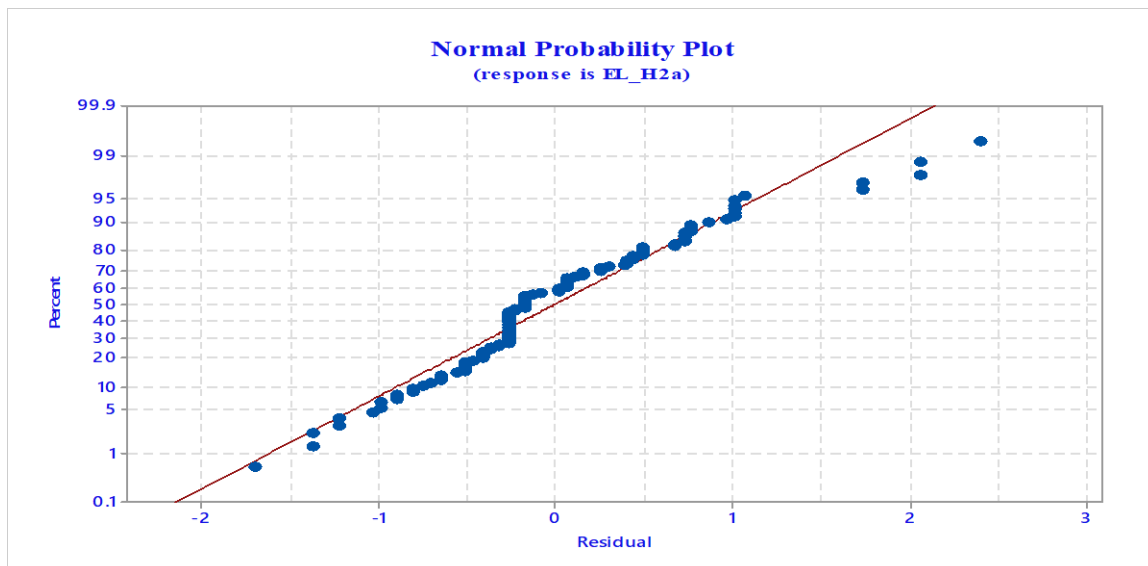
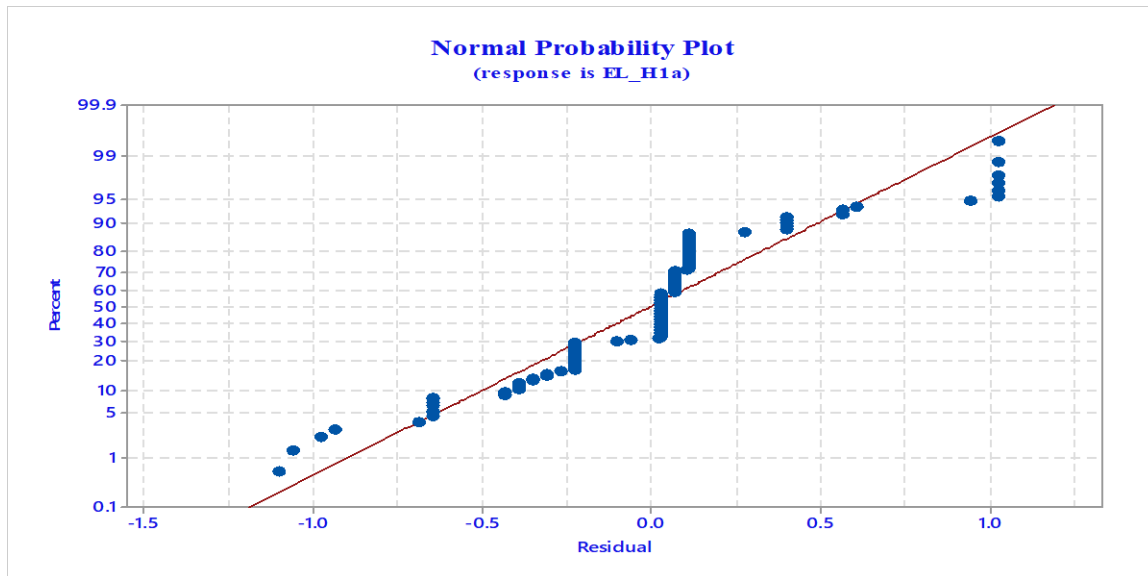
(Company worker security Scale)	H5bCWN2	I do not feel psychologically safe at work because of the norms controlling my relations with my colleagues	0.958
	H5bCWN3	I'm not able to be productive at work because of the norms controlling my relations with my colleagues	0.951

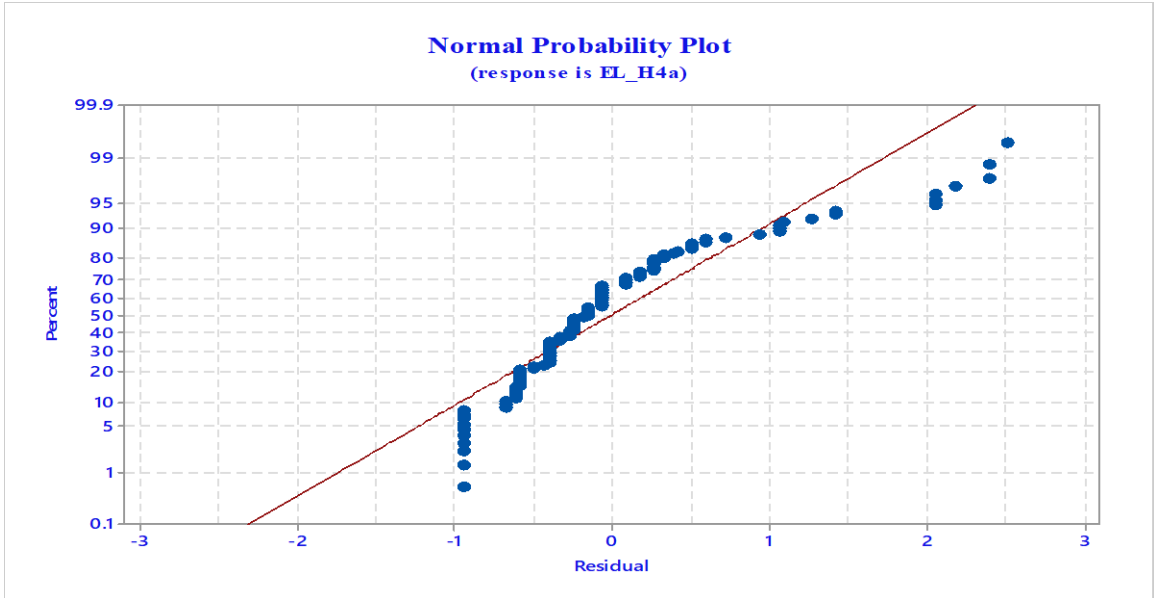
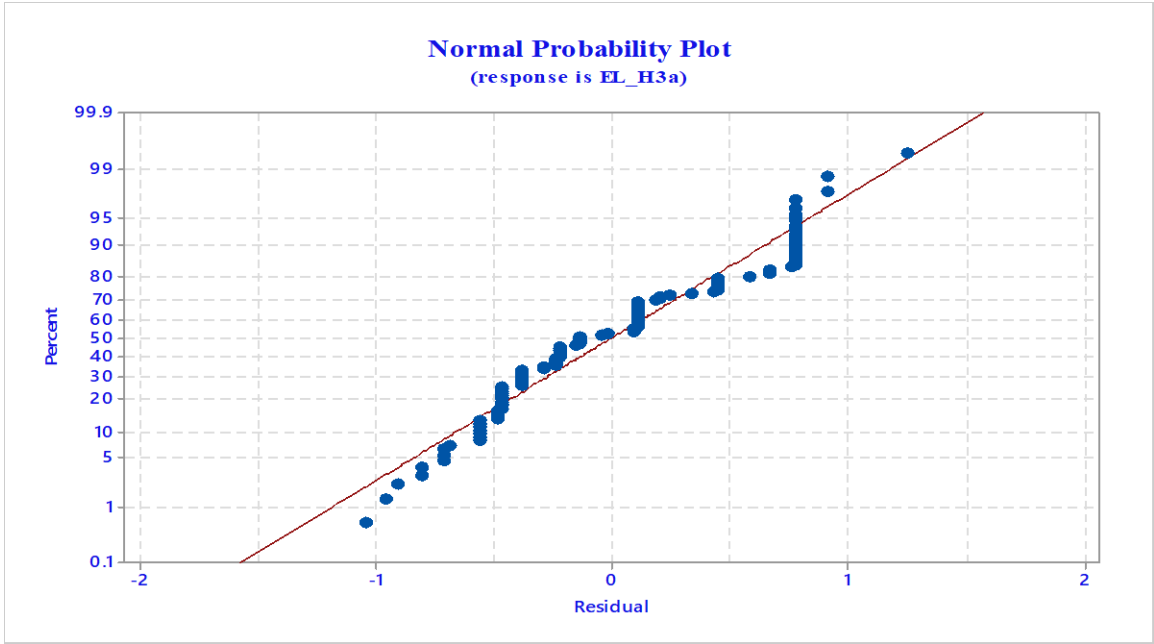
Non-Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H6b (CSR Dimensions Scale)	H6bCSR1	I feel work-disengaged whenever there are no physical resources available to complete my work	0.971
	H6bCSR2	I'm work-engaged because I have the proper tools for my job	0.973
	H6bCSR3	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources	0.975
H6b (Company rules Scale)	H6bCR1	My work strengths have been utilized by my Company	0.763
	H6bCR2	My work perceptions vary and depend on the complexity of the task assigned	0.939
	H6bCR3	I feel physically or psychologically disengaged whenever there are depletion of resources affecting my Company	0.926
Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H6b (CSR Dimensions Scale)	H6bCSR1	Sometimes, I feel work-disengaged because there are no physical resources available to complete my work	0.967
	H6bCSR2	I'm work-engaged because I have the proper tools for my job	0.985
	H6bCSR3	Social activities of my Company is positively affecting my physical, emotional, and cognitive resources	0.932
H6b (Company rules Scale)	H6bCR1	My work strengths have been utilized by my Company	0.969
	H6bCR2	My work perceptions vary and depend on the complexity of the task assigned	0.978
	H6bCR3	I'm feel physically or psychologically disengagement whenever there are depletion of resources affecting my Company	0.965

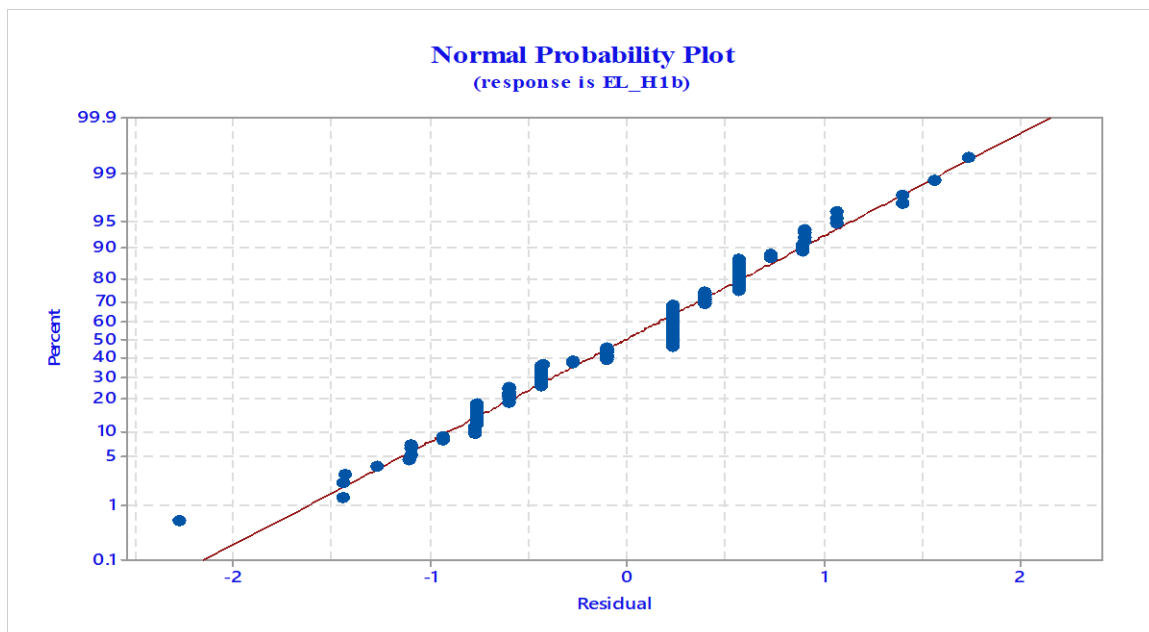
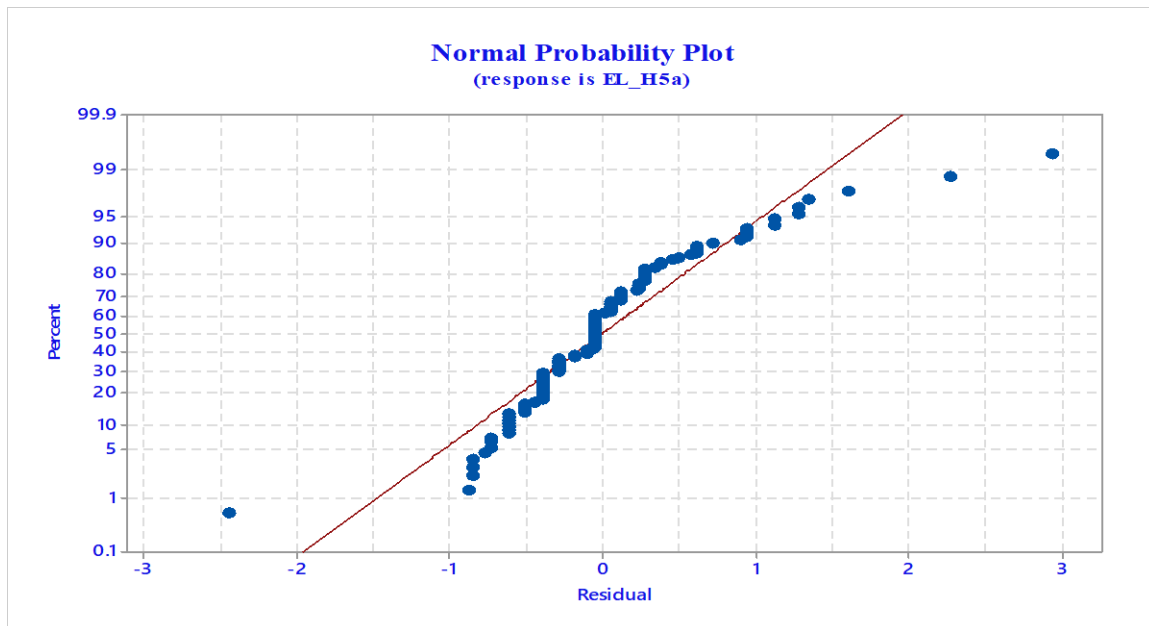
Non-Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H7b (CSR Dimensions Scale)	H7bCSR1	Even if I did the best job possible, my company would fail to notice	0.931
	H7bCSR2	I'm not work-engaged because I'm worried about what others think of me at work	0.929
	H7bCSR3	Social activities of my Company are not providing me a sense of belonging to my Company	0.825
H7b (Job Insecurity Scale)	H7bJI1	I feel secured at work because my Company cares about my health and wellbeing	0.682
	H7bJI2	I feel secured at work because I consume energy on issues related to my work-role assignments	0.871
	H7bJI3	I feel secured at work because I have job involvement	0.838
Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H7b (CSR Dimensions Scale)	H7bCSR1	Even if I did the best job possible, my company would fail to notice	0.98
	H7bCSR2	I'm not work-engaged because I'm worried about what others think of me at work	0.973
	H7bCSR3	Social activities of my Company are providing me a sense of belonging to my Company	0.908
H7b (Job Insecurity Scale)	H7bJI1	I do not feel secured at work because my Company does not care about my health and wellbeing	0.952
	H7bJI2	I do not feel secured at work because I consume more energy on issues not related to my work-role assignments	0.977
	H7bJI3	I do not feel secured at work because I have low job involvement	0.959

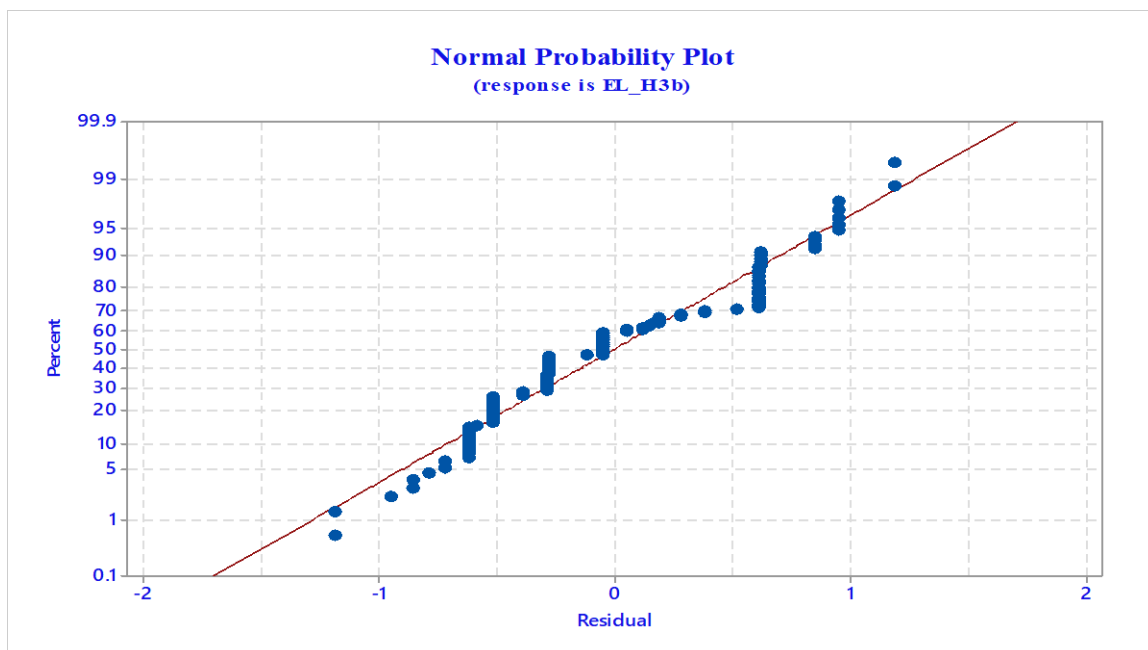
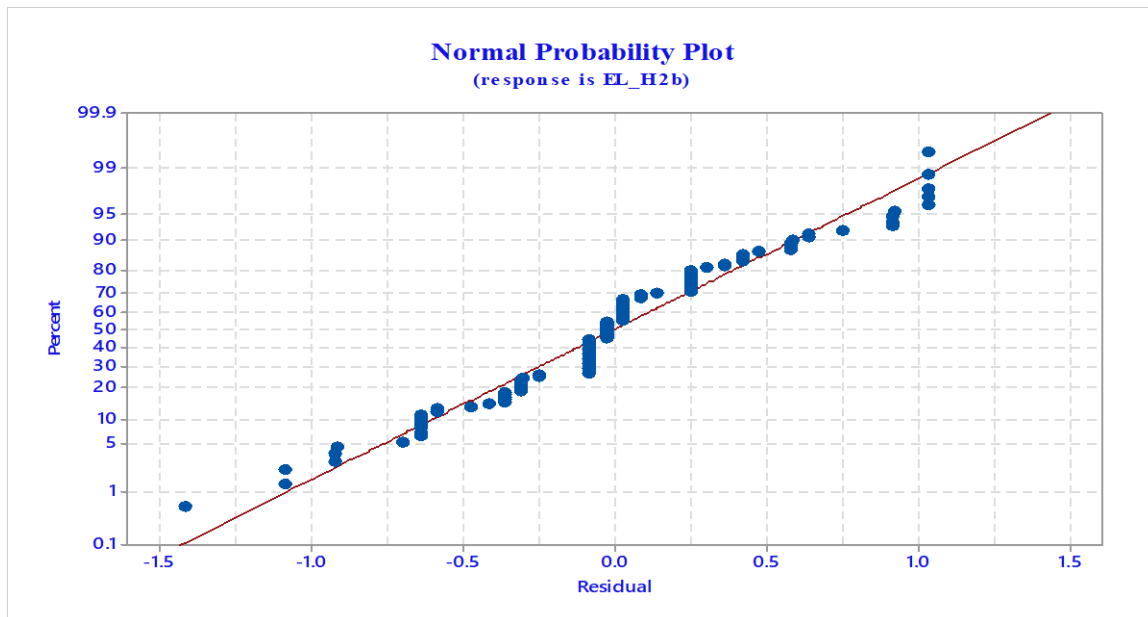
Non-Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H8b (CSR Dimensions Scale)	H8bCSR1	My family engagement is positively affected by working outside my Company	0.907
	H8bCSR2	I do not need a prior approval from my Company if I want to work outside it on leisure basis	0.899
	H8bCSR3	Social and Environmental activities of my Company provide me more reason to work outside without excuse	0.756
H8b (Company working outside Scale)	H8bUOA1	I do not focus on my work because of my outside activities that are not related to my organization	0.957
	H8bUOA2	I will not have more work experience if I do activities that are not related to my organization	0.931
	H8bUOA3	My sleep time is less when I do activities that are not related to my organization	0.792
Managerial			
Hypothesis/Scale	Factor Items	Survey Item	Factor loading
H8b (CSR Dimensions Scale)	H8bCSR1	My family engagement is being negatively affected by working outside my Company	0.914
	H8bCSR2	I need a prior approval from my Company if I want to work outside it on leisure basis	0.969
	H8bCSR3	Social and Environmental activities of my Company provide me more reason NOT to work outside without excuse	0.918
H8b (Company working outside Scale)	H8bUOA1	I do not focus on my work because of my outside activities that are not related to my organization	0.967
	H8bUOA2	I can have more work experience if I do activities that are not related to my organization	0.979
	H8bUOA3	My sleep time is less when I do activities that are not related to my organization	0.919

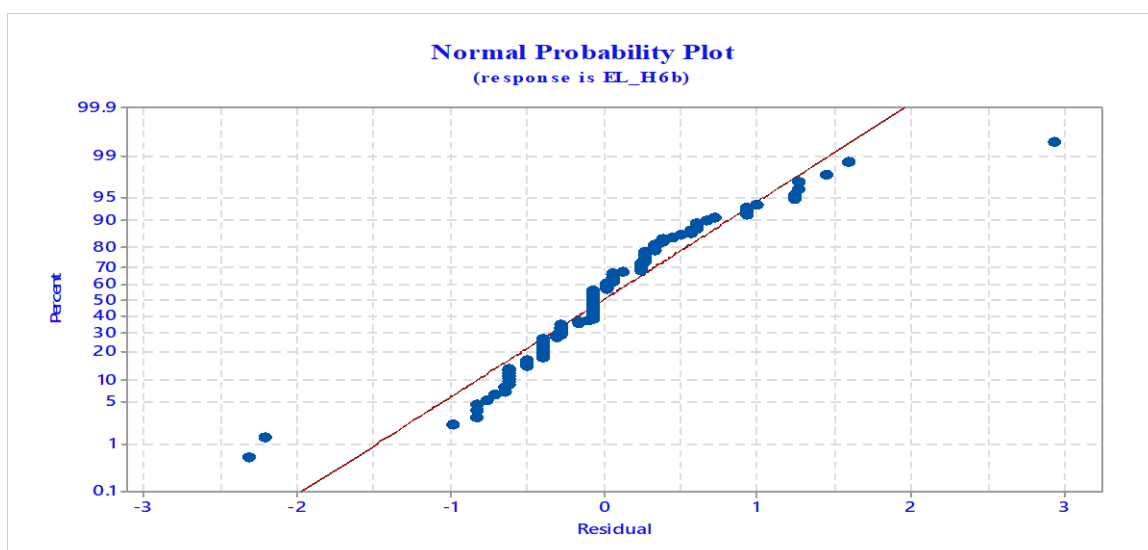
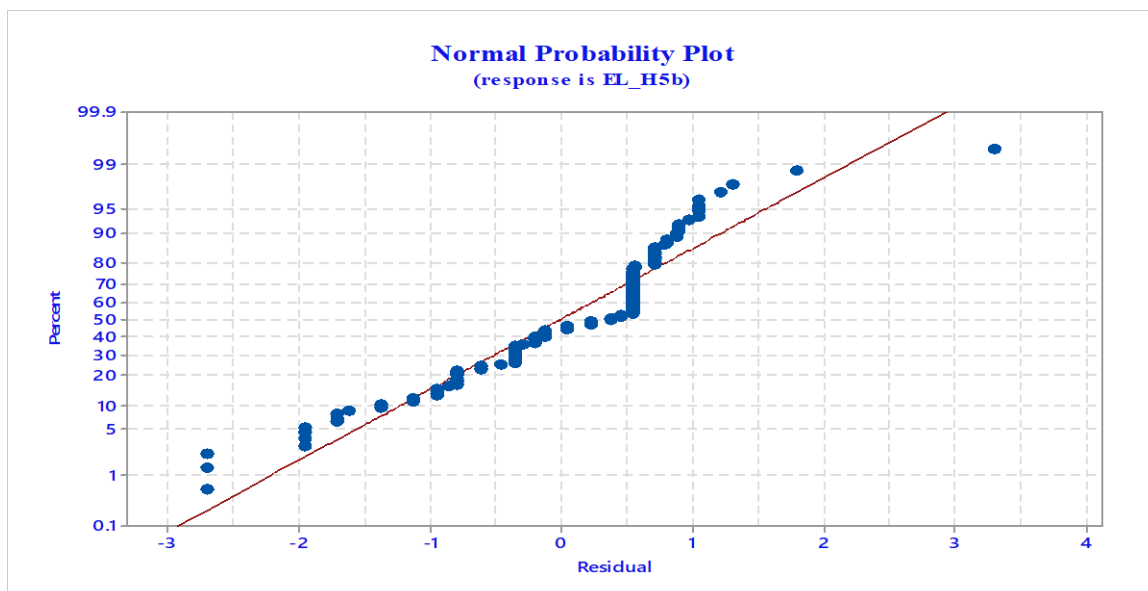
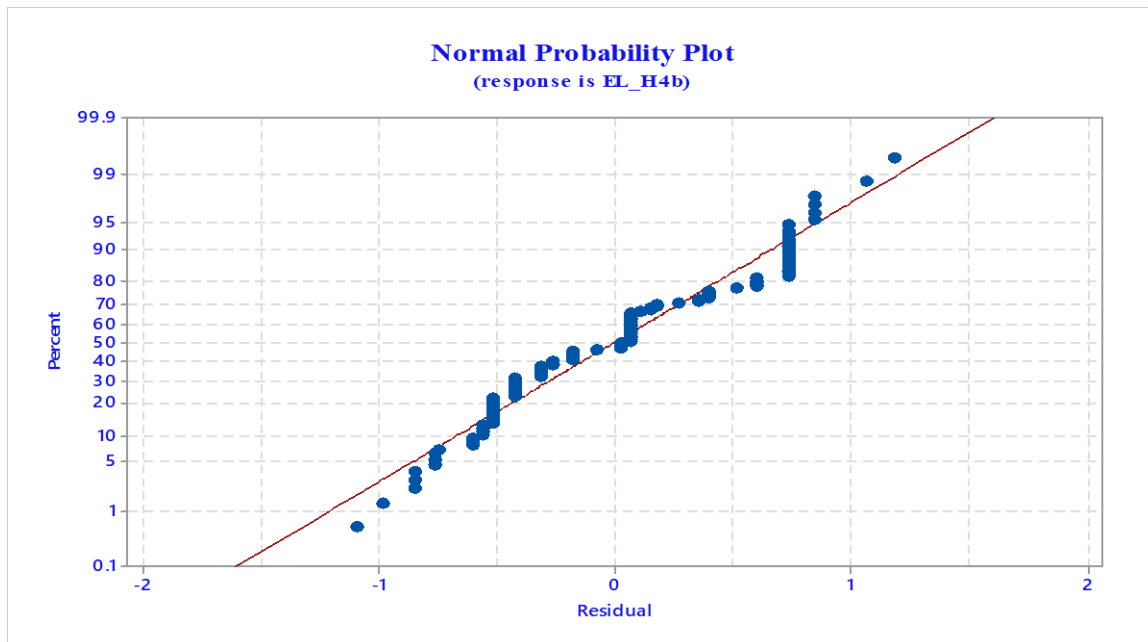
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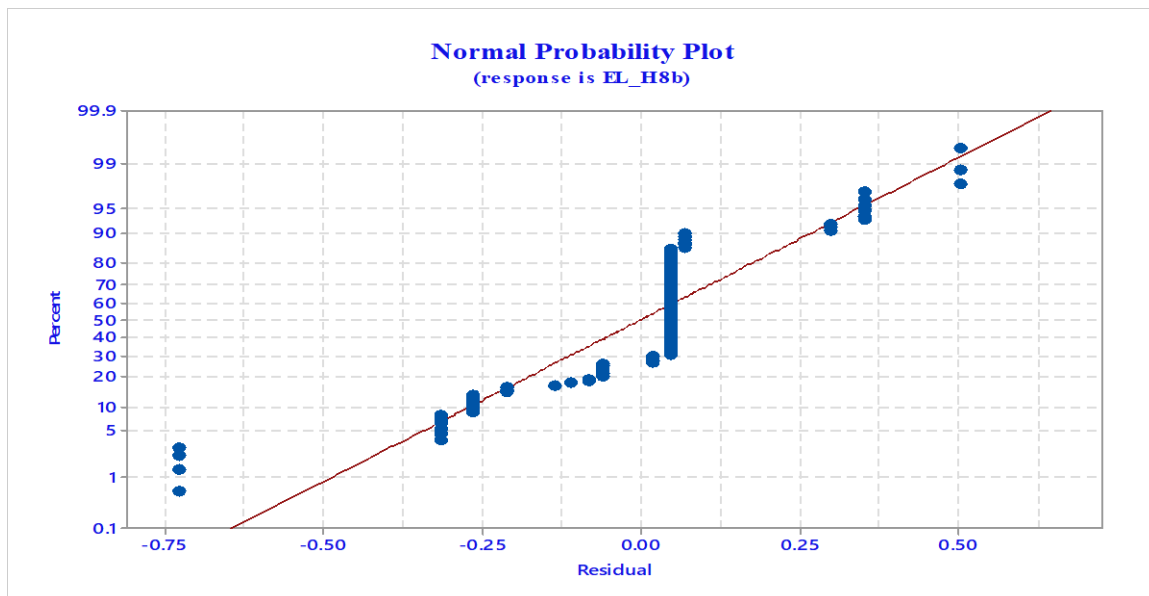
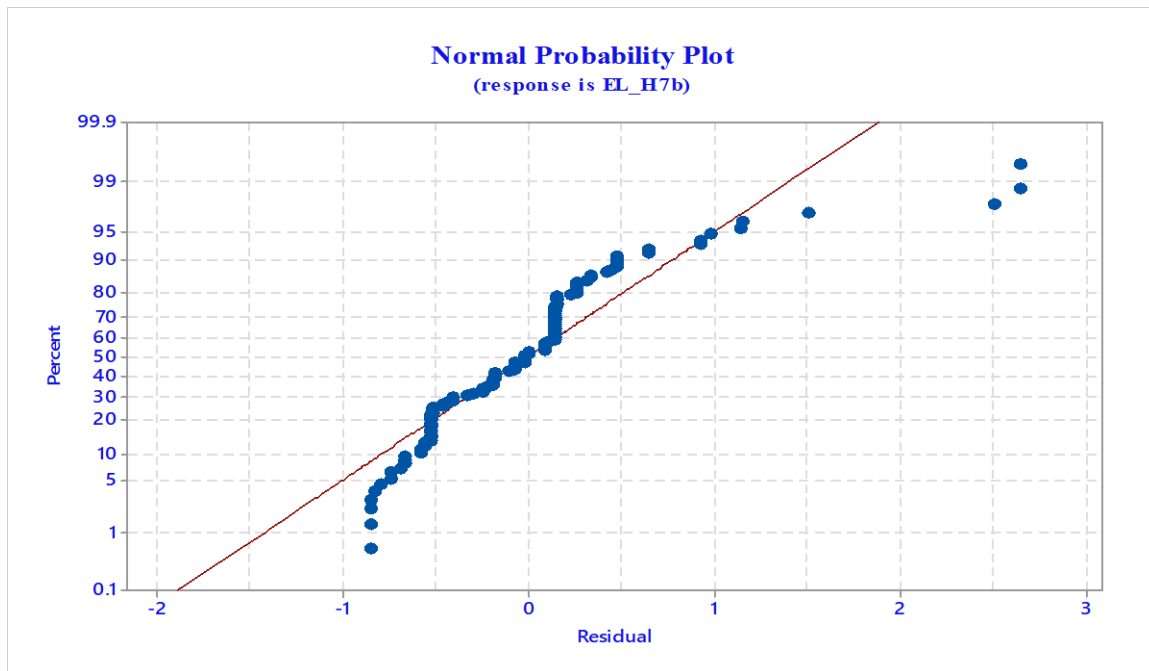




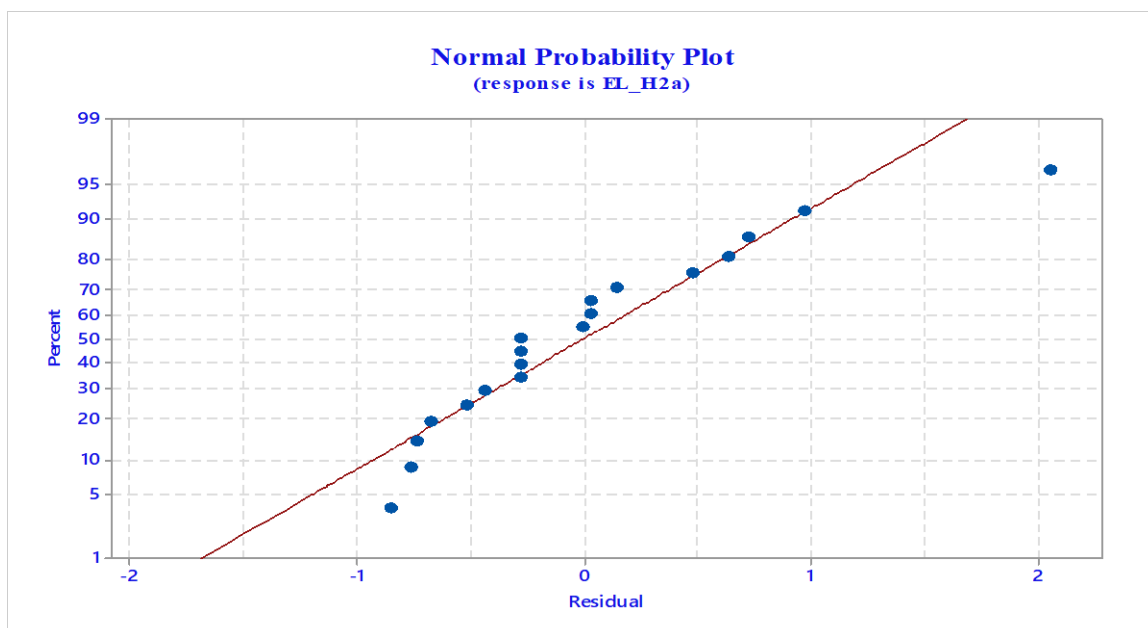
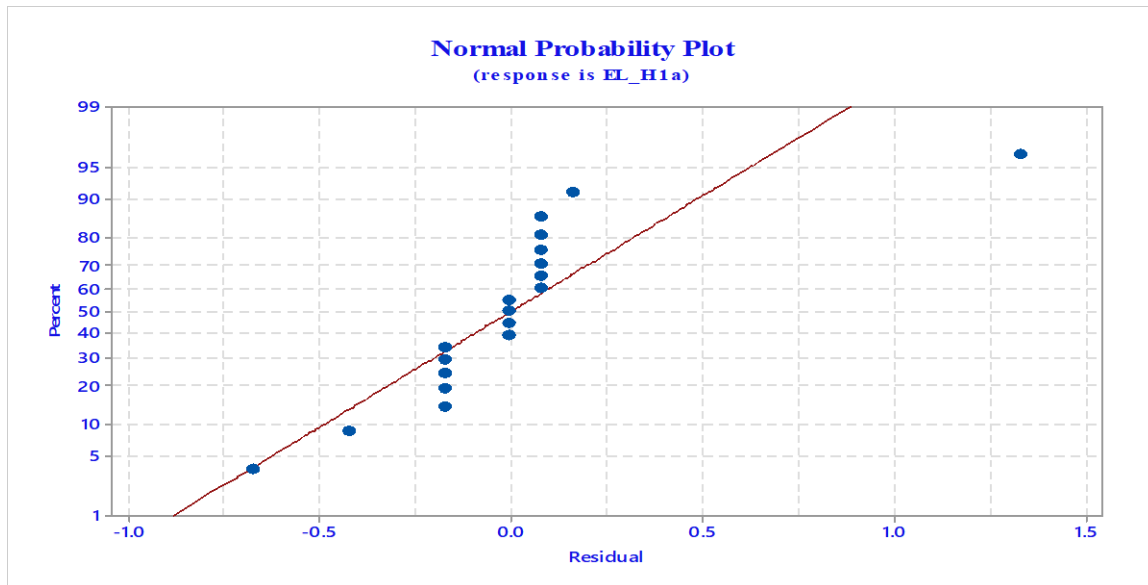


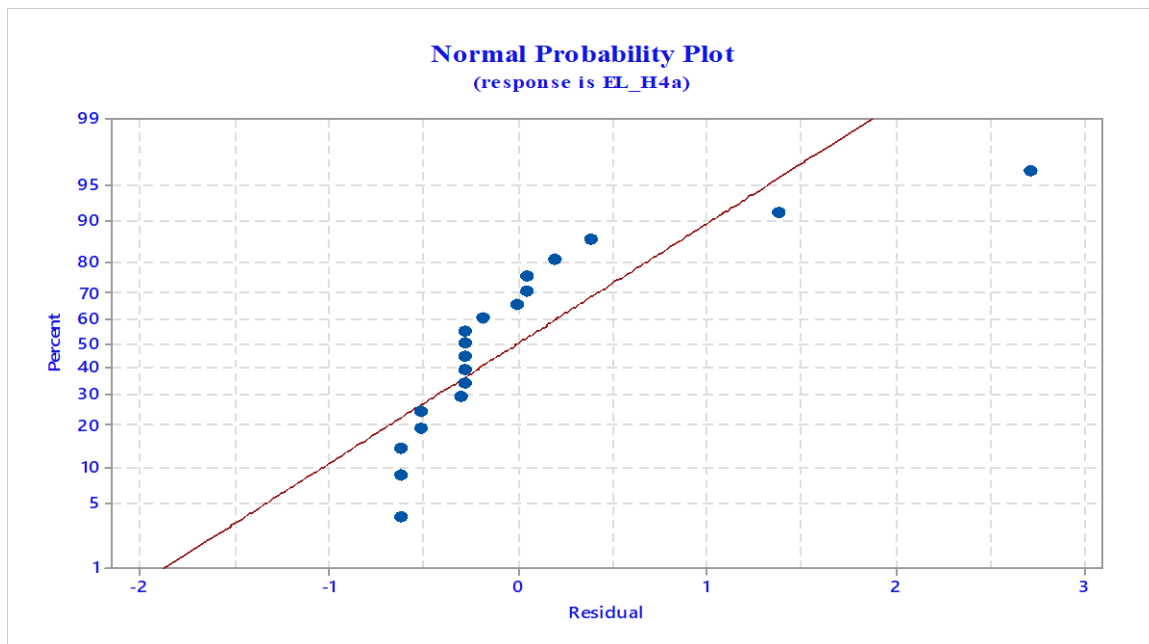
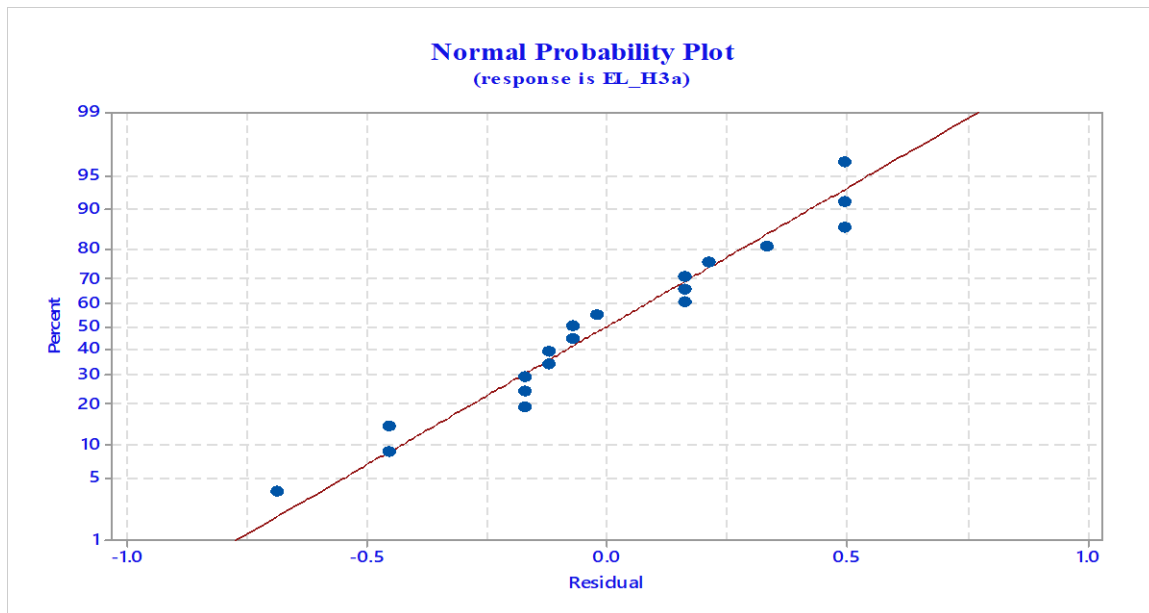


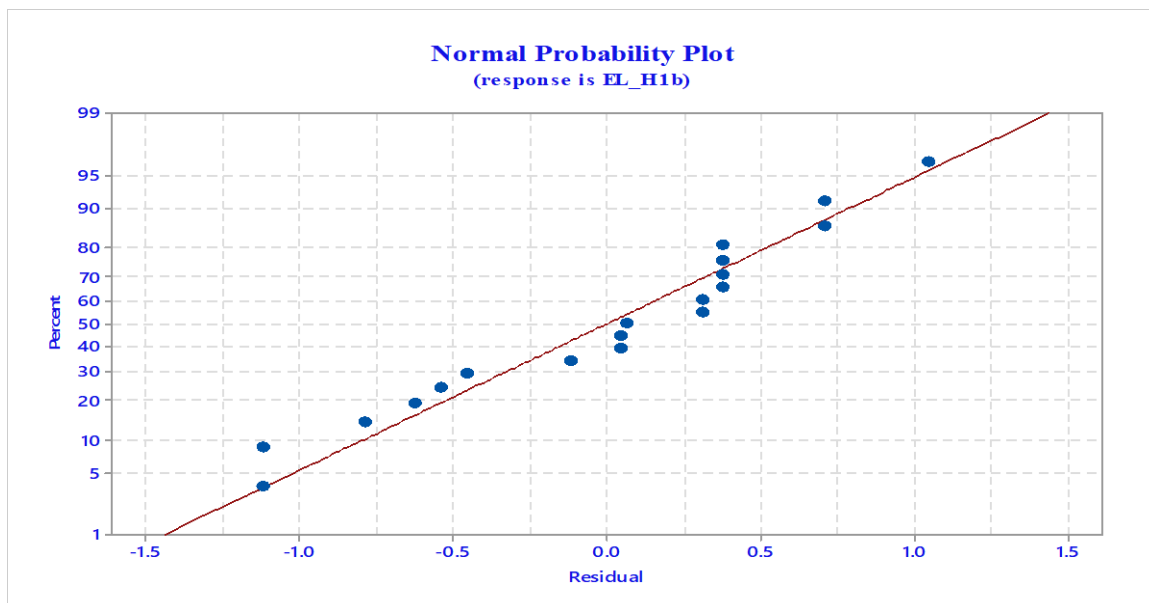
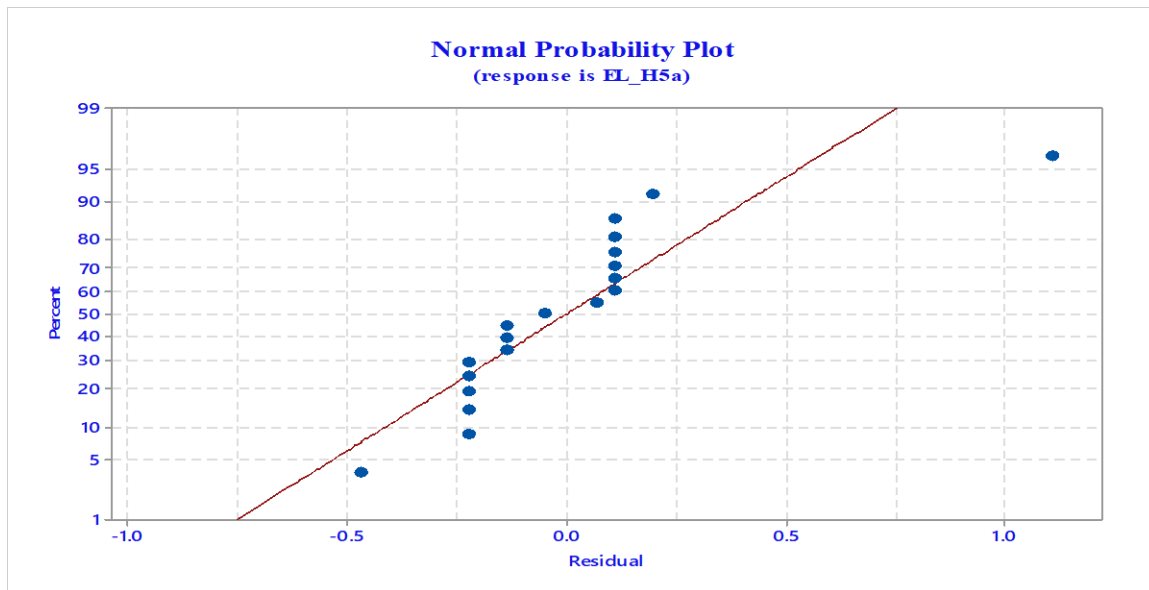


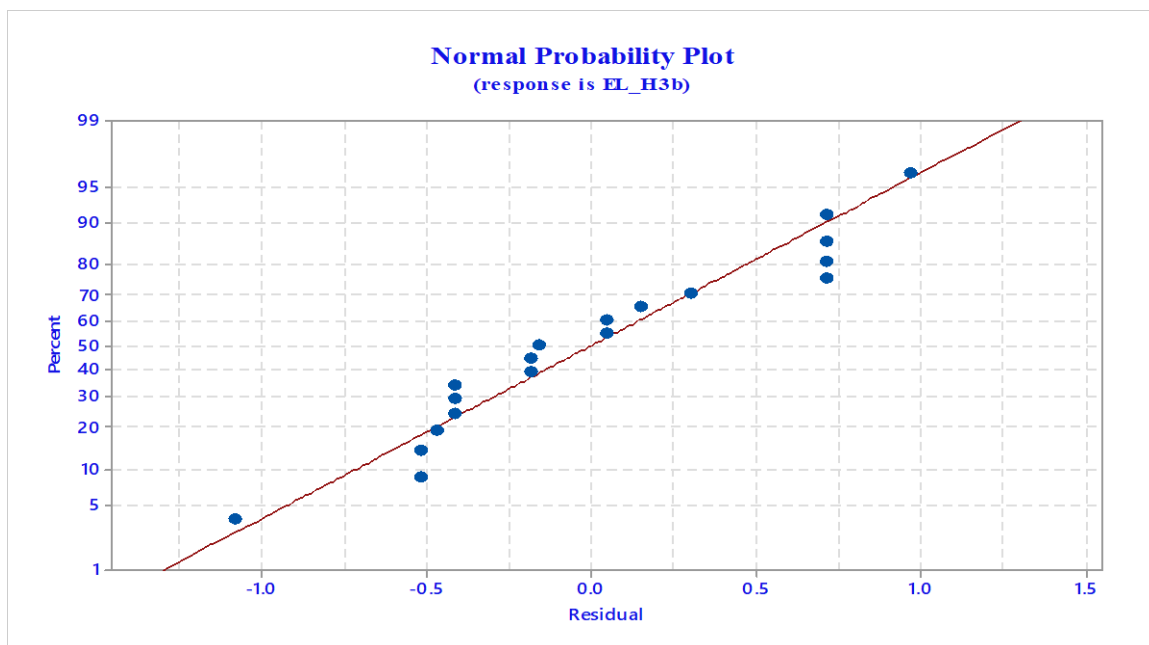
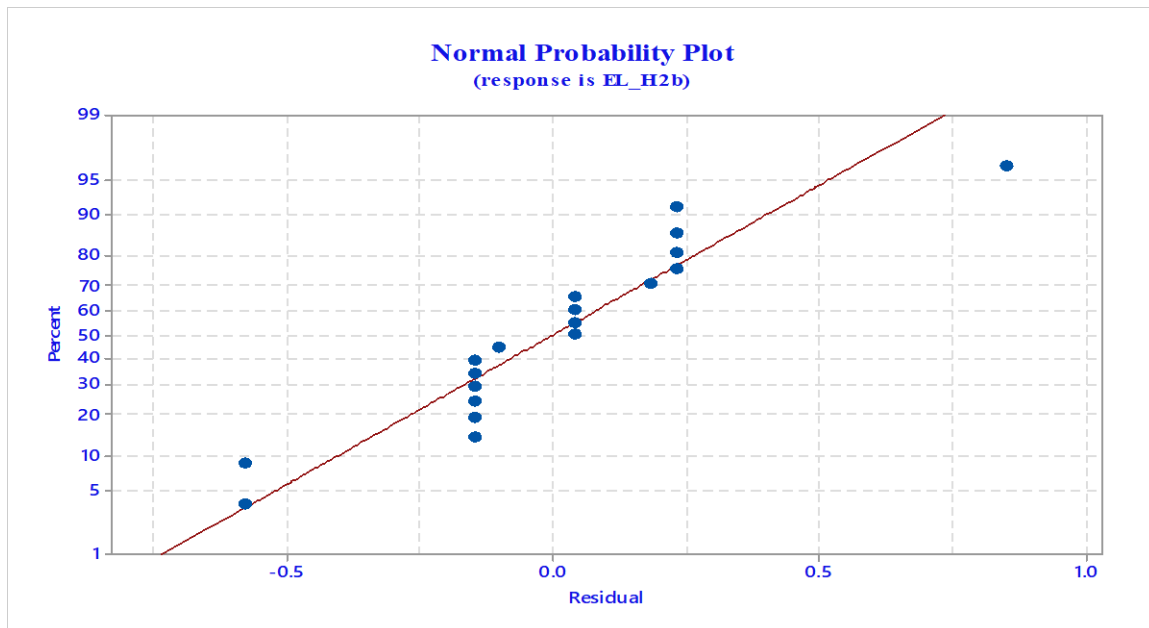


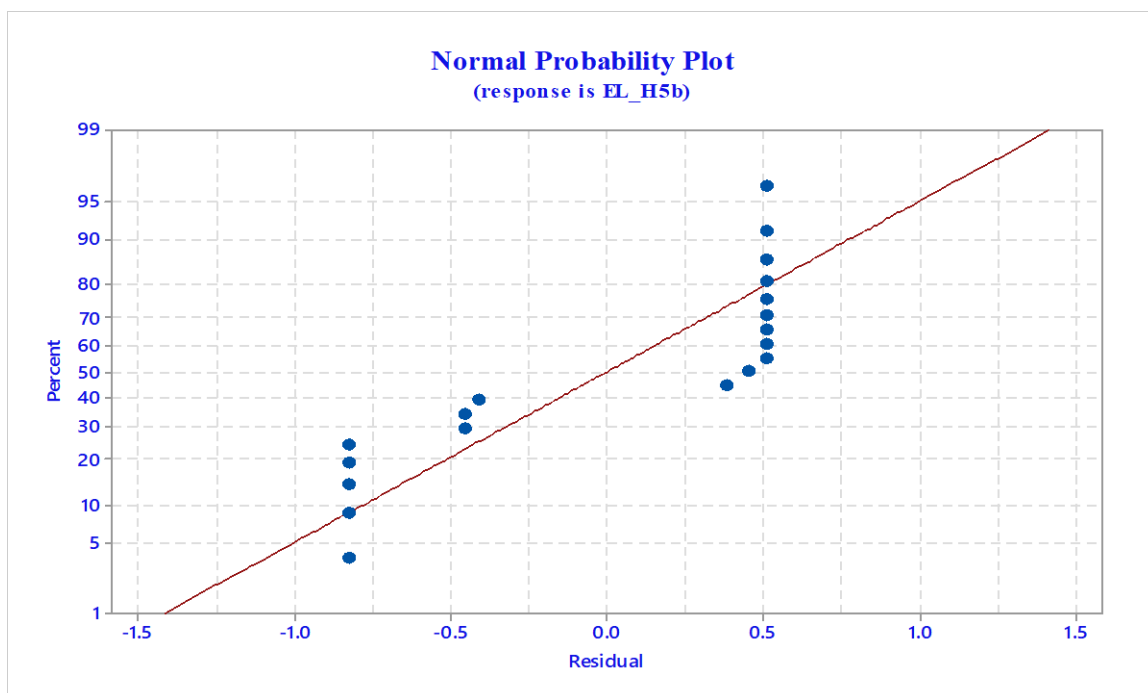
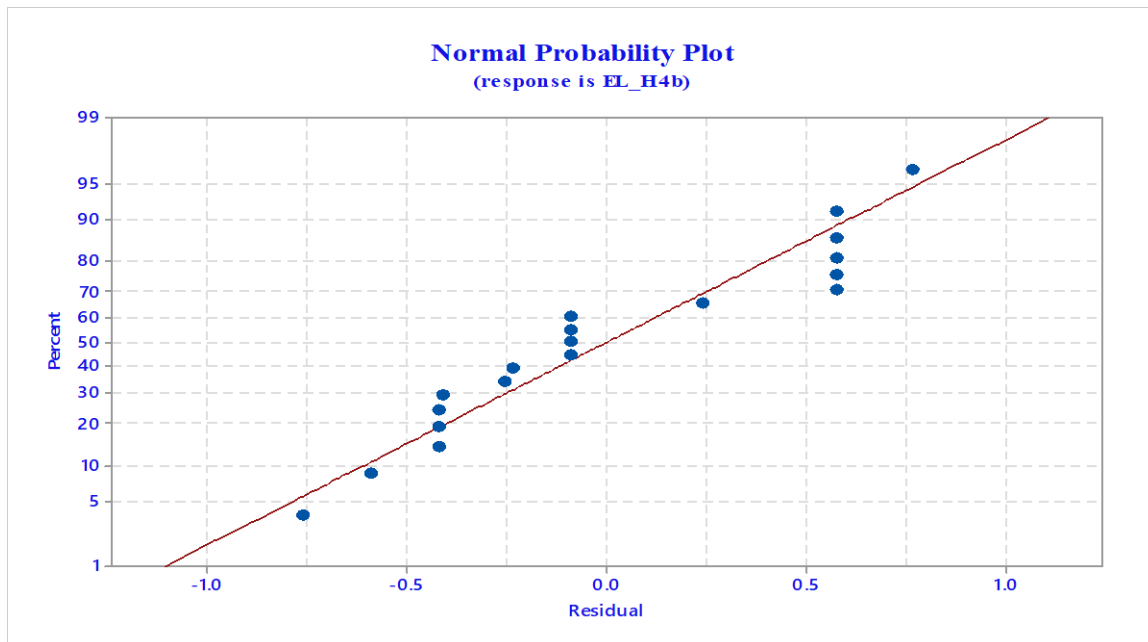
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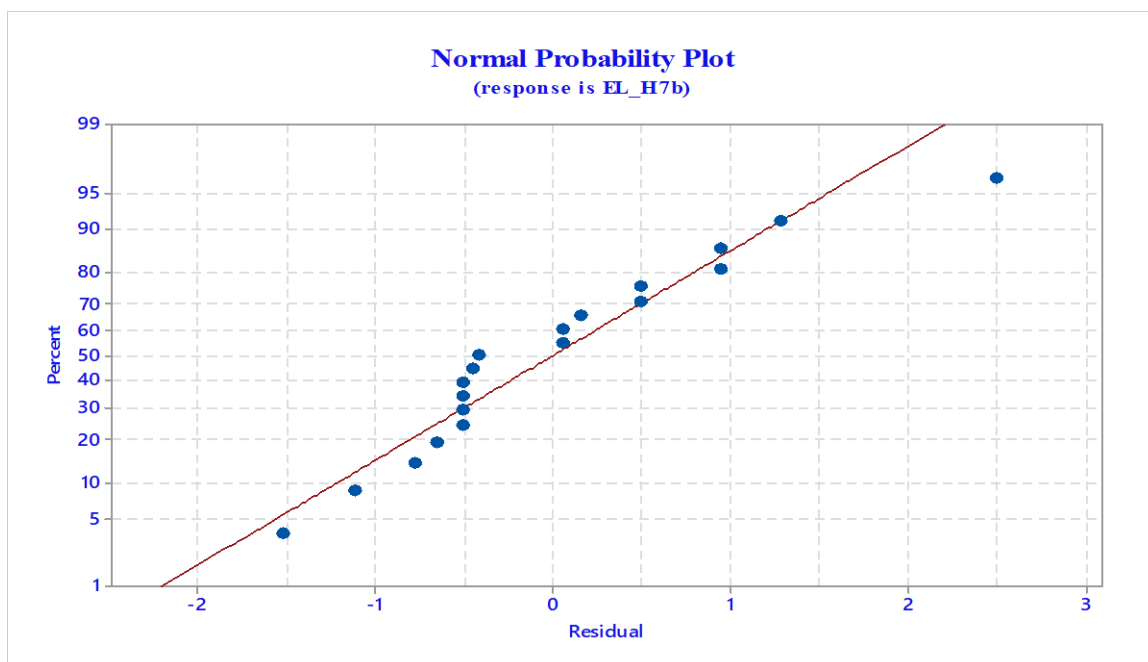
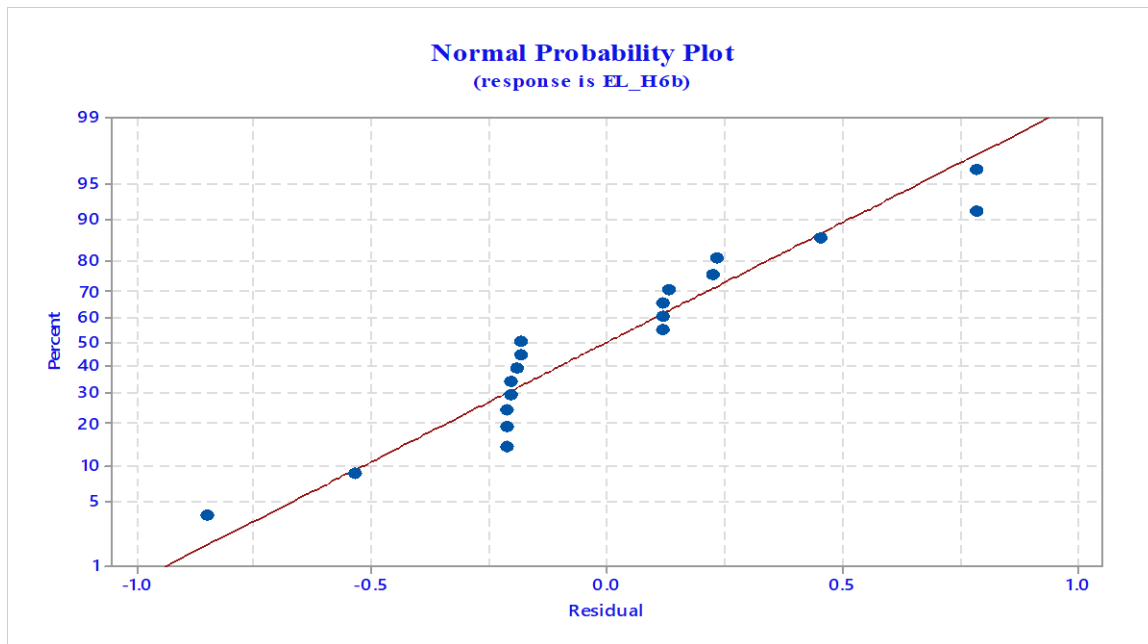


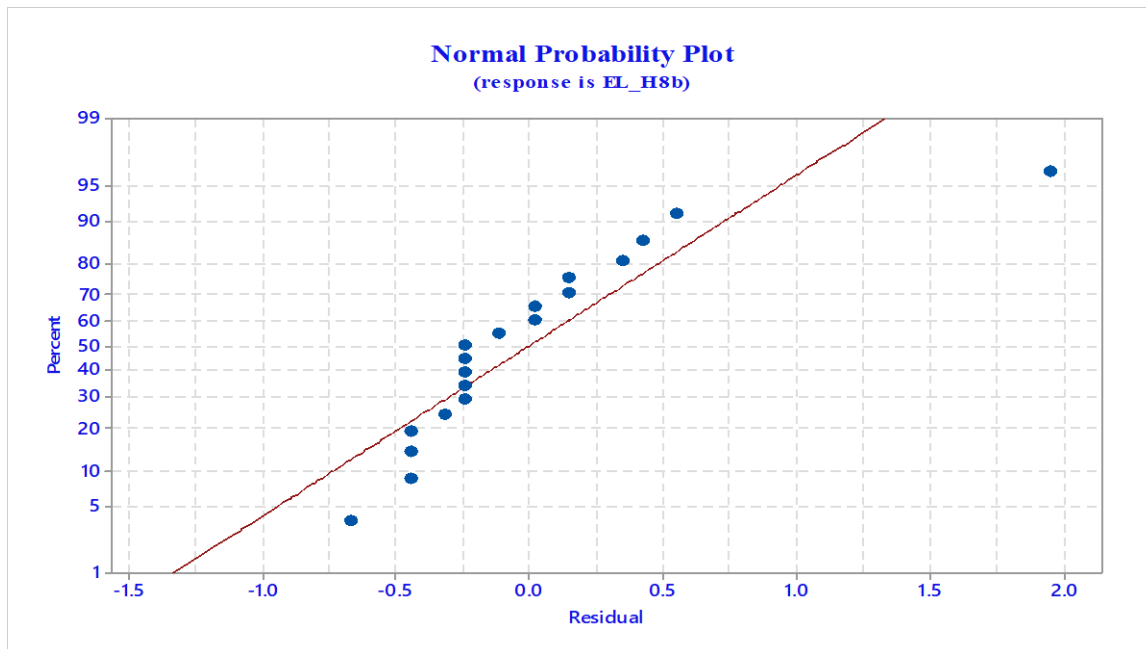












IV-NM-H1a-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.850	.849	.38675

a. Predictors: (Constant), CSR_MEAN_SCORE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.755	1	103.755	693.674	.000 ^b
	Residual	18.248	122	.150		
	Total	122.003	123			

a. Dependent Variable: EL_MEAN_SCORE

b. Predictors: (Constant), CSR_MEAN_SCORE

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.096	.076		1.270
	CSR_MEAN_SCO RE	.876	.033	.922	26.338

a. Dependent Variable: EL_MEAN_SCORE

IV-NM-H2a-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.580	.577	.69734

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	81.971	1	81.971	168.567
	Residual	59.326	122	.486	
	Total	141.297	123		

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.551	.123		4.477
	MEAN_SCORE_C SR	.717	.055	.762	12.983

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H3a-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899 ^a	.808	.806	.51098

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.919	1	133.919	512.904	.000 ^b
	Residual	31.854	122	.261		
	Total	165.773	123			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.824	.078		10.498	.000
	MEAN_SCORE_CSR	.732	.032	.899	22.647	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H4a-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.270 ^a	.073	.065	.75026

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.410	1	5.410	9.611	.002 ^b
	Residual	68.672	122	.563		
	Total	74.082	123			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.130	.167		6.751	.000
	MEAN_SCORE_C SR	.270	.087	.270	3.100	.002

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H5a-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838 ^a	.702	.700	.63640

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	116.628	1	116.628	287.966	.000 ^b
	Residual	49.411	122	.405		
	Total	166.039	123			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.709	.096		7.363
	MEAN_SCORE_C	.679	.040	.838	16.970
	SR				

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H1b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688 ^a	.473	.469	.69833

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	53.404	1	53.404	109.510
	Residual	59.495	122	.488	
	Total	112.899	123		

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	1.262	.124		10.154
	MEAN_SCORE_C	.502	.048	.688	10.465
	SR				

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H2b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879 ^a	.773	.771	.46527

a. Predictors: (Constant), CSR_MEAN_SCORE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.866	1	89.866	415.128	.000 ^b
	Residual	26.410	122	.216		
	Total	116.276	123			

a. Dependent Variable: EL_MEAN_SCORE

b. Predictors: (Constant), CSR_MEAN_SCORE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.253	.089		2.841	.005
	CSR_MEAN_SCORE	.832	.041	.879	20.375	.000

RE

a. Dependent Variable: EL_MEAN_SCORE

IV-NM-H3b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.791	.789	.55296

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141.080	1	141.080	461.407	.000 ^b
	Residual	37.303	122	.306		
	Total	178.383	123			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.020	.089		11.448	.000
	MEAN_SCORE_C SR	.699	.033	.889	21.480	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H4b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 ^a	.821	.819	.52171

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	152.209	1	152.209	559.219	.000 ^b
	Residual	33.206	122	.272		
	Total	185.415	123			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.859	.082		10.527
	MEAN_SCORE_C	.740	.031	.906	23.648
	SR				

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H5b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.734 ^a	.538	.534	.95289

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.046	1	129.046	142.122	.000 ^b
	Residual	110.775	122	.908		
	Total	239.821	123			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	5.216	.171		30.508
	MEAN_SCORE_C	-.755	.063	-.734	-11.921
	SR				

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H6b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 ^a	.721	.719	.63875

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	128.930	1	128.930	316.007	.000 ^b
	Residual	49.776	122	.408		
	Total	178.705	123			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.753	.097		7.764	.000
	MEAN_SCORE_CSR	.645	.036	.849	17.777	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H7b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.197 ^a	.039	.031	.61185

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	1.851	1	1.851	4.944	.028 ^b
	Residual	45.672	122	.374		
	Total	47.523	123			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	1.929	.137		14.091
	MEAN_SCORE_C	-.081	.037	-.197	-2.223
	SR				

a. Dependent Variable: MEAN_SCORE_EL

IV-NM-H8b-SLG

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964 ^a	.930	.929	.20915

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	70.828	1	70.828	1619.092	.000 ^b
	Residual	5.337	122	.044		
	Total	76.165	123			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	3.569	.036		100.418
	MEAN_SCORE_C SR	-.614	.015	-.964	-40.238

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H1a-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 ^a	.777	.764	.39136

a. Predictors: (Constant), CSR_MEAN_SCORE

ANOVA ^a					
Model		Sum of Squares	df	Mean Square	F
1	Regression	9.057	1	9.057	59.133
	Residual	2.604	17	.153	
	Total	11.661	18		

a. Dependent Variable: EL_MEAN_SCORE

b. Predictors: (Constant), CSR_MEAN_SCORE

Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	.253	.203		1.249
	CSR_MEAN_SCORE	.751	.098	.881	7.690

a. Dependent Variable: EL_MEAN_SCORE

IV-MN-H2a-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836 ^a	.699	.681	.74320

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.780	1	21.780	39.431	.000 ^b
	Residual	9.390	17	.552		
	Total	31.170	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.554	.338		1.638	.120
	MEAN_SCORE_CSR	.725	.116	.836	6.279	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H3a-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	.798	.786	.34151

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.842	1	7.842	67.239	.000 ^b
	Residual	1.983	17	.117		
	Total	9.825	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.324	.168		1.925	.071
	MEAN_SCORE_CSR	.848	.103	.893	8.200	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H4a-SLG

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667 ^a	.444	.412	.82876

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.341	1	9.341	13.600	.002 ^b
	Residual	11.676	17	.687		
	Total	21.018	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.930	.331		2.810	.012
	MEAN_SCORE_CSR	.686	.186	.667	3.688	.002

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H5a-SLG

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 ^a	.785	.772	.33221

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.837	1	6.837	61.953	.000 ^b
	Residual	1.876	17	.110		
	Total	8.713	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.485	.145		3.344	.004
	MEAN_SCORE_CSR	.738	.094	.886	7.871	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H1b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.853 ^a	.728	.712	.63673

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.488	1	18.488	45.602	.000 ^b
	Residual	6.892	17	.405		
	Total	25.380	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.879	.245		3.581	.002
	MEAN_SCORE_CSR	.744	.110	.853	6.753	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H2b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.692 ^a	.479	.449	.32457

a. Predictors: (Constant), CSR_MEAN_SCORE

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.648	1	1.648	15.641	.001 ^b
	Residual	1.791	17	.105		
	Total	3.439	18			

a. Dependent Variable: EL_MEAN_SCORE

b. Predictors: (Constant), CSR_MEAN_SCORE

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.719	.176		4.078	.001
	CSR_MEAN_SCORE	.429	.108	.692	3.955	.001

a. Dependent Variable: EL_MEAN_SCORE

IV-MN-H3b-SLG

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832 ^a	.691	.673	.57527

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.608	1	12.608	38.097	.000 ^b
	Residual	5.626	17	.331		
	Total	18.234	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.928	.249		3.731	.002
	MEAN_SCORE_CSR	.693	.112	.832	6.172	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H4b-SLG

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.598	.574	.48959

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.054	1	6.054	25.255	.000 ^b
	Residual	4.075	17	.240		
	Total	10.129	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.265	.196		6.466	.000
	MEAN_SCORE_CSR	.493	.098	.773	5.025	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H5b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695 ^a	.483	.453	.62614

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.236	1	6.236	15.905	.001 ^b
	Residual	6.665	17	.392		
	Total	12.901	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	5.110	.264		19.377	.000
	MEAN_SCORE_CSR	-.621	.156	-.695	-3.988	.001

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H6b-SLG

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.870	.862	.41578

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.587	1	19.587	113.304	.000 ^b
	Residual	2.939	17	.173		
	Total	22.526	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.244	.177		1.381	.185
	MEAN_SCORE_CSR	.969	.091	.932	10.644	.000

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H7b-SLG

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461 ^a	.213	.167	.97436

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.364	1	4.364	4.596	.047 ^b
	Residual	16.139	17	.949		
	Total	20.503	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.025	.550		5.498	.000
	MEAN_SCORE_CSR	-.304	.142	-.461	-2.144	.047

a. Dependent Variable: MEAN_SCORE_EL

IV-MN-H8b-SLG

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.482	.451	.58922

a. Predictors: (Constant), MEAN_SCORE_CSR

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.490	1	5.490	15.812	.001 ^b
	Residual	5.902	17	.347		
	Total	11.392	18			

a. Dependent Variable: MEAN_SCORE_EL

b. Predictors: (Constant), MEAN_SCORE_CSR

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.272	.682		6.264	.000
	MEAN_SCORE_CSR	-.606	.152	-.694	-3.976	.001

a. Dependent Variable: MEAN_SCORE_EL

IV-INT-MN-CODES-AHR

Interview with the Assistant Human Resource Head in AVERDA at KAUST

Interview Date: March 26, 2019

Interview Time: 9:45 AM

Location: King Abdullah University for Science and Technology (KAUST), Thuwal, Saudi Arabia

Interview Opening

Thank you for allocating your time for this interview. The purpose of this interview is to explore reasons behind any concerns related to job insecurity and whether these concerns are linked with the social and environmental initiatives conducted by AVERDA at KAUST. This interview is based on a doctorate research to evaluate the Extent to Which Corporate Social Responsibility (CSR) affects the Loyalty of Employees at your Company.

I would like to take the permission to audio-record this interview.

Participant Response: Yes, you can record this interview, but do not share it with anyone please.

Participant Interview

Initial Code	Narrative Data to be Coded
<ul style="list-style-type: none">• Don't feel secure• Instead of working for the welfare of other employees, respondent is fighting	<p>I: Elaborate whether your job security is affected by the health and wellbeing care provided by your company.</p> <p>P: I do not feel secure at my work place. While I should spend my energy as an assistant human resource manager working on the welfare of other employees, I have to focus my energy on fighting bullying from co-workers and the management. Even though AVERDA at KAUST started to recruit females to comply with Saudization and Vision 2030, sometimes I have to deal with bullying from my chief executive officer. I feel that as an assistant human resource manager,</p>

<p>battles against bullying from colleagues and management.</p> <ul style="list-style-type: none"> • Recently started hiring females, Saudization and Vision 2030. • Her role as Asst. HR manager is to ensure safe work environment. • However, she has to deal with the fear of being victimized or worse (fired). • The company she works for has not succeeded in offering the best work environment. • She's trying to advocate employee safety, but instead is getting a push back 	<p>my greatest role is actually ensuring that employees have a safe work environment.</p> <p>However, this has not been happening as in my work I have to deal with the fear of being victimized and fired because I'm doing my role of ensuring that employees work in a safe environment. Typically, in a waste management company, employees need to be guaranteed that their welfare is taken care of so that they are not affected by the trash they are collecting and recycling. In our company, we have not succeeded to offer the best work environment to our employees. I have been working to convince the management on how best we can improve the welfare of our truck drivers, and trash collectors. However, I fear that I have stated my case beyond what the management is capable of handling and have started to receive threats that I'm no longer needed. I feel that they will soon fire me for advocating for better working conditions for our field officers. Recently, I contacted the KAUST health department officials to do an inspection on whether the company is adhering to safety standards and the chief executive officer sent me a notice that it was inappropriate to invite the KAUST health officials to our company. The decision to invite health officials had been passed during our management committee members meeting but I was victimized for implementing it. I feel my advice on how employees should be treated is rarely taken seriously and thus not part of the company.</p>
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<ul style="list-style-type: none"> • Clear responsibilities and have peoples' trust in me to tackle their stuff under my dominion. • Safe operating area. • On the job for five years, no promotion or salary bump despite the participant's effort and hard work. • Worked hard to be promoted after the boss left, promotion never materialized. • Efforts not appreciated • Bonuses reduced to half. 	<p>efforts are not appreciated because even my bonuses have been reduced by half since last year.</p> <p>I: Why do you feel that your work engagement is linked with what others think of you at work?</p> <p>P: Basically, I don't have a good work relationship with my colleagues. I feel unengaged in our company because I feel frustrated by my colleagues who are unwilling to support me. I joined our Waste Management recently and while I was excited about joining this company, I discovered that some employees are selfish and rarely want to interact with new people. I'm not simply excited waking up in the morning to go to work. Moreover, my manager is not a good leader who only focuses on what I have missed and not what I have accomplished. Employees are not allowed to express their thoughts as they are likely to be victimized. Our chief executive officer does not provide our department with sufficient resources to hire</p>
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<ul style="list-style-type: none"> • Lack of congenial relationship with coworkers • Feel unengaged in the company, owing to unwillingness of coworkers to support her cause. • Excited about joining the company, soon experienced coworkers are selfish and rarely want to interact with new people. • Have lost motivation to work. • Manager not a good leader, nitpick and fault-finding. 	<p>the right talent. This has made it impossible for the company to retain some of the best employees. I do not feel as if this is the best place, I want to work in for many years to come.</p> <p>I: Why do you feel that your sense of belonging is linked with the social activities of my company?</p> <p>P: I feel I do not belong to this company. There is simply no motivation to remain because I feel stressed, underpaid and despite my honest hard work, I don't get</p>
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<ul style="list-style-type: none"> • Employees not allowed to voice their opinions, and if they do, they are victimized. • Top management does not provide with sufficient resources to hire the right people. • Employee retention is getting harder for the company. • The respondent does not see a future here, working for the same company. • I do not feel a sense of belonging here. • No motivation, feel stressed, underpaid despite all the effort. • Hard work in not recognized and 	<p>recognized financially. The management compensates and rewards employees based on other factors except hard work, sometimes called “wasta” here. They display open favoritism when employing people. If they feel you do not belong, the human resource manager is willing to fire you or provide you a warning letter telling you have not done a simple role. This is not a good place and job where the management is made up of biased people. They are unwilling to come through for employees who need help. They just want you to work without recognition. The management has been doing less to curb such issues as bullying from colleagues.</p>
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<p>appreciated here</p> <p>rather management's remuneration is based on factors other than hard work, sometimes called 'wasta',</p> <ul style="list-style-type: none">• Open display of favoritism, during hiring.• If the management feels you're a misfit, they will go to any lengths to fire you or issue you a warning letter.• Not a good place to work, top management is biased, unsupportive toward its employees. Doing little to none to curb bullying.	
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Interview Closure

I: Is there any suggestion or idea you would like to add?

P: Yes, I think that the company should trust their long serving employees with available promotion positions. The employees should constantly undergo trainings in their areas of expertise to enhance them in preparation for any bigger responsibilities.

Interviewer: Again, I would like to thank you for participating in this interview and wishing you a successful career.

IV-INT-MN-CODES-FC

Interview with the **Finance Controller in AVERDA at KAUST**

Interview Date: March 23, 2019

Interview Time: 10:05 AM

Location: King Abdullah University for Science and Technology (KAUST), Thuwal, Saudi Arabia

Interview Opening

Thank you for allocating your time for this interview. The purpose of this interview is to explore reasons behind any concerns related to job insecurity and whether these concerns are linked with the social and environmental initiatives conducted by AVERDA at KAUST. This interview is based on a doctorate research to evaluate the Extent to Which Corporate Social Responsibility (CSR) affects the Loyalty of Employees at your Company.

I would like to take the permission to audio-record this interview.

Participant Response: I would refrain from accepting due to confidentiality reasons

Participant Interview

Initial Code	Narrative Data to be Coded
<ul style="list-style-type: none">The respondent is currently faced with some scandals, because the company they work	<p>I: Elaborate whether your job security is affected by the health and wellbeing care provided by your company.</p> <p>P: Not that much. I have been faced with some scandals lately for example funds allocated for procurement of items for team building were recently reported to be defrauded against the report from me. I feel that the company does not trust me you know. My department is being questioned and scrutinized. All these may affect my appraisals and I may even lose my job on ground of misuse of office and misappropriation of company resources. This is a strong ground for dismissal. I</p>

<p>for lacks trust in the respondent.</p> <ul style="list-style-type: none"> • The department under respondent's supervision is being questioned for misappropriation of company resources. • Could be a strong reason for dismissal. • The respondent now has severe stress and anxiety, lack of sleep and is worried about their overall wellbeing. • Clearly defined JD the moment the responded joined the company. • The responded was provided with JD by 	<p>have sleeping problems along with stress and fatigue difficulties. I feel that nobody cares about my health and the pressure that could negatively affect my wellbeing.</p> <p>I: Why do you feel that your job security is linked to defined work-role responsibilities?</p> <p>My job description is clearly defined when I started working with AVERDA at KAUST five years ago. Recruiting representative provided me the job responsibilities needed from me whenever I sign the contract and join the company. As you may know, this is a senior position and everything needs to be clear and discrete. As a finance controller, the last thing you need is to have unclear responsibilities you know.</p>
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<p>the recruiting representative the moment contract was signed.</p> <ul style="list-style-type: none"> • A senior position of finance controller, so the job requires everything to be discrete with clear Job responsibilities. • As a finance controller, the respondent feels left out and lack a sense of belonging to the company. • Although the company is making 	<p>I: Elaborate whether your job security is linked with your work involvement</p> <p>P: As finance controller in AVERDA at KAUST, I do not feel as a member of this company. In my capacity, my role is helping employees to be successful in their career as the company makes profits. My company is making good profits but it is not efficiently connecting its positive performance with social programs related to its employees. I wish that our company can allow its employees to spend more time with their spouses and children. Lately, our company seems to be committed towards ensuring that women can take up more prominent roles in the company and we have three women in our company at KAUST. This has somehow recovered my negative feelings towards my company. Even though my company seeks to empower KAUST community as part of its contractual agreement with the University, many employees including myself are not encouraged to take part in charity walks to help fundraise for the school fees of talented students in Thuwal area. I do like to run and motivate young people but my company is not providing me this opportunity to be part of it.</p>
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<p>profits but is not giving back to its employees in the shape of social programs that could be beneficial for its employees.</p> <ul style="list-style-type: none"> • Employees here lack work-life balance. • The company is committed to hiring women on key positions and this had made the company redeem itself in my eyes to some extent. • Although the company seeks to empower its community by way of fundraisers and charity walks, but many employees do not feel encouraged 	<p>I: Why do you feel that your work engagement is linked with what others think of you at work?</p> <p>P: Currently, I'm not engaged at my current place of work and I'm not that excited about my work. In my company, I do not feel I'm part of the company and I'm not excited to go to work every morning because my colleagues are not exciting to work with. Management does not care about my performance and does not call me to discuss about my roles. I'm not fortunate to work with such a team that does not know the role of each employee. At our company, employees are not that valued. Employees are rarely allowed to rotate positions within the company so as to gain knowledge and experience without another employee feeling threatened. Hardly, employees are allowed to discuss their issues and company issues with other employees and members of the management without feeling victimized. As a result, if I feel there is a situation the management can rectify to ensure we become a better company, then I will be cautious to approach my management without having to fear of what they will say. Even though the fact that we help clean the city provides me some motivation to keep working at the company, I do not feel I</p>
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<p>enough to be part of such events.</p> <ul style="list-style-type: none"> • Feels disengaged at their current place of work and are not that excited about their work. • Do not feel part of the company, and does not feel excited to go to work every morning because colleagues are not exciting to work with. • Employees here are not valued, and are rarely allowed to rotate positions within the company without other employees feeling threatened. 	<p>have career opportunities at my current work environment and I do not feel this is the right firm for me to work for many years.</p>
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<ul style="list-style-type: none"> • Employees are hardly ever allowed to discuss their and company issues with other employees and with management without making them feel victimized. • The management should rectify this situation, and ensure a safe working environment where employee could easily and safely voice their opinion. • Do not feel employees have career opportunities and the respondent does not see a future here. 	<p>I: Why do you feel that your sense of belonging is linked with the social activities of my company?</p> <p>P: Not really, I don't feel like I belong. As finance controller in AVERDA at KAUST, I do not feel as a member of this company. In my capacity, my role is helping employees to be successful in their career as the company makes profits. My company is making good profits but it is not efficiently connecting its positive performance with social programs related to its employees. I wish that our company can allow its employees to spend more time with their spouses and children. Lately, our company seems to be committed towards ensuring that women can take up more prominent roles in the company and we have three women in our management committee. This has somehow recovered my negative feelings towards my company. Even though my company seeks to empower KAUST community as part of its contractual agreement with the University, many employees including myself are not encouraged to take part in charity walks to help fundraise for the school fees of talented students in Thuwal area. I do like to run and motivate young people but my company is not providing me this opportunity to be part of it.</p>
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- Don't feel a sense of belonging.
- As a finance controller, this job title makes me feel left out.
- Although the company is making profits but is not giving back to its employees in the shape of social programs that could be beneficial for its employees.
- Employees here lack work-life balance.
- The company is committed to hiring women on key positions and this had made the company redeem

<p>itself in my eyes to some extent.</p> <ul style="list-style-type: none"> Although the company seeks to empower its community by way of fundraisers and charity walks, but many employees do not feel encouraged enough to be part of such events. 	
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Interview Closure

I: Is there any suggestion or idea you would like to add?

P: For any one aspired to be finance controller, it is important that you must think beyond two or three years. You must be ready to think about the medium- and long-term objectives of the company. To this end, you must understand important aspects including, finance management, business environment, regulatory environment, and performance measures and improvement. You must also know that the business environment has been changing rapidly and hence you need to keep abreast with new technology and how to manage people since they are the greatest asset you have in your organization.

Interviewer: Again, I would like to thank you for participating in this interview and wishing you a successful career.

IV-INT-MN-CODES-RC

Interview with the Recruiting Coordinator in AVERDA at KAUST

Interview Date: March 24, 2019

Interview Time: 10:25 AM

Location: King Abdullah University for Science and Technology (KAUST), Thuwal, Saudi Arabia

Interview Opening

Thank you for allocating your time for this interview. The purpose of this interview is to explore reasons behind any concerns related to job insecurity and whether these concerns are linked with the social and environmental initiatives conducted by AVERDA at KAUST. This interview is based on a doctorate research to evaluate the Extent to Which Corporate Social Responsibility (CSR) affects the Loyalty of Employees at your Company.

I would like to take the permission to audio-record this interview.

Participant Response: It is fine to use this feature if suitable to you, but I recommend you to write my responses instead

Participant Interview

Coding Theme	Narrative Data to be Coded
<ul style="list-style-type: none">• Colleagues unable to provide emotional support.	<p>I: Elaborate whether your job security is affected by the health and wellbeing care provided by your company.</p> <p>P: It feels fine but not that much. I feel that my colleagues at work do not provide emotional support and are not ready to support me in my job. Sometimes, I'm obliged to defend myself from bullying from co-workers. I do not get along well with my boss who does not give me a lot of feedback about my performance and</p>

<ul style="list-style-type: none"> • Feel obliged to defend against bullying from co-workers. • Don't get along with the boss, does not provide any feedback about the performance as well as suggestions to improve. • HR head not friendly and does not contribute employee efforts. • Decision making is unilateral with zero input from employees. • Employees underappreciated. • to work in an environment where 	<p>how best I can improve so as to be more productive. My immediate boss does not put too much emphasis on successes, or good work news. Our manpower head is a not a friendly person who does not contribute in celebrating every effort that an employee is making. Even though he sometimes walk around the department interacting with employees and wanting to know if there is a problem, I do not feel that privileged to work in an environment where my role is not appreciated. My thoughts are not well considered every time the Manpower head wants to make a decision. Even though I'm allowed to take a day off if I have a family emergency, a privilege I did not enjoy in my previous work environment, I do not feel fortunate to work in an environment where I cannot take diverse roles within the recruiting department at the company.</p> <p>I: Why do you feel that your job security is linked to defined work-role responsibilities?</p> <p>P: Yes, but I don't like working in an environment where I cannot take diverse roles within the recruiting or HR department at my company. I have been in this role for more than five years and look forward to being around for some time to come. Our boss does not allow you to feel your value at the company. He does not make you feel that you are shining in your organization. He does not realize that if there are things that make me disengaged or demotivated, he should seek to</p>
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<p>it's hard to take on diverse roles.</p> <ul style="list-style-type: none"> • don't like work environment where it's hard to take on diverse roles. • Boss makes us feel undervalued. Does not feel the need to connect on a personal level to know whether things are going okay at the job or in their personal lives. • management does not provide opportunities to showcase skills and strengths without hurting the progress 	<p>have a personal meeting with me so that I can sort it out. In my role as recruiting coordinator, I have the responsibility to focus on my roles including granting, vesting, and reporting manpower status of the company. This is a role that requires zero or low margin error despite the many vested interests it has from shareholders. In my work, I need to take the permission of my boss for providing any manpower reports to any responsible within the company and that puts a lot of pressure on me to update my boss, take approvals, prepare needed reports, provide final copy to my boss for final approval, and send the report(s) accordingly. The management did not provide me an opportunity to showcase my skills and strengths without hurting the progress of other members of staff. Despite this, my boss did not ignore my weakness and sometimes offer assistance or contact training department to take related courses.</p> <p>I: Elaborate whether your job security is linked with your work involvement</p> <p>P: As a recruiting coordinator, I do not feel that part of the company. Despite the fact that I have a career goal or plan, the company does not have an investment plan on how I can gain more skills and knowledge. Seems that my company is not willing to invest in my professional growth, career, and development. I'm not able to sit with my boss to make a decision on the right professional courses I should enroll in so as to improve my professional growth. One of good things HR has done is starting a networking group where HR can virtually meet with junior employees to help them develop and enhance their relationships. This has played a great role in ensuring that employees learn about current issues and trends in their</p>
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<p>of other members of staff.</p> <ul style="list-style-type: none"> do not feel that part of the company. Company does not provide career development plan HR has started a networking group, where HR can virtually meet with junior employees to help them develop and enhance their relationships. This has played a great role in ensuring that employees learn 	<p>department. It also promotes cultural acceptance of flexibility so as to support the changing way that organizations operate in the modern world.</p> <p>I: Why do you feel that your work engagement is linked with what others think of you at work?</p> <p>P: No, not really. I'm not engaged like I used to. You know recently I took a sick leave and my assistant stood in at an acting capacity. Since I came back, the boss prefers working with him than me. I feel like I'm being sidelined and idling around most of the times.</p>
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<p>about current issues and trends in their department.</p> <ul style="list-style-type: none"> • Promotes cultural acceptance of flexibility to operate in the modern world. • Does not feel engaged like I used to. • Took a few leaves of absence and my assistant worked as my substitute, and now my boss prefers working with my substitute than working with me. • I feel like I am being sidelined. 	<p>I: Why do you feel that your sense of belonging is linked with the social activities of my company?</p> <p>P: Like I mentioned, since my return from the leave it has become obvious that even other co-workers and my boss have distanced themselves from me. I am not aware of any social activities but yes, they have been held without my knowledge. So, I used to feel a sense of belonging yes but not anymore. Before I went for sick leave I was having poor relationship with boss and I think this issue has spread to everyone in the company.</p>
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| <ul style="list-style-type: none">• My boss and other coworkers have distance themselves from me since my return.• Neither aware nor part of social activities since they have been held in the past without me knowing.• Used to have this sense of belonging but not anymore.• Before my leave, I had a poor relationship with my boss, but upon my return this problem seems to have spread to other colleagues as well. | |
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Interview Closure

I: Is there any suggestion or idea you would like to add?

P: I'm not certain about my next role in the company but I have a passion to work in any role suited with my qualification and requested by my company. I honestly don't have a great passion for posting manpower data entries but I'm working to accomplish my responsibilities. I also have a great passion for mentoring and developing younger professionals. Moreover, I'm working towards ensuring I have developed my full potential personally and professionally. I suggest to younger professionals to seek out opportunities where they can develop, grow and challenge themselves to work and achieve their full potential.

Interviewer: Again, I would like to thank you for participating in this interview and wishing you a successful career.

IV-INT-MN-THEMES-PRM

Initial Codes for Theme 1: Illusion of Job Security	Initial Codes for Theme 2: Lack of Appreciation at Workplace	Initial Codes for Theme 3: Lack of Social Activities to Create a Feeling of Belonging	Initial Codes for Theme 4: Compliance with Saudization and Vision 2030
<ul style="list-style-type: none"> • Rspd. don't feel secure at the job. • Instead of working for the welfare of other employees, is fighting battles against bullying from colleagues and management. • Role as Asst. HR manager is to ensure safe work environment; however, Rspd. has to deal with the fear of being victimized or worse (fired). 	<ul style="list-style-type: none"> • Colleagues are unable to provide emotional support • Lack of congenial relationship with co-workers • Feel unengaged in the company, owing to unwillingness of co-workers to show support. • Excited about joining the company, soon experienced co-workers are selfish and rarely want to interact with new people. • Have lost motivation to work. 	<ul style="list-style-type: none"> • Do not feel a sense of belonging here. • No motivation, feel stressed, underpaid despite all the effort. • Hard work is not recognized and appreciated rather management's remuneration is based on factors other than hard work, sometimes called 'wasta', • Open display of favouritism, during hiring. 	<ul style="list-style-type: none"> • Company started hiring females to meet Saudization and Vision 2030 • The company is committed to hiring women on key positions and this had made the company redeem itself in my eyes to some extent.

<ul style="list-style-type: none"> • Company has not succeeded in offering the best work environment. • Trying to advocate employee safety, but instead is getting a push back (threats of being fired). • On the job for five years, no promotion or salary bump despite the participant's effort and hard work. • Worked hard to be promoted, promotion never materialized. • Efforts not appreciated. • Bonuses reduced to half. 	<ul style="list-style-type: none"> • Manager not a good leader, nitpick and fault-finding. • Employees not allowed to voice their opinions, and if they do, they are victimized. • Top management does not provide with sufficient resources to hire the right people. • Employee retention is getting harder for the company. • Rspd. does not see a future here. • Feels disengaged at their current place of work and are not that excited about their work. • Do not feel part of the company, and does not feel excited to go to 	<ul style="list-style-type: none"> • If the management feels you're a misfit, they will go to any lengths to fire you or issue you a warning letter. • Not a good place to work, top management is biased, unsupportive toward its employees. Doing little to none to curb bullying. • As a finance controller, Rspd. feels left out and lack a sense of belonging to the company. • Don't feel a sense of belonging. • As a finance controller, this job title makes me feel left out. 	
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<ul style="list-style-type: none"> • Faced with some scandals, because the company lack of trust in its employees. • Could be a strong reason for dismissal • severe stress and anxiety, lack of sleep and is worried about overall wellbeing. • Decision making is unilateral with zero input from employees. • Employees underappreciated. • management does not provide opportunities to showcase skills and strengths 	<p>work every morning because colleagues are not exciting to work with.</p> <ul style="list-style-type: none"> • Employees here are not valued, and are rarely allowed to rotate positions within the company without other employees feeling threatened. • Do not feel employees have career opportunities and Rspd. does not see a future here. • Took a leave of absence and my assistant worked as my substitute, and now my boss prefers working with my substitute than working with me. 	<ul style="list-style-type: none"> • Although the company is making profits but is not giving back to its employees in the shape of social programs that could be beneficial for its employees. • Employees lack work-life balance. • Used to have this sense of belonging but not anymore. 	
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<p>without hurting the progress of other members of staff.</p> <ul style="list-style-type: none">• The department under participant’s supervision is being questioned for misappropriation of company resources.			
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Table-2: Preliminary Themes for Interview Transcripts (*Rspd. =Respondent)

IV-FG-NM-THEMES-H4a-PRM

Initial Codes for Theme 1: Employees' (Dis)contentment with performance appraisal	Initial Codes for Theme 2: Lack of Motivational Programs	Initial Codes for Theme 3: Illusion of Job Security	Initial Codes for Theme 4: Lack of Appreciation at Workplace	Initial Codes for Theme 5: No Real Sense of Direction-Vague workplace role and responsibilities	Initial Codes for Theme 6: Meaningful Job	Initial Codes for Theme 7: Unsupportive Upper Management	Initial Codes for Theme 8: Defined Appraisal System
<ul style="list-style-type: none"> Some job responsibilities that are not included in the performance appraisal system Feels that some of the efforts put in the job are not recognized. responsibilities are not aligned to the performance appraisal system 	<ul style="list-style-type: none"> Bias in selecting participants especially in the departments. the junior employees never get to participate or even benefit I used to find my work meaningful but not anymore 	<ul style="list-style-type: none"> I feel depressed and worried. 	<ul style="list-style-type: none"> I don't think I'm making good money as an employee I don't feel dignified as a person I face discrimination and being disrespected by senior employees I have not been appraised lately ever since my previous boss left 	<ul style="list-style-type: none"> The responsibilities can be stated in a more vivid manner to avoid reporting to two managers. Trying but nothing seems to be working They are well defined but not often followed as sometimes you do tasks that are off the job description 	<ul style="list-style-type: none"> Find it meaningful not just because it is linked to a fair performance appraisal system but also because I find value in growing my career too 	<ul style="list-style-type: none"> Managers don't seem to see my importance to the company. Boss always say I am not doing my best Managers don't seem to see my importance to the company No unity of command 	<ul style="list-style-type: none"> Yes, the responsibilities are well defined in my contract and make me plan well on daily basis. They are well defined but not often followed as sometimes you do tasks that are off the job description

<ul style="list-style-type: none"> • company does not assess the job according to job description and items • Evaluated on totally different items from what had been assigned to initially. • Some of the responsibilities are too much demanding and upon asking or clarification they are not answered. • Performance appraisal at the company is partly unfair especially to employee at junior levels. 	<ul style="list-style-type: none"> • Work is less meaningful • No. My work here is not meaningful • Managers don't seem to see my importance to the company. • only those we are working in some departments • No. The company does not offer motivational programs to all employees 		<ul style="list-style-type: none"> • Not been promoted from my current position since I joined. • Opportunities are there but demotivating when new people are hired for positions that can be filled by capable employees. 	<ul style="list-style-type: none"> • Yes, however as a company that values team work, you may be requested to assist in other areas that are outside your duties. • Yes, but the company has a culture of encouraging employees to perform any duty assigned to them • No there is repetition of responsibilities 	<ul style="list-style-type: none"> • I find meaning in my work • Work is the only source of my income and through it I'm able to support my family • Took me a very long time to get a job. I got this job recently and I am loving it at the moment. • I can handle my bills and take care of my family. 	<ul style="list-style-type: none"> • company promotes, rewards and trains employees based on their job description 	<ul style="list-style-type: none"> • Yes, however as a company that values team work, you may be requested to assist in other areas that are outside your duties. • Yes, they are well defined and I follow them strictly • Yes, but the company has a culture of encouraging employees to perform any duty assigned to them • yes, they have clearly stated one's responsibilities
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<ul style="list-style-type: none"> • Appraisals are influenced by other factors like nepotism, relationships and discrimination here. • This makes me feel out of place sometimes. • Don't pay attention to the appraisal but I do know it matters when it comes to promotion. • The performance appraisal at the company is poorly aligned with job responsibilities. • I believe that a meaningful job 					<ul style="list-style-type: none"> • Job is fairly recognized and rewarded • The performance appraisal at the company is fair to every employee and this makes me feel as part of the company and its growth • this makes it feel like I belong to the company 		<p>s and my work are aligned to this.</p> <ul style="list-style-type: none"> • the appraisal system at my company includes all my job-related criteria • all the energies that I use every day in my work is evaluated and rewarded • appraisal system at my work includes
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<p>should include freedom of expression</p> <ul style="list-style-type: none">• Have not experienced any of that here. To that extent I find it a bit meaningless.• Find it less meaningful because my job responsibilities are not aligned to the performance appraisal system• Fear that I'm evaluated on							<p>all items of my job</p> <ul style="list-style-type: none">• Has an appraisal system that includes all the work-related criteria.• The appraisals are fair to me and it makes me feel more deserving when I perform well in the appraisal system.
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<p>what is not on my job description.</p> <ul style="list-style-type: none">• Some employees are favoured by the performance appraisal program.							<ul style="list-style-type: none">• The performance appraisal at the company is fair to every employee and this makes me feel as part of the company and its growth• performance appraisal in our company is fair to every employee• this makes it feel like I belong to the company• yes, it does offer opportunity
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							for career development
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Table 2a: Preliminary Themes for H4a Focus Group Transcripts

IV-FG-NM-THEMES-H7b-PRM

Initial Codes for Theme 1: Lack of Health and Well-Being Care	Initial Codes for Theme 2: Lack of Motivational Programs	Initial Codes for Theme 3: Illusion of Job Security	Initial Codes for Theme 4: Lack of Appreciation at Workplace	Initial Codes for Theme 5: Negative Work Environment	Initial Codes for Theme 6: Lack of Social Activities to Create a Sense of Belonging
<ul style="list-style-type: none"> health insurance contributions are even submitted late by the company and this has affected my health care and that of my family Health benefits being offered by the company are way low in comparison to the negative exposure we are 	<ul style="list-style-type: none"> no room for growth as the company does not invest in staff trainings 	<ul style="list-style-type: none"> I am not so sure you know. The company is struggling financially. They have cut off some programs and even laid off some workers. I don't know where this leaves me Nepotism and racism are too high in work place 	<ul style="list-style-type: none"> Feel demoralized and depressed The company has not established ways of appreciating efforts and even reward best performers I really feel that my skills are being wasted here. Not really. I have not received any 	<ul style="list-style-type: none"> Boss would not take time to explain things to me. Had a sick dad, my boss did not have empathy for me during these times. Those years were the worst and I felt that my boss could recommend my sacking any time. 	<ul style="list-style-type: none"> Not as much, I don't feel a sense of belonging here. I have a problem relating with colleagues majorly because I speak my mind without pleasing anybody. There was a time the company used to engage the

<p>exposed to in the company.</p> <ul style="list-style-type: none"> company has no retirement benefits for its employee is really devastating fine but not to the level expected The health benefits being offered by the company are low, to the negative exposure we are exposed to in the company, hazardous chemicals and other substances 		<ul style="list-style-type: none"> Saudi Arabia is pushing to increase hiring locals and sooner or later this will affect my work. This has affected even the way we relate at work here and sometimes I feel discriminated on nationality basis. Working here has been difficult. Ever since I was brought a new boss Partly working with this company has made me feel insecure. have received several warnings from my 	<p>appreciation or salary increase or promotion for the last 5 years</p> <ul style="list-style-type: none"> No, my contribution in this company is not valued worked so hard especially in teams and the boss gives all the credits to another colleague Partly my work is appreciated though a promotion would feel more worthwhile my contributions are least valued as when I air my point out work engagement in my company is never 	<ul style="list-style-type: none"> worked so hard especially in teams and the boss gives all the credits to another colleague My manager never recognizes my effort despite the fact that I work hard every day. When I give my opinion on how the company can be more efficient, my manager never seems to recognize this I don't have a good relationship with my colleagues. Yes am fully tasked by my boss 	<p>employees in informal activities. This gave us a sense of belonging</p> <ul style="list-style-type: none"> No, I don't. There is a lot of pretence here No. our company is not concerned with employees participating in social activities company does not engage in social activities
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		<p>boss and nothing seems to be changing</p> <ul style="list-style-type: none"> • This place is not secure to work in. • I am already looking for another job opportunity. • company is so prompt to laying off individuals who begin to ask more from the company • do feel secure in my current job but still feel my security could be higher if my employer was a better leader. • Those years were the worst and I felt that my boss could 	<p>noticed and hence never rewarded</p> <ul style="list-style-type: none"> • My manager never recognizes my effort despite the fact that I work hard every day. • Partly my work is appreciated. • My role as an accountant is rarely recognized. • When I give my opinion on how the company can be more efficient, my manager never seems to recognize this 	<ul style="list-style-type: none"> • Some colleagues are not good, a times they can report wrong information to my boss. • The managers overload their subordinates which is uncouth. • No, I don't. There is a lot of pretence here • people don't pay attention to work-role responsibilities • When you feel that your job is in danger, everything is fabricated you know 	<ul style="list-style-type: none"> • main business is making profits
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		<p>recommend my sacking any time.</p> <ul style="list-style-type: none"> • Job security at work today is an illusion. • does not feel ok working at the company. • have friends and colleagues who been sent packing for very minor mistakes here. • workers are being fired and replaced with the relatives and friends of the respective bosses • I would feel more secure if I was running my own business or company or even working for a government body. 	<ul style="list-style-type: none"> • their work whether related to business or social have financial benefits to the company and we do not feel involved or rewarded • Feel like a machine that is being used whenever they need with no feelings to reward or say thank you at least. • I'm not appreciated and I do not like this job anymore. 	<ul style="list-style-type: none"> • If I have a clear and defined job-role responsibility that is well explained and implemented, then my job will be much more stable and reliable • The job-role responsibilities are kind of departmental you know. It depends with your boss. • influenced easily by your boss depending on your relationship 	
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- Setting of unrealistic goals and later pushing employees to reach those goals using poor working tools is the main reason for insecurity with this company
- Not really, there is not much to be done in my department and this worries me.
- I do get worried about what people think and say about me at work.
- The work-role responsibilities are explained fairly but

- Here people don't pay attention to relating their job responsibilities with their proposed roles just work and maintain good rapport with their bosses
- good relationship with your boss can keep you in the company
- My boss did not provide me an opportunity to prove my skills and strengths

		<p>sometimes favoritism comes into play.</p> <ul style="list-style-type: none"> • good relationship with your boss can keep you in the company 			
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Initial Codes for Theme 7: Unsupportive Upper Management	Initial Codes for Theme 8: Satisfactory Health and Well-Being Care	Initial Codes for Theme 9: Positive Work Involvement	Initial Codes for Theme 10: Positive Work Distribution	Initial Codes for Theme 11: Positive Social Activities link with Sense of Belonging	Initial Codes for Theme 12: No Real Sense of Direction-Vague workplace role and responsibilities
<ul style="list-style-type: none"> • I have noticed favouritism in terms of promotions and biased selection in any opportunity that comes • Do feel secure in my current job but still feel my security 	<ul style="list-style-type: none"> • The company is offering many health programs to make sure every employee is comfortable • We are provided with breakfast and health cover. 	<ul style="list-style-type: none"> • Yes, my contributions are valued • Yes, my contributions are valued as I have been promoted. 	<ul style="list-style-type: none"> • Feel that work is distributed evenly and fairly across the team. No complains about that. 	<ul style="list-style-type: none"> • Yes, I do feel a belonging especially when we bond with employees in social events • Yes, I have participated in community outreaches with my 	<ul style="list-style-type: none"> • job responsibilities are not clearly defined some responsibilities are ambiguous and or overlapping • job descriptions are ambiguous • do not have a clear key performance indicator

<p>could be higher if my employer was a better leader.</p> <ul style="list-style-type: none"> • Work is not evenly distributed. The top managers allocate themselves less work hence overworking those at the bottom. • What the management cares is money and how to mostly benefit from all of us. 	<ul style="list-style-type: none"> • The company does care • The company is doing well in terms of welfare and health benefits. • Yes, I feel secure. I have a good boss and to me that's all I need • No, I don't feel like I belong to this company because I don't get assigned duties by boss anymore 	<ul style="list-style-type: none"> • Yes, my contributions are valued as they call me in when there is need to make major changes in the organization. • yes, my contributions are valued as I have worn a few awards in my field of research • My contributions during the annual charity fundraiser is always appreciated • Yes, my contributions are valued as they call me in when there is need 	<ul style="list-style-type: none"> • To some extent work is distributed evenly 	<p>colleagues and I felt a sense of unity as a company.</p> <ul style="list-style-type: none"> • I have learnt that team work is a key to the success of my company and we build good relations during social events • Yes. The social events make us come together as a family and that of course makes me feel like I'm not an employee but also a member of the company. 	<p>and this makes it difficult for me to do them</p> <ul style="list-style-type: none"> • Have to ask for clarification from my seniors before I engage in them this contributes to wastage of time. • Believe that the responsibilities could have been stated more comprehensively so that I do not end up reporting to different managers for the same job. • There is repetition of responsibilities.
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		<p>to make major changes in the organization.</p> <ul style="list-style-type: none"> • yes, my contributions are valued as I have won a few awards • Yes, I'm engaged in my work and there is always something to do • Yes, I'm engaged • Yes I'm fully committed • Of course, I am engaged and working in various tasks and projects. • I help others who are overwhelmed 		<ul style="list-style-type: none"> • Yes, the company allows employees to participate in different social activities • Yes, I feel connected to the company because I can participate in social activities • Yes. Our company allows employees to engage in activities that are beyond profit making • company participates in annual charity activities, makes me 	
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		<ul style="list-style-type: none"> • Yes I feel connected to my co-workers from different department • Yes I feel connected to my co-workers from different department • There are issues of snitches and backbiting among co-workers in the company. • made me to be sceptical of everyone • Yes. I feel connected with my co-workers including the top-level managers. 		<p>feel connected to the company</p>	
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Table 2b: Preliminary Themes for H7b Focus Group Transcripts

IV-MN-CODE-UPDATE

First Theme	
Initial Code in Phase 2	Updated Code
Don't feel secure	Do not feel secure at work
Instead of working for the welfare of other employees, respondent is fighting battles against bullying from colleagues and management.	Fighting bullying from colleagues and management
Her role as Asst. HR manager is to ensure safe work environment.	Unable to ensure safe work environment
However, she has to deal with the fear of being victimized or worse (fired).	Has to deal with the fear of being victimized or worse (fired)
The company she works for has not succeeded in offering the best work environment	Company has not succeeded in offering the best work environment

She's trying to advocate employee safety, but instead is getting a push back (threats of being fired)	Trying to advocate employee safety, but instead is getting a push back (threats of being fired)
She feels victimized for doing her job well.	Feels victimized for doing the job well
Her advice on employee treatment is rarely taken seriously.	Participant's advice on employee treatment is rarely taken seriously
On the job for five years, no promotion or salary bump despite the participant's effort and hard work	No promotion or salary bump despite the participant's effort and hard work
Worked hard to be promoted after the boss left, promotion never materialized.	Worked hard to be promoted, promotion never materialized.
Faced with some scandals, because the company lack of trust in its employees	Participant is currently faced with some scandals, because the company lacks trust in me.

Second Theme	
Excited about joining the company, soon experienced co-workers are selfish and rarely want to interact with new people.	Co-workers are selfish and rarely want to interact with new people
Feel unengaged in the company, owing to unwillingness of co-workers to show support.	Feels disengaged at current work and are
Employees here are not valued, and are rarely allowed to rotate positions within the company without other employees feeling threatened.	Employees are not valued
	Employees are rarely allowed to rotate positions within the company without other employees feeling threatened.
Do not feel employees have career opportunities and Rspd. does not see a future here.	Participant does not see a future working for the same Company
Employee retention is getting harder for the company.	Harder employee retention

Do not feel part of the company, and does not feel excited to go to work every morning because colleagues are not exciting to work with.	Feels disengaged at current work
	It is not exciting to work with my co-workers
Rspd. does not see a future here.	Participant does not see a future working for the same Company.
Do not feel employees have career opportunities and Rspd. does not see a future here.	Company does not provide Career Development Plan
	Participant does not see a future working for the same Company
Do not feel part of the company, and does not feel excited to go to work every morning because colleagues are not exciting to work with.	Have lost motivation to work
	Feels disengaged at current work

	Do not feel part of the company
	Co-workers are selfish and rarely want to interact with new people.
Top management does not provide with sufficient resources to hire the right people.	Management does not provide sufficient resources
Third Theme	
Do not feel a sense of belonging here.	Lack a sense of belonging to the Company
Hard work is not recognized and appreciated rather management's remuneration is based on factors other than hard work, sometimes called 'wasta',	Management's remuneration is based on factors other than hard work, sometimes called 'wasta',

Not a good place to work, top management is biased, unsupportive toward its employees. Doing little to none to curb bullying.	Not a good place to work, management is biased and not supportive toward its employees.
	Management is rarely curb bullying.
As a finance controller, Rspd. feels left out and lack a sense of belonging to the company.	Lack a sense of belonging to the Company
	Participant feels left out
Don't feel a sense of belonging	Do not feel part of the company
	Lack a sense of belonging to the Company

IV-MN-THEMES-CODES

Theme: Lack of Job Security	Theme: A Lack of Workplace Connection and Work Engagement	Theme: Missing a Culture of Belonging
<ul style="list-style-type: none"> • Do not feel secure at work • Fighting bullying from colleagues and management. • Unable to ensure safe work environment. • Has to deal with the fear of being victimized or worse (fired) • Company has not succeeded in offering the best work environment. • Trying to advocate employee safety, but instead is getting a push back (threats of being fired). • Feels victimized for doing the job well 	<ul style="list-style-type: none"> • Colleagues are unable to provide emotional support • Lack of congenial relationship with co-workers • Cannot take on diverse roles • Boss is not a work motivator • Co-workers are selfish and rarely want to interact with new people. • Have lost motivation to work. • Manager is not a good leader, nit-pick and fault-finding. 	<ul style="list-style-type: none"> • Lack a sense of belonging to the Company • No motivation, feels stressed, underpaid despite all the effort. • Management's remuneration is based on factors other than hard work, sometimes called 'wasta', • Open display of favouritism, during hiring. • If the management feels you're a misfit, they will go to any lengths to fire you or issue you a warning letter. • Not a good place to work, management is biased and not supportive toward its employees. • Management is rarely curb bullying. • Participant feels left out.

<ul style="list-style-type: none"> • Participant's advice on employee treatment is rarely taken seriously. • No promotion or salary bump despite the participant's effort and hard work • Worked hard to be promoted, promotion never materialized. • Efforts not appreciated. • Bonuses reduced to half. • Participant is currently faced with some scandals, because the company lacks trust in me. • Severe stress and anxiety, lack of sleep and worried about overall wellbeing • Decision making is unilateral with zero input from employees. • Employees underappreciated. 	<ul style="list-style-type: none"> • Employees are not allowed to voice their opinions, and if they do, they could be victimized. • Management does not provide sufficient resources • Harder employee retention • Participant does not see a future working for the same Company. • Feels disengaged at current work • It is not exciting to work with my co-workers. • Employees are not valued. • Employees are rarely allowed to rotate positions within the company without other employees feeling threatened. • Participant feels like being side-lined. 	<ul style="list-style-type: none"> • Although the company is making profits, no social programs are offered back to its employees. • Employees lack work-life balance. • Do not feel part of the company
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<ul style="list-style-type: none"> • Management does not provide opportunities to showcase skills and strengths without hurting the progress of other members of staff. 	<ul style="list-style-type: none"> • Company does not provide Career Development Plan • Took a sick leave and my assistant worked as my substitute. My Boss prefers working with my substitute than working with me. • My boss and other co-workers have distanced themselves from me. • Social activities are not well-communicated with me • Poor relationship with my Boss. 	
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IV-FG-NM-H4A-CODES

Coding Theme	Narrative data to be coded

<ul style="list-style-type: none"> • Find it meaningful not just because it is linked to a fair performance appraisal system but also because I find value in growing my career too. • I believe that a meaningful job should include freedom of expression. • Have not experienced any of that here. To that extent I find it a bit meaningless. • I find meaning in my work • Work is the only source of my income and through it I'm able to support my family • Yes, it is meaningful. I love working here • We are like a family • I used to find my work meaningful but not anymore 	<p>I: How do you link your performance appraisal with your job meaningfulness?</p> <p>FG-1</p> <p>GFD: Of course, I find it meaningful not just because it is linked to a fair performance appraisal system but also because I find value in growing my career too.</p> <p>VPW: Not really, I believe that a meaningful job should include freedom of expression. Being heard and judged fairly. I have not experienced any of that here. To that extent I find it a bit meaningless.</p> <p>CWM: Yes. I find meaning in my work. It the only source of my income and through it I'm able to support my family. I have also made friends here at work. That is great for me.</p> <p>JAP: yes, it is meaningful. I love working here. I have very friendly colleagues and I'm able to learn a lot from them. We are like a family. I work very hard to make this company prosper. I find meaning in what I do here.</p> <p>CKP: I used to find my work meaningful but not anymore. Like I said, my new boss does not assign me duties and I feel wasted and useless in the company. I have found myself helping other departments.</p>
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<ul style="list-style-type: none"> • I find meaning in my work • Work is the only source of my income and through it I'm able to support my family • I don't think I'm making good money as an employee • Work is less meaningful • I don't feel dignified as a person • I face discrimination and being disrespected by senior employees • Yes, it is meaningful • Took me a very long time to get a job. I got this job recently and I am loving it at the moment. • I can handle my bills and take care of my family. 	<p>FG-2</p> <p>MGA: Yes, I do find my job meaningful. The company has offered me a good platform to practice and do what I love. I am an IT technician. Here I'm exposed to the latest technologies to learn. It just great.</p> <p>AMK: To some extent yes, I do find the job meaningful. My job is meaningful not only to me but also to my family. I earn from my job to make ends meet in life, so of course it's meaningful. However, I don't think I'm making good money as an employee. I am thinking of starting my own business or may a side job to make me earn more.</p> <p>SAW: No. my work in this company I find it less meaningful. I don't feel dignified as a person. Being a junior worker, I face discrimination and being disrespected by senior employees of the company. I think it is because I am just a high school graduate hoping to back to school and get a degree as that will make me earn more salary and gain respect</p> <p>SIC: yes, it is meaningful. You know it took me a very long time to get a job I got this job recently and I am loving it at the moment. I am good with it and I feel lucky to land this job. At least I can handle my bills and take care of my family.</p> <p>MWK: No. my work here is not meaningful. Managers don't seem to see my importance to the company. My boss always say I am not doing my best. He complains late work delivery and doing my assignment off the instruction lines. I am trying but nothing seem to be working. I feel depressed and worried.</p>
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<ul style="list-style-type: none"> • No. my work here is not meaningful • Managers don't seem to see my importance to the company. • Boss always say I am not doing my best • Trying but nothing seems to be working • I feel depressed and worried. <ul style="list-style-type: none"> • Do find the job meaningful. • Job is fairly recognized and rewarded • I do find the job meaningful • Some job responsibilities that are not included in 	<p>FG-3</p> <p>JDJ: yes, I do find my job meaningful since I feel that every effort, I put in my job is fairly recognized and rewarded.</p> <p>CBC: To some extent yes, I do find the job meaningful even though there are some job responsibilities that are not included in the performance appraisal system and hence I feel that some of the efforts in put in such a job is not recognized.</p>
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<p>the performance appraisal system</p> <ul style="list-style-type: none"> • Feels that some of the efforts is not recognized. • Find it less meaningful because my job responsibilities are not aligned to the performance appraisal system • Fear that I'm evaluated on what is not on my job description. • Yes, it is meaningful • Work here is not meaningful. 	<p>JBJ: No. my work in this company I find it less meaningful because my job responsibilities are not aligned to the performance appraisal system and hence, I always fear that I'm evaluated on what is not on my job description.</p> <p>BFK: yes, it is meaningful because the performance appraisal system recognizes every duty and responsibilities at work is recognized fairly.</p> <p>IKT: No. my work here is not meaningful. Managers don't seem to see my importance to the company (why IKT feels that he is not important?).</p>
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| <ul style="list-style-type: none">• Managers don't seem to see my importance to the company | |
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<ul style="list-style-type: none"> • Yes, the responsibilities are well defined in my contract and make me plan well on daily basis. • Yes, however as a company that values team work, you may be requested to assist in other areas that are outside your duties. • They are well defined but not often followed as sometimes you do tasks that are off the job description • Yes, they are well defined and I follow them strictly • Yes, but the company has a culture of encouraging employees to perform any duty assigned to them 	<p>I: Elaborate whether your appraisal system include all your job-related criteria.</p> <p>FG-1</p> <p>GFD: Yes, the responsibilities are well defined in my contract and make me plan well on daily basis.</p> <p>VPW: Yes, however as a company that values team work, you may be requested to assist in other areas that are outside your duties.</p> <p>CWM: They are well defined but not often followed as sometimes you do tasks that are off the job description.</p> <p>JAP: Yes, they are well defined and I follow them strictly. Whenever I get assigned a duty that is not in align with my responsibilities, I must seek approval from my boss.</p> <p>CKP: Yes, but the company has a culture of encouraging employees to perform any duty assigned to them. So, at the end, it does not matter.</p> <p>FG-2</p> <p>MGA: yes, they have clearly stated one's responsibilities and my work is aligned to this.</p>
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<ul style="list-style-type: none"> • yes, they have clearly stated one's responsibilities and my work are aligned to this. • No there is repetition of responsibilities • some of the responsibilities are too much demanding and upon asking or clarification they are not answered. • are properly aligned although more needs to be done • responsibilities can be stated in a more vivid manner so as to avoid reporting to two managers for a given kind of work. • No unity of command 	<p>AMK: No there is repetition of responsibilities. I have had to support other departments and work with other bosses.</p> <p>SAW: some of the responsibilities are too much demanding and upon asking or clarification they are not answered. This is very unfortunate as you end up working blindly hence poor delivery.</p> <p>SIC: They are properly aligned although more need to be done. There is need to align departmental employees into groups. Team work helps in delivering complicated tasks.</p> <p>MWK: The responsibilities can be stated in a more vivid manner so as to avoid reporting to two managers for a given kind of work.</p> <p>FG-3</p>
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<ul style="list-style-type: none"> • the appraisal system at my company includes all my job-related criteria • all the energies that I use every day in my work is evaluated and rewarded • appraisal system at my work includes all items of my job • appraisal system is currently aligned to my job description. • appraisal system in my current job does not 	<p>JDJ: Yes, the appraisal system at my company includes all my job-related criteria. As such, all the energies that I use every day in my work is evaluated and rewarded. I feel that my supervisor assesses all the tasks and activities which I do every day at work.</p> <p>CBC: Yes, I feel that the appraisal system at my work includes all items of my job. It includes all my job responsibilities and duties and hence I can confidently say that the appraisal system in our company is currently aligned to my job description.</p> <p>JBJ: No, the appraisal system in my current job does not include all my job-related criteria. This implies that the company does not assess my job according to my job description and items. Sometimes, I'm evaluated on totally different items from what had been assigned to me.</p>
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<p>include all my job-related criteria</p> <ul style="list-style-type: none"> • the company does not assess my job according to my job description and items. • I'm evaluated on totally different items from what had been assigned to me • has an appraisal system that includes all the work-related criteria. • company promotes, rewards and trains employees based on their job description 	<p>BFK: Yes, our company has an appraisal system that includes all the work-related criteria. The company promotes, rewards and trains employees based on their job description. The appraisal system is clearly well thought out to take care of the needs of every employee.</p>
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<ul style="list-style-type: none"> • No, it does not affect me in anyway. • its fair enough and I don't have issues with the system. • appraisals are influenced by other factors like nepotism, relationships and discrimination here. • makes me feel out of place sometimes • The appraisals are fair to me and it makes me feel more deserving when I perform good in the appraisal system. • I don't pay attention to the appraisal but I do know it matters when it comes to promotion • I have not been appraised lately ever since my previous boss left 	<p>I: How does your perception about your performance appraisal affect your sense of belonging?</p> <p>FG-1</p> <p>GFD: No, it does not affect me in anyway. Like I said, its fair enough and I don't have issues with the system.</p> <p>VPW: The appraisals are influenced by other factors like nepotism, relationships and discrimination here. This makes me feel out of place sometimes.</p> <p>CWM: The appraisals are fair to me and it makes me feel more deserving when I perform good in the appraisal system. It rewards good work.</p> <p>JAP: Generally, I don't pay attention to the appraisal but I do know it matters when it comes to promotion. I believe when you work hard you get satisfied.</p> <p>CKP: I have not been appraised lately ever since my previous boss left. However, appraisals do matter in terms of motivating employees who believe in it.</p>
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<ul style="list-style-type: none"> • The performance appraisal at the company is fair to every employee and this makes me feel as part of the company and its growth • performance appraisal at the company is partly unfair especially to employee at junior levels • some employees are favored by the performance appraisal program. • performance appraisal at the company is partly fair • the performance appraisal at the company is poorly aligned with job responsibilities • performance appraisal in our company is fair to every employee • this makes it feel like I belong to the company 	<p>FG-2</p> <p>MGA: The performance appraisal at the company is fair to every employee and this makes me feel as part of the company and its growth.</p> <p>AMK: The performance appraisal at the company is partly unfair especially to employee at junior levels and this makes me feel as if I do not belong to the company. I feel that there are some employees who are favoured by the performance appraisal program.</p> <p>SAW: The performance appraisal at the company is partly fair even though I feel that some employees have a lot of demanding responsibilities and hence should be compensated fairly.</p> <p>SIC: the performance appraisal at the company is poorly aligned with job responsibilities and hence this makes me feel as if I do not belong to the company.</p> <p>MWK: The performance appraisal in our company is fair to every employee and this makes it feel like I belong to the company. Responsibilities are aligned with salaries and other benefits.</p>
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<ul style="list-style-type: none"> • yes, it does offer opportunity for career development • partially it offers opportunities, but only to those at the top. • Not been promoted from my current position since I joined. • Opportunities are there but demotivating when new people are hired for positions that can be filled by capable employees. • yes, I have already been promoted from my previous position 	<p>FG-3</p> <p>JDJ: yes, it does offer opportunity for career development.</p> <p>CBC: partially it offers opportunities thou its only limited to those at the top.</p> <p>BJJ: No. Since I came here, I have not been promoted from my current position.</p> <p>BFK: Opportunities are there. Thou it’s demotivating when new people are hired for positions that can be filled by capable employees.</p> <p>IKT: Yes, I have already been promoted from my previous position</p>
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<ul style="list-style-type: none"> • we do have motivational programs • Yes, there is but there is bias in selecting participants especially in the departments • our company provides employees with various motivational programs • Yes, there is, but I can tell you the junior employees never get to participate or even benefit • Yes, I have got a few bonuses for my good performance. It motivates me. 	<p>I: How do you link your work motive with the motivational programs offered by AVERDA at KAUST?</p> <p>FG-1</p> <p>GFD: Yes, we do have motivational programs such as best employee of the year, come together events and team buildings. We also have innovation fairs.</p> <p>VPW: Yes, there is but there is bias in selecting participants especially in the departments.</p> <p>CWM: Yes, our company provides employees with various motivational programs tuition money refund for employees who are in school and the end of year bonus.</p> <p>JAP: Yes, there is, but I can tell you the junior employees never get to participate or even benefit. I think it is unfair.</p>
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<ul style="list-style-type: none"> • the company has implemented different motivational programs • Yes, but only those we are working in some departments • Yes, our company provides employees with various motivational programs • No. The company does not offer motivational programs to all employees • Yes. Our company is considerate of employees by offering different motivational programs 	<p>CKP: Yes, I have got a few bonuses for my good performance. It motivates me.</p> <p>FG-2</p> <p>MGA: yes, the company has implemented different motivational programs that are aimed at ensuring that employees have the best life at the company like training and development, overtime incentives for working extra hours, and encourage teambuilding activities.</p> <p>AMK: Yes, but only those we are working in some department such as finance department.</p> <p>SAW: Yes, our company provides employees with various motivational programs tuition money refund for employees who are in school and the end of year bonus.</p> <p>SIC: No. The company does not offer motivational programs to all employees such as stock option but only for the top managers.</p>
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<ul style="list-style-type: none"> • Company has implemented different motivational programs ensuring that employees have the best life at the company. • Yes, but only those who are working in some department such as finance department. • Yes, there are motivational programs in my company such as end of year bonus. • NO. The company does not offer motivational programs to all employees • The company offers several motivational including paid vacation 	<p>MGA: Yes. Our company is considerate of employees by offering different motivational programs such as end of year party and vacation to employees and teams that perform exemplary.</p> <p>FG-3</p> <p>JDJ: yes, the company has implemented different motivational programs such as innovation week, team buildings and cultural week that are aimed at ensuring that employees have the best life at the company. These are competition affairs and the best team or employee is rewarded.</p> <p>CBC: Yes but only those who are working in some department such as finance department.</p> <p>JBj: Yes there are motivational programs in my company such as end of year bonus.</p> <p>BFK: NO. The company does not offer motivational programs to all employees such as stock option.</p>
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and end of year bonus to employees at all levels.

IKT: Yes. The company offers several motivational programs including paid vacation and end of year bonus to employees at all levels.

Snippets of Initial Codes and Preliminary Themes Generation for H4a Focus Group (I =Interviewer, FG: Focus Group)

IV-FG-NM-H7B-CODES

<ul style="list-style-type: none"> • The company is offering many health programs to make sure every employee is comfortable • We are provided with breakfast and health cover. • The company does care. • Not as much, I don't feel a sense of belonging here. • I have a problem relating with colleagues majorly because I speak my mind without pleasing anybody. • the company is doing well in terms of welfare and health benefits. 	<p>I: Elaborate whether your job security is affected by the health and wellbeing care provided by your company.</p> <p>FG-1</p> <p>GFD: Yes, I have worked here for 10 years now. I have been promoted to good positions. I also earn a good salary. I am happy here. The company is offering many health programs to make sure every employee is comfortable. We are provided with breakfast and health cover. The company does care.</p> <p>VPW: Not as much, I don't feel a sense of belonging here. I have a problem relating with colleagues majorly because I speak my mind without pleasing anybody. This has escalated to even my bosses and I don't feel they are going to jeep me for long. Besides, I don't get good pay here, so I am looking for a better place. In my own personal opinion, I do think the company is doing well in terms of welfare and health benefits. However, it needs to revise the salary scale of junior officers like myself.</p> <p>CWM: Yes, I feel secure. I have a good boss and to me that's all I need. I find peace here because my boss is good to me. Averagely, the company cares about its employees. It offers international trips and even bus transport to its employees.</p> <p>JAP: I am not so sure you know. The company is struggling financially. They have cut off some programs and even laid off some workers. I don't know where this</p>
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<ul style="list-style-type: none"> • Yes, I feel secure. I have a good boss and to me that's all I need • I am not so sure you know. The company is struggling financially. They have cut off some programs and even laid off some workers. I don't know where this leaves me • No, I don't feel like I belong to this company because I don't get assigned duties by boss anymore 	<p>leaves me. Otherwise I am ok here. Even though the company is financially struggling at the moment, I am glad that important programs like meals, transport and health have remained intact.</p> <p>CKP: No, I don't feel like I belong to this company. This is because I don't get assigned duties by boss anymore and I don't get nominated for any program or event. While my colleagues enjoy all these, I am left in office. I feel demoralized and depressed. I give the company a lot of credits as it cares about the workers' health, meals and transport. It also offers a good retirement package to the retirees.</p> <p>FG-2</p> <p>MGA: Yes, this being my third contract here I feel quite secure thou something still need to be done. I do not know for how long I will be on contract. I would love to be confirmed as a permanent employee of the company. I feel secure though because I have a good boss and his appraisals have always made me get my contract renewed.</p>
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<ul style="list-style-type: none"> • Feel demoralized and depressed • I feel quite secure though something still needs to be done • The company should be concerned about the wellbeing of its employees as they are a reflection of the company's norms and values. • The company has not established ways of appreciating efforts and even reward best performers • health insurance contributions are even submitted late by the company and this has 	<p>The company should be concerned about the wellbeing of its employees as they are a reflection of the company's norms and values. The company has not established ways of appreciating efforts and even reward best performers. Furthermore, health insurance contributions are even submitted late by the company and this has affected my health care and that of my family. Nepotism and racism are too high in work place I have noticed favoritism in terms of promotions and biased selection in any opportunity that comes up e.g. nomination to international company events.</p> <p>AMK: never felt safe especially when there are issues related to Saudization. Saudi Arabia is pushing to increase hiring locals and sooner or later this will affect my work. Unfortunately, this has affected even the way we relate at work here and sometimes I feel discriminated on nationality basis. In spite of all that, I feel secure because I am a permanent employee here and the salary is good enough for me. The health benefits being offered by the company are way low in comparison to the negative exposure we are exposed to in the company.</p> <p>SAW: Not really. Over the years, working here has been difficult. Ever since I was brought a new boss, I have not found it easy here. He likes doing his things on his own. He does not engage me at all in most cases. I really feel that my skills are being wasted here. He has failed to nominate me for the innovation week events and any other company activity for the last two years. I don't feel any growth. I don't know my fate in this company. I don't blame him though; I just think that this is his nature. There was a time the company used to engage the employees in informal activities. This gave us a sense of belonging through team building activities like football. These suddenly came to a stop. We don't have social activities anymore.</p> <p>SIC: Partly working with this company has made me feel insecure. I have not been a good performer lately and I know it will affect my appraisal. I have received several</p>
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<p>affected my health care and that of my family</p> <ul style="list-style-type: none"> • Nepotism and racism are too high in work place • I have noticed favoritism in terms of promotions and biased selection in any opportunity that comes • Saudi Arabia is pushing to increase hiring locals and sooner or later this will affect my work. • this has affected even the way we relate at work here and sometimes I feel discriminated on nationality basis. • health benefits being offered by the company are way low in comparison to the negative exposure we are exposed to in the company. 	<p>warnings from my boss and nothing seems to be changing. I am having family issues to handle and it has affected my work.</p> <p>MWK: My answer to that is NO. This place is not secure to work in. Last year a number of employees were laid off due to financial constraints in the company. The company is not doing better and I feel we may or at least I may be the next one to be laid off. I am already looking for another job opportunity. There is more to feeling insecure apart from health cover and wellbeing of employees. I have worked here for a very long time and to think that this company has no retirement benefits for its employee is really devastating. I am considering to find an opportunity in the government with the hope of getting a retirement benefit when I retire.</p>
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<ul style="list-style-type: none"> • Not really • working here has been difficult. Ever since I was brought a new boss • I really feel that my skills are being wasted here. • There was a time the company used to engage the employees in informal activities. This gave us a sense of belonging • Partly working with this company has made me feel insecure. • I have not been a good performer lately and I know it will affect my appraisal • have received several warnings from my boss and nothing seems to be changing 	<p>FG-3</p> <p>LDJ: It feels fine but not to the level expected. I feel fine because at least I have a job. You know there are many people out there who don't have places to work. To that extent I feel ok and I thank God. However, I feel that with my master degree that I recently acquired I should be awarded an increase in salary but I cannot ask for it. This is because the company is so prompt to laying off individuals who begin to ask more from the company. I also feel that there is no room for growth as the</p>
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<ul style="list-style-type: none"> • This place is not secure to work in. • I am already looking for another job opportunity. • company has no retirement benefits for its employee is really devastating • fine but not to the level expected • company is so prompt to laying off individuals who begin to ask more from the company 	<p>company does not invest in staff trainings. This is a major threat to my professional growth. Such a big company should be concerned about the wellbeing of its employees as they are a reflection of the company's norms and values.</p> <p>CBC: Yes, I do feel secure in my current job but I still feel my security could be higher if my employer was a better leader. The health benefits being offered by the company are low in comparison to the negative exposure we are exposed to in the company, hazardous chemicals and other substances.</p> <p>JB: I feel more secure in the last two years than in the previous five years. I really had rough years before. I had a tough boss during the first five years. It took me time to learn him as he was too strict in terms of deadlines and performance. His standards were set too high for me. Now I did not have a problem with him other than the fact that he would not take time to explain things to me. Secondly, I had a sickling dad who was in and out hospital. This interfered with my work psychologically. It hurt me that my boss did not have empathy for me during these times. Those years were the worst and I felt that my boss could recommend my</p>
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<ul style="list-style-type: none"> • no room for growth as the company does not invest in staff trainings • a big company should be concerned about the wellbeing of its employees as they are a reflection of the company's norms and values. • I do feel secure in my current job but still feel my security could be higher if my employer was a better leader. 	<p>sacking any time. I really felt unsecure. There was a time the company used to engage the employees in informal activities. This gave us a sense of belonging through team building activities like football and volleyball. Nowadays we are always working as instructed.</p> <p>LDJ: Job security at work today is an illusion. It is nothing personal but business as usual. Apart from improving the health cover for the employees it would also be good enough to create a friendly working environment. Where one does not struggle to air their views, and when one airs their views they should not be judged by other workers or discriminated.</p> <p>SIC: It does not feel ok working at the company. I have friends and colleagues who been sent packing for very minor mistakes here. Immediately they are sacked, their bosses replace them with their relatives. The process of recruitment is ignored. I have made very unfortunate observations that make me feel very unsecure and bad. Nepotism and racism have become so rampant such that workers are being fired and replaced with the relatives and friends of the respective bosses</p>
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<ul style="list-style-type: none"> • The health benefits being offered by the company are low, to the negative exposure we are exposed to in the company, hazardous chemicals and other substances • Recently started feeling job security • tough boss during the first five years • Boss would not take time to explain things to me. • had a sick dad, my boss did not have empathy for me during these times. 	<p>IKT: Yes, I'm absolutely ok working for my company even though no one can be even sure about their company. You know you can't be sure because you are working for someone. Your boss can wake up one day and fire you or suspend you for one reason or the other. I would feel more secure if I was running my own business or company or even working for a government body. There is more to feeling insecure apart from health cover and wellbeing of employees. Setting of unrealistic goals and later pushing employees to reach those goals using poor working tools is the main reason for insecurity with this company. One tends to think that the company at the edge of collapsing</p>
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| <ul style="list-style-type: none">• Those years were the worst and I felt that my boss could recommend my sacking any time.• There was a time the company used to engage the employees in informal activities, this gave us a sense of belonging• Job security at work today is an illusion.• it would also be good enough to create a friendly working environment Where one | |
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<p>does not struggle to air their views</p> <ul style="list-style-type: none"> • does not feel ok working at the company. • have friends and colleagues who been sent packing for very minor mistakes here. • process of recruitment is ignored. • Nepotism and racism have become so rampant. • workers are being fired and replaced with the relatives and friends of the respective bosses 	
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<ul style="list-style-type: none"> • I'm absolutely ok working for my company. • I would feel more secure if I was running my own business or company or even working for a government body. • Setting of unrealistic goals and later pushing employees to reach those goals using poor working tools is the main reason for insecurity with this company 	
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<ul style="list-style-type: none"> • My work is monitored by my supervisor and he evaluates me according to my job description. • The work-role responsibilities are explained fairly but sometimes favoritism comes into play. • Work-role responsibilities should be made in such a manner that any boss who has worked with you are able to define them clearly. • Here, people don't pay attention to work-role responsibilities • When you feel that your job is in danger, 	<p>I: Why do you feel that your job security is linked to defined work-role responsibilities?</p> <p>FG-1</p> <p>GFD: In my own view, my work is monitored by my supervisor and he evaluates me according to my job description.</p> <p>VPW: The work-role responsibilities are explained fairly but sometimes favouritism comes to play. Some employees score more than they deserve.</p> <p>CWM: Even though it does not capture in outs from other bosses that you might have assisted other than your boss. I think the work-role responsibilities should be made in such a manner that any boss who has worked with you are able to make define them clearly for you.</p> <p>JAAP: Here, people don't pay attention to work-role responsibilities. They just work and maintain good rapport with their bosses. When you feel that your job is in danger, everything is fabricated you know.</p> <p>CKP: If I have a clear and defined job-role responsibility that is well explained and implemented, then my job will be much more stable and reliable.</p> <p>Unfortunately, this is not my case.</p>
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<p>everything is fabricated</p> <p>you know</p> <ul style="list-style-type: none"> • If I have a clear and defined job-role responsibility that is well explained and implemented, then my job will be much more stable and reliable • Not really, sometimes I do different tasks • The job-role responsibilities are kind of departmental you 	<p>FG-2</p> <p>MGA: Not really, sometimes I do different tasks e.g. data collection in other departments that are not related to my role.</p> <p>AMK: The job-role responsibilities are kind of departmental you know. It depends with your boss. In my department, the boss sets the roles according to the work needs. When that happens, all employees in that department are subjected to the set criteria.</p> <p>SAW: Yes, it does, job security is based on your duties in the job description. If yourr boss wants to qualify you, he will and if he wants to disqualify you, he will too.</p>
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<p>know. It depends with your boss.</p> <ul style="list-style-type: none"> • Job security is based on your duties in the job description • influenced easily by your boss depending on your relationship • Here people don't pay attention to relating their job responsibilities with their proposed roles just work and maintain good rapport with their bosses. • One has to work hard to ensure that he or she performs well regardless of any job-role alignment 	<p>SIC: Here people don't pay attention to relating their job responsibilities with their proposed roles. They just work and maintain good rapport with their bosses.</p> <p>MWK: One has to work hard to ensure that he or she performs well regardless of any job-role alignment. However, good relationship with your boss can keep you in the company.</p>
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<ul style="list-style-type: none"> • good relationship with your boss can keep you in the company 	<p>FG-3</p>
<ul style="list-style-type: none"> • My boss did not provide me an opportunity to prove my skills and strengths 	<p>JDJ: My boss did not provide me an opportunity to prove my skills and strengths. I do not feel that I belong to this company. I'm not appreciated and I do not like this job anymore.</p> <p>CBC: No, I feel that my work-role responsibilities are not clearly defined. This is because some responsibilities are ambiguous and or overlapping. This makes it difficult for me to quite understand what the employer wants me to do. I also feel that when I do certain job responsibilities, I encroach someone else job.</p>
<ul style="list-style-type: none"> • I do not feel that I belong to this company 	
<ul style="list-style-type: none"> • I'm not appreciated and I do not like this job anymore. 	<p>JBj: No, my job descriptions are ambiguous in that they do not have a clear key performance indicator and this makes it difficult for me to do them. I must always ask for clarification from my seniors before I engage in them this contributes to wastage of time.</p>

<ul style="list-style-type: none"> • I feel that my job responsibilities are not clearly defined. • some responsibilities are ambiguous and or overlapping • my job descriptions are ambiguous • do not have a clear key performance indicator and this makes it difficult for me to do them • always ask for clarification from my seniors before I engage in 	<p>BFK: Yes, I feel that my job responsibilities are clearly described even though there is need to ensure that these responsibilities are related to my qualification and skills. While I should be learning at all time, the employer keeps adding responsibilities to me especially when a colleague has left.</p> <p>IKT: Yes, but I believe that the responsibilities can be stated in a more comprehensively so that I do not end up reporting to different managers for the same job.</p>
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<p>them this contributes to wastage of time.</p> <ul style="list-style-type: none">• I feel that my job responsibilities are clearly described• though there is need to ensure that these responsibilities are related to my qualification and skills.• I believe that the responsibilities can be stated in a more comprehensively so that I do not end up reporting to	
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different managers for the same job.	
<ul style="list-style-type: none"> • Yes, my contributions are valued • Not really. I have not received any appreciation or salary increase or promotion for the last 5 years • I don't know, I only mind about my work • yes, my contributions are valued as I have been promoted. 	<p>I: Elaborate whether your job security is linked with your work involvement FG-1</p> <p>GFD: Yes, my contributions are valued as they call me in when there is need to make major changes in the organization.</p> <p>VPW: Not really. I have not received any appreciation or salary increase or promotion for the last 5 years despite my hard work.</p> <p>CWM: I don't know, I only mind about my work. However, I have received gifts from my boss, which indicates appreciation of my efforts.</p> <p>JAP: yes, my contributions are valued as I have been promoted.</p> <p>CKP: Yes, I have received salary increases in the past. I think I am valuable to the company since I get nominated sometimes to participate in some company events.</p>

<ul style="list-style-type: none"> • Yes, I have received salary increases in the past • No my contribution in this company is not valued • I have worked so hard especially in teams and the boss gives all the credits to another colleague • Partly my work is appreciated though a promotion would feel more worthwhile. • Yes, my contributions are valued as they call me in 	<p>FG-2</p> <p>MGA: No, my contribution in this company is not valued. There are a times I have worked so hard especially in teams and the boss gives all the credits to another colleague. This is not fair you know.</p> <p>AMK: Partly my work is appreciated though a promotion would feel more worthwhile.</p> <p>SAW: Yes, my contributions are valued as they call me in when there is need to make major changes in the organization.</p> <p>SIC: yes, my contributions are valued as I have won a few awards in my field of research.</p> <p>MWK: My contributions are least valued as when I air my point out, nothing is done. Everything I suggest to my bosses have never been considered in the final decision making.</p>
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<p>when there is need to make major changes in the organization.</p> <ul style="list-style-type: none"> • yes, my contributions are valued as I have won a few awards in my field of research • My contributions are least valued as when I air my point out, nothing is done • my work engagement in my company is never noticed and hence never rewarded. 	<p>FG-3</p> <p>JDJ: No, my work engagement in my company is never noticed and hence never rewarded. Over the years, my manager never recognizes my effort despite the fact that I work hard every day. This I can attributed to the fact that I work in the HR department that is not profit making.</p>
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<ul style="list-style-type: none"> • my manager never recognizes my effort despite the fact that I work hard every day. • Partly my work is appreciated. • My contributions during the annual charity fundraiser is always appreciated • my role as an accountant is rarely recognized. • When I give my opinion on how the company can be more efficient, my 	<p>CBC: Partly my work is appreciated. My contributions during the annual charity fundraiser is always appreciated but my role as an accountant is rarely recognized.</p> <p>When I give my opinion on how the company can be more efficient, my manager never seems to recognize this. I feel that I should have been promoted thus far for my effort.</p> <p>JBJ: Yes my contributions are valued as they call me in when there is need to make major changes in the organization.</p> <p>BFK: yes my contributions are valued as I have won a few awards in my field of research.</p> <p>IKT: No. my contributions are least valued as when I air my point out how the company can recognize my contributions, they keep postponing the timing</p>
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<p>manager never seems to recognize this</p> <ul style="list-style-type: none"> • Yes, my contributions are valued as they call me in when there is need to make major changes in the organization. • yes, my contributions are valued as I have won a few awards • my contributions are least valued as when I air my point out 	
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<ul style="list-style-type: none"> • Yes, I' m engaged in my work and there is always something to do • Yes, I'm engaged • I don't have a good relationship with my colleagues. • Yes I'm fully committed • Of course, I am engaged and working in various tasks and projects. • Not really, there is not much to be done in my department and this worries me. 	<p>I: Why do you feel that your work engagement is linked with what others think of you at work?</p> <p>FG-1</p> <p>GFD: Yes, I' m engaged in my work and there is always something to do. I don't care about what people say.</p> <p>VPW: Yes, I'm engaged even though I don't have a good relationship with my colleagues. There is a lot of power struggles here.</p> <p>CWM: Yes I'm fully committed. Like I said, I have a good boss who assigns me duties appropriately and I don't mind what people say as long as it does not take away my job.</p> <p>JAP: Of course, I am engaged and working in various tasks and projects. Team work makes you want to care about what people say about you .What people say and think can be good in building yourself.</p> <p>CKP: Not really, there is not much to be done in my department and this worries me. I feel I'm getting into a comfort zone you know.</p> <p>FG-2</p>
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<ul style="list-style-type: none"> • Yes, I'm engaged • I help others who are overwhelmed • Yes am fully tasked by my boss • I do get worried about what people think and say about me at work. • Some colleagues are not good, a times they can report wrong information to my boss. • Yes I feel connected to my coworkers from different department • There are issues of snitches and backbiting among coworkers in the company. 	<p>MGA: yes, I am engaged. I work well with my colleagues and whenever I am not having anything on my table, I help others who are overwhelmed. I really don't mind what people think about me.</p> <p>AMK: Yes am fully tasked by my boss and I do get worried about what people think and say about me at work. Some colleagues are not good, a times they can report wrong information to my boss. I don't talk much to avoid such people.</p> <p>SAW: Yes I feel connected to my coworkers from different department. We get to work on projects together. I am really a social person you know.</p> <p>SIC: Not really. I have little to do as my boss is always out of the country. Generally, there are issues of snitches and backbiting among coworkers in the company. This has made me to be skeptical of everyone am worried about what people say and think about me.</p> <p>MWK: Yes. I feel connected with my coworkers including the top-level managers. Yes, I am also much engaged in my daily duties.</p>
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<ul style="list-style-type: none"> • made me to be skeptical of everyone • Yes. I feel connected with my coworkers including the top-level managers. • Yes, I feel engaged in my place of work. • feel that work is distributed evenly and fairly across the team. No complains about that. • In our team work is distributed fairly thou 	<p>FG-3</p> <p>JDJ: Yes, I feel engaged in my place of work. While I care what others feel about my work, I feel that work is distributed evenly and fairly across the team. No complains about that.</p> <p>CBC: Yes. In our team work is distributed fairly thou some people are non-contributors.</p> <p>JBj: work is not evenly distributed. The top managers allocate themselves less work hence overworking those at the bottom</p> <p>BFK: yes work in the workplace is distributed evenly thou there should be supervision of work also.</p>
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<p>some people are non-contributors.</p> <ul style="list-style-type: none"> • work is not evenly distributed. The top managers allocate themselves less work hence overworking those at the bottom. • To some extent work is distributed evenly • the managers overload their subordinates which is uncouth. 	<p>IKT: To some extent work is distributed evenly although when work load is ambiguous, the managers overload their subordinates which is uncouth.</p>
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<ul style="list-style-type: none"> • Yes, I do feel a belonging especially when we bond with employees in social events • Yes, I have participated in community outreaches with my colleagues and I felt a sense of unity as a company. • I have learnt that team work is a key to the success of my company and we build good relations during social events • No, I don't. There is a lot of pretence here 	<p>I: Why do you feel that your sense of belonging is linked with the social activities of my company?</p> <p>FG-1</p> <p>GFD: Yes, I do feel a belonging especially when we bond with employees in social events such as retreats and team building.</p> <p>VPW: Yes, I have participated in community outreaches with my colleagues and I felt a sense of unity as a company.</p> <p>CWM: I have learnt that team work is a key to the success of my company and we build good relations during social events such as yearly company come together and even in parties.</p> <p>JAP: No, I don't. There is a lot of pretense here. Colleagues would want to socialize out of work but when it comes to office that friendship does not matter.</p> <p>CKP: Yes. The social events make us come together as a family and that of course makes me feel like I'm not an employee but also a member of the company.</p>
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<ul style="list-style-type: none"> • Yes. The social events make us come together as a family and that of course makes me feel like I'm not an employee but also a member of the company. 	
<ul style="list-style-type: none"> • Yes, the company allows employees to participate in different social activities 	<p>FG-2</p> <p>MGA: Yes, the company allows employees to participate in different social activities such as participating in KAUST social events like earth day and cleaning KAUST beach areas as per my supervisor's instructions.</p> <p>AMK: Yes, our company allows us to participate in different social activities such as cleaning the town and neighbourhood and this allows us to feel as though we are part of the company.</p>
<ul style="list-style-type: none"> • Yes, our company allows us to participate in different social activities 	<p>SAW: Yes, I feel connected to the company because I can participate in social activities that benefits the community.</p> <p>SIC: No. our company is not concerned with employees participating in social activities and they only want employees to participate in activities that make the company gain profit</p>

<ul style="list-style-type: none"> • Yes, I feel connected to the company because I can participate in social activities • No. our company is not concerned with employees participating in social activities • Yes. Our company allows employees to engage in activities that are beyond profit making • company participates in annual charity activities, 	<p>MWK: Yes. Our company allows employees to engage in activities that are beyond profit making.</p>
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<p>makes me feel connected to the company</p> <ul style="list-style-type: none"> • company participates in annual charity marathon; this makes me feel engaged • do not feel belonged • their work whether related to business or social have financial benefits to the company and we do not feel involved or rewarded • company does not engage in social activities 	<p>FG-3</p> <p>JDJ: Yes, the company participates in annual charity activities that makes me feel connected to the company and its course</p> <p>CBC: Yes, our company participates in annual charity marathon to help people with special needs this makes me feel engaged.</p> <p>JBj: No, I do not feel belonged to AVERDA at KAUST because all their work whether related to business or social have financial benefits to the company and we do not feel involved or rewarded. I'm being informed to do such work as part of my daily work.</p> <p>BFK: Yes, our company does not engage in social activities and its main business is making profits without caring for the needs of the community.</p> <p>IKT: No, our company does not engage in social activities. All what the management cares is money and how to mostly benefit from all of us. I feel like a machine that is being used whenever they need with no feelings to reward or say thank you at least.</p>
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<ul style="list-style-type: none"> • main business is making profits • company does not engage in social activities • what the management cares is money and how to mostly benefit from all of us. • feel like a machine that is being used whenever they need with no feelings to reward or say thank you at least. 	
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Snippets of Initial Codes and Preliminary Themes Generation for H7b Focus Groups (I =Interviewer, FG: Focus Group)

IV-MN-THEMES-REF

Theme Description in Phase 3	Refined Themes
Theme 1: Illusion of Job Security	Theme: Lack of Job Security
Theme 2: Lack of Appreciation at Workplace	Theme: Lack of Workplace Connection and Work Engagement
Theme 3: Lack of Social Activities to Create a Feeling of Belonging	Theme: Organizational Belonging

IV-NM-THEMES-H4a-REF

Theme Description in Phase 3	Refined Themes
Theme 1: Employees' (Dis)contentment with performance appraisal	Theme: Lack of Content with Performance Appraisal
Theme 3: Illusion of Job Security	Theme: Lack of Job Security
Theme 5: No Real Sense of Direction- Vague workplace role and responsibilities	Theme: Unclear Work-Role and Responsibilities

IV-NM-THEMES-H7b-REF

Theme Description in Phase 3	Refined Themes
Theme 1: Lack of Health and Well-Being Care	Theme: Lack of Well-Being Care
Theme 3: Illusion of Job Security	Theme: Lack of Job Security
Theme 6: Lack of Social Activities to Create a Feeling of Belonging	Theme: Organizational Belonging
Theme 12: No Real Sense of Direction- Vague workplace role and responsibilities	Theme: Unclear Work-Role and Responsibilities

IV-NM-CODES-H4a-UPD

Initial Codes in Phase 2	Updated Code
Theme 5	
Yes, it is meaningful. I love working here	I find meaning in my work
Yes, it is meaningful	

Do find the job meaningful.	
I do find the job meaningful	
Theme 1	
I'm evaluated on totally different items from what had been assigned to me	Responsibilities are not aligned to the performance appraisal system
appraisal system in my current job does not include all my job-related criteria	Evaluated on totally different items from what had been assigned to initially
Theme 2	
Yes, but only those who are working in some department such as finance department.	only those we are working in some departments

IV-NM-CODES-H7b-UPD

Initial Codes in Phase 2	Updated Code
Theme 8	
We are provided with breakfast and health cover.	The company is offering many health programs to make sure every employee is comfortable
The company does care.	
Theme 3	
Nepotism and racism have become so rampant.	Nepotism and racism are too high in work place
Theme 9	
Yes, I’ m engaged in my work and there is always something to do	Yes, I’m engaged
Of course, I am engaged and working in various tasks and projects.	
Yes. I feel connected with my coworkers including the top-level managers.	

Yes, I feel engaged in my place of work.	
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Research Interview Guide

Interview Opening

- Thankful note for participation
- Explain the purpose of the interview
- Explain the aim of the research
- Deliver research Consent form
- Deliver research information sheet
- Permission to audio-record the interview

Interview Questions

H7b Hypothesis

Theme	Probes
Job Security	<p>Elaborate whether your job security is affected by the health and wellbeing care provided by your company. (Ref: EL Q.1.34)</p> <p>Why do you feel that your job security is linked to defined work-role responsibilities? (Ref: EL Q.1.35)</p>

	Elaborate whether your job security is linked with your work involvement (Ref: EL Q.1.36)
Work Engagement	Why do you feel that your work engagement is linked with what others think of you at work? (Ref: CSR Q.1.35)
Company Belonging	Why do you feel that your sense of belonging is linked with the social activities of my company? (Ref: CSR Q.1.36)

Interview Closure

Debrief

- Is there anything else you would like to say?
- Thank you for taking part today.

To be done after each Interview

- Compile full record of the interview (audio & notes) including contextual data
 - Location of the interview
 - Date and Time
 - Settings of the interview
 - Background information about the participant (if applicable)
 - Immediate impression of how well (or bad) the interview went

Research Focus Group Meeting Guide

Focus Group Opening

- Thankful note for participation
- Explain the purpose of the focus group
- Explain the aim of the research
- Deliver research Consent form
- Deliver research information sheet

Focus Group Questions

H4a Hypothesis

Theme

Job Satisfaction

Probes

How do you link your performance appraisal with your job meaningfulness? (Ref: CSR Q.1.10)

Elaborate whether your appraisal system include all your job related criteria (Ref: EL Q.1.12)

How does your perception about your performance appraisal affect your sense of belonging? (Ref: EL Q.1.11)

Motivation

How do you link your work motive with the motivational programs offered by AVERDA at KAUST? (Ref: CSR Q.1.11)

H7b Hypothesis

Theme

Probes

Job Security

Elaborate whether your job security is affected by the health and wellbeing care provided by your company. (Ref: EL Q.1.34)

Why do you feel that your job security is linked to defined work-role responsibilities? (Ref: EL Q.1.35)

Elaborate whether your job security is linked with your work involvement (Ref: EL Q.1.36)

Work Engagement

Why do you feel that your work engagement is linked with what others think of you at work?

(Ref: CSR Q.1.35)

Company Belonging

Why do you feel that your sense of belonging is linked with the social activities of my company?

(Ref: CSR Q.1.36)

Focus Group Closure

Debrief

- Is there anything else you would like to say?
- Thank you for taking part today.

To be done after each focus group meeting

- Compile full record of the meeting (audio & notes) including contextual data
 - Location of the meeting
 - Date and Time
 - Settings of the meeting