IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE ENGAGEMENT: A CASE OF ESKOM IN SOUTH AFRICA

Fortunate Slindile Kweyama*, Shahida Cassim, Elias Munapo and Emanuel Mutambara

Abstract

The emergence of Corporate Social Responsibility (CSR) as a business management concept in the fifties ushered in a new error in the way business view its various stakeholders. Chief among the stakeholders are the employees by virtue of being the brains behind the organization. This study assesses the impact of CSR programmes on Employee Engagement (EE) in the South African State Owned Power Company, Eskom. In particular, the study interrogates the impact of the three CSR dimensions of awareness, involvement and environmental awareness vis-a-vis the two dimensions of EE, namely, Job Engagement (JE) and Organizational Engagement (OE). A total of 380 Eskom employees were used as participants. The major findings were that organizational leaders are eager to implement CSR strategies. The study further revealed realistic and practical practises to broaden understanding of the current status of the organization, understanding EE and understanding the role CSR could play as a potential Human Resources (HR) tool to engage employees for Eskom and other organizations in general. The study concludes by recommending further research across industries to address the relationship between CSR initiatives and EE.

Keywords: Corporate Social Responsibility; Employee, Job and Organizational Engagements; Involvement, Awareness and Environmental Dimensions

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1 Introduction

With the growing demand for business in making a meaningful contribution to the internal and outside world, organizations now view Corporate Social Responsibility (CSR) as a tool to enhance employee engagement. Eskom is no exception to this as it has of late implemented considerable CSR programmes targeted on the employees. According to Khalid et al. (2015), contemporary organizations rely on their employees for long-term success, thus managers have recognized the value of involving all stakeholders, employees in the organisation's short and long-term strategies. Khalid et. al., (2015) argue that employees in general prefer working for organizations that engage them in the business decision making process. This is in keeping with growing interest in Employee Engagement (EE) in recent years. According to Albrecht et al. (2015), EE has become instrumental in organizational life to the extent of predicting organizational success, employee outcomes, and stakeholder returns with its foundation anchored in building sound employee relations. CSR has proven to be one of the practices in organizations that is strongly characterized by employee-employer connection (Albert et. al., 2015).

This study therefore assesses the impact CSR has on Eskom employee's engagement with an overall aim of identifying the activities which organizations need to focus on in order to positively engage employees, communities, investors and other stakeholders.

2. Literature review

2.1 Defining employee engagement

Employee engagement has a long history dating back to the nineties. Kahn (1990) introduced the concept of EE and since then, several scholars and many corporate consultants continue to give their different

perspectives on EE. Despite the growing interest in and discussion on EE, the concept still lacks consensus and is defined by extensions of definitions that may sometimes seem different to one another (Saks, 2006). Employee engagement (EE) is a business management concept also called worker engagement (Khan, 2011). Engaged employees are fully involved and enthusiastic about their work, thus will act towards their organization's interests (Saks, 2006). The term "EE" is used to refer to individual psychological traits, state of mind and behaviour, as well as the outcomes and antecedents which include employee perceptions (Macey and Schneider, 2008). Albert et. al., (2015) view EE as a unique concept therefore its definition must be distinctive, and not be clustered with other meanings around the feelings of employees. In addition to definitions of EE, intuitive sense that employees and leaders in any organization have about work motivation must be included. What is common to all the definitions is the notion that EE is a desirable characteristic. It has an organizational purpose, including involvement, passion, energy, focused effort, and enthusiasm for the work. Included in the definition are both attitudinal and behavioural components. According to the literature, engaging employees affects their motivation and identity, and gives a sense of meaning and purpose to the organization. CSR initiatives have the potential to develop a favourable attitude in employees about their jobs and their organizations (De Roeck and Delobbe, 2012).

2.2 Organizational benefits of employee engagement

Over the past decade, a growing number of companies have realised the business benefits of CSR practices. Their experiences are bolstered by a growing body of empirical studies which demonstrate that CSR has a positive impact on economic performance and is not harmful to shareholder value (Schiebel and Pöchtrager, 2003). Today, organizations face increasing pressure from researchers and local communities to engage in CSR initiatives. Some organizations, however, are reluctant to introduce CSR into their business strategies as they do not see it as an investment but as a cost. Research conducted by Lis (2012) supports the idea that organizational citizenship produces a number of benefits. Her argument is that the organization's relationship with stakeholders is based on trust and cooperation. This may well add a competitive advantage. In turn, this implies that it is worthwhile to be honest, trustworthy and ethical. CSR may well be considered as a successful form of strategic investment.

2.3 Employee motivation and commitment

According to Rahmawati and Abiddin (2015), motivation refers to management's effort towards directing, starting, and maintaining process that improves employee morale and job performance. Employee motivation is thus related to organizational commitment. Rahmawati and Abiddin (2015) argue that organisational commitment can be viewed as the energy that ties an individual for achieving specific organizational goals. Alshbiel (2011), illuminates on organizational commitment as a state in which an employee identifies with a particular organization. Job commitment on the other hand, is where the individual and organizational goals combine. Drawing from earlier commitment studies conducted by Brammer, Millington and Rayton (2005); Mirvis (2012) and Bhattacharya, Korschun and Sen (2008) commitment is defined as "a force that binds an individual to a course of action that is of relevance to a particular target". The three-component commitment model is one of the most widely used conceptualizations of organizational commitment in both business and academia (Macey and Schneider, 2008). Employers aim not only at employing talented people, but at keeping them motivated, engaged and productive. CSR initiatives that involve employees yield positive results for organizations, such as satisfaction and motivation.

## 2.4 Corporate Social Responsibility

According to Abd-Elmotaleb, Saha and Hamoudah (2015), CSR refers to an organisation's voluntary activity that contributes to the welfare of society. Albdour and Altarawneh (2012) defines it as the decisions and actions of businessmen taken at least partially for reasons beyond the firm's direct economic or technical interest. Corporations have realized the benefits of paying great attention to incorporating and assigning substantial resources for the welfare of the communities within the organization strategies (Ali, et al., 2010). Brammer, Millington and Rayton (2005) divides an organization's CSR commitment into three aspects: external CSR, procedural justice and training. External CSR includes philanthropy, and the reflection of how the organization interacts with the physical environment and external stakeholders (Hurtado and Agudelo, 2013). When an organization allocates resources fairly, ethically and within moral values between the business and the society it is known as procedural justice (Maon, Lindgreen and Swaen, 2010). CSR may be used for a variety of reasons and

strengthens the reputation of the company in the eyes of its stakeholders. It may grow appropriate skills or open up strategic opportunities such as new markets, including contributing to the development agenda, while supporting the business strategic goals.

2.5 Relationship between EE and CSR

Both EE and CSR are widely discussed in the corporate world. While it is not difficult to appreciate the obvious link between the two, this study aims at drilling down to the connection (Holland, 2011). CSR is defined as an approach undertaken voluntarily by an organization to meet and exceed stakeholder expectations by integrating social, ethical, and environmental concerns together with the usual measures of revenue, profit, and legal obligations. On its part, EE is broadly defined as a heightened emotional connection that employees feel for their organization, that influences them to exert greater discretionary effort in their work. As a business management concept, EE suggests that engaged employees will behave in ways that promote the interests of an organization and affect business outcomes. Elements of EE include alignment of organizational and individual performance, pride and trust in the company, career advancement opportunities, relationships with fellow employees and management, and meaningfulness of work being performed. What is clear is that although organizations have worked out how to use CSR as part of EE efforts, they fall short of communicating their CSR intentions, initiatives and expectations to their employees and keep CSR decisions in the capable hands of the business leaders. This increases failure to understand which CSR activities work best for the organization and if groups of employees were excited by which type of CSR initiative. Such may lead to failure to capture CSR's considerable potential and to help them fight and win the war of talent management. When CSR initiatives are implemented properly, EE may be strengthened by making employees feel part of a larger corporate mission and vision, that the organization shares their values, and by helping them, will enhance their own social connections. The present study draws on recent studies that confirm that CSR can yield good and substantial returns for both employees and organizations, as illustrated in Figure 1. The connection displayed in Figure 1 is that CSR drives EE, which in turn drives business success. Therefore it makes good business sense for organizations to invest in CSR. EE minimizes costs associated with employee disengagement. Low levels of engagement suggest that employees feel disconnected and unmotivated and they feel that they are showing up just to get paid. It is evident from the research that an engaged workforce reflects decreased absenteeism, low staff turnover, proper management of production costs, and productive employee behaviour.

Figure 1. Relationship between EE and CSR
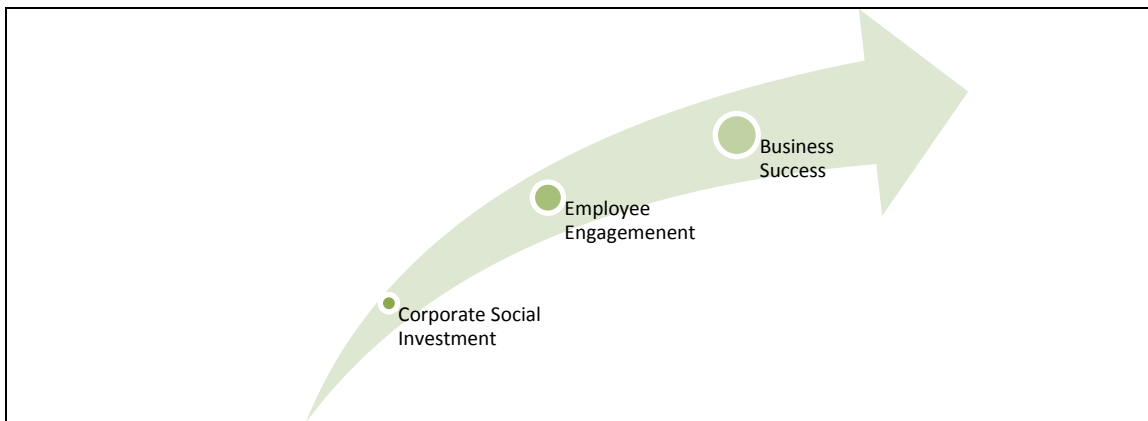
It is also indicated that EE increases customer satisfaction and loyalty, revenue growth, flexibility and productivity (Podnar and Golob, 2007). A well-designed and properly implemented CSR programme can bring a variety of business benefits while requiring significant commitment of resources. Leaders of an organization are responsible for setting overall goals and focusing on key issues, keeping the process targeted, focusing on policies and programmes that are specific to the goals and intentions, starting small on all initiatives until the momentum of success is realized, building upon past efforts and accomplishments, learning from past mistakes and challenges, finding out issues that matter to key stakeholders and focus on them, and including employees in the process from start to finish. Involving employees in the process enhances the effect of CSR initiatives on EE (Mirvis, 2012).

2.6. Eskom Socio-economic development

South African companies are required by Company's Act and The King Report to adhere to the importance of investing in social initiatives (Institute of Director's in Southern Africa, 2009). Eskom complies to corporate governance standards of accountability, transparency and responsibility in the daily business. Eskom has a wholly owned non-profit, Section 21 organization, namely, Eskom Development Foundation (Foundation) (Eskom, 2012). The Foundation focus on three activities; job creation, skills development and poverty alleviation. The Foundation supports social and economic projects, and it gives grants and donations to community based organisations, development agencies and organisations involved in philanthropic work for the development and benefit of the disadvantaged. Grants and donations are also made to small and medium-sized black enterprises. In the 2011 financial year, donations and grants made by the Eskom Foundation added up to R62.3m, which corresponds to 0.53% of pre-tax profit. With an annual corporate social investment of R62.3m, Eskom ranks among the top seven corporate grant makers in South Africa. Some 300 000 people benefit from Eskom's CSI programmes, a figure that includes people taking part in programmes that are co-sponsored by Eskom, together with other investors or public institutions. While a number of projects take place in regions in which Eskom is active with its business operations, others are geographically unrelated to Eskom's core business (Eskom Factor Report, 2011).

It is clear that EE and CSR work hand-in-hand to achieve organisational goals. Over and above the known positive impacts of CSR, community investments and public relationships, research further links CSR with HRM, including the achievement of HR priorities, such as potential employees being attracted by CSR initiatives of the organization, and linking both CSR and EE with employee psychological behaviour. This study contributes to the research that links CSR and EE, the benefits of engaging employees and the consequences thereof. Key conclusions that can be drawn from this study are the potential HRM support strategies that can help to inflate EE levels.

3. Research methodology

The main goal of the study was to determine the correlation between two variables, Corporate Social Responsibility (CSR) and Employee Engagement (EE). The study took a quantitative approach with a questionnaire as a research instrument. Questions on CSR were based on finding out if employees understand what it, whether Eskom is involved in it or not and if so, which initiatives are they involved in. Two dimensions of EE, Job Engagement (JE) and Organizational Engagement (OE) were measured.

Objectives
The following objectives were formulated for the study..
Objective 1: To explore corporate social responsibility initiatives at Eskom.
Objective 2: To examine and analyze employee engagement as a construct.
Objective 3: To determine and measure the two components of EE: job engagement and organizational engagement at Eskom
Objective 4: To explore the correlation between corporate social responsibility and employee engagement.

Hypothesis testing
We define
CSR(a) as awareness of CSR,
CSR(b) as involvement with CSR and
CSR(b) as environmental CSR.

Hypothesis Set 1: CSR dimensions (CSR(a), CSR(b) and CSR(c)) and EE.
H_{01}: There is a statistically significant correlation between the stated.
H_{11}: There is no statistically significant correlation between the stated.

Hypothesis Set 2: CSR dimensions (CSR(a), CSR(b) and CSR(c)) and EE among the demographic variables (gender and race).
H_{02}: There is a statistically significant difference in the perceptions of the stated.
H_{12}: There is no statistically significant difference in the perceptions of the stated.

Hypothesis Set 3: CSR dimensions (CSR(a), CSR(b) and CSR(c)) among the variables (age, educational qualification, department, position band and number of years with company).

H_{03}: There is a statistically significant difference in the perceptions of the stated.
H_{13}: There is no statistically significant difference in the perceptions of the stated.

3.1 Construction of the instrument

In the study 'closed' questions were used to maximize responses from respondents and these questions readily lent themselves to quantitative analysis. To suit the needs of the research topic and to ensure comprehensive coverage of the research objectives, the questions were formulated in two forms:
- demographics - (7 questions) and
- Likert type (Scale 1 to 5) - (57 questions).

3.2 Study Participants

The target population at the time of study (2013) was 40 000 employees. A total of 400 employees were randomly selected from the Eskom pay-roll list to come up with the sample for the study.

3.3 Pre-testing

The questionnaire was tested on 10 participants from the target population. The 10 participants were from the same target population but not from the 400 employees. The necessary changes were made.

3.4 Reliability

The Chronbach's alpha coefficients for CSR(a), CSR(b), CSR(c)) and EE were all above 0.7 indicating that the research instrument was reliable.

3.5 Administration of the questionnaire

Questionnaires were emailed to the targeted 400 employees. Follow up calls were made to all the 400 targeted employees to confirm receipt of questionnaire and answer or explain any queries. There was sufficient coverage of the study in the Eskom notices and other communication channels to employees, Out of the 400 targeted employees 380 responded giving a response rate of (380/400)=0.95 which was more than sufficient to draw conclusions from.

3.6 Limitations

The study only focused on one organization (Eskom) and not all of the respondents gave feedback due to work commitments.

4. Data analysis

Data was analyzed using SPSS version 21 software.

5. Presentation and discussion of the results

5.1 Descriptive Statistics

Frequencies and percentages were calculated to determine the profile of the sample as well as the responses to the items related to CSR and EE. The demographics section of the questionnaire covered the respondents' gender, race, age, school qualifications, department worked in, band position and number of years in the company. Though not central to the study, the personal data helped to contextualise the findings and the formulation of appropriate recommendations.

5.1.1 Gender

There were 171 male and 209 female participants. Eskom is a national company that applies employment equity when recruiting. It is also a company that manufactures a large number of components requiring a variety of technical skills.

5.1.2 Race

Of the 380 respondents, most of the participants were African (58.2%) followed by White (28.4%), Coloured (7.6%) and Indian (5.8%).

5.1.3 Age

The majority of respondents were in the age group of 35-44 (149), in the category of 25-34 there were 149 subjects, in 45-54 there were 80, and the lowest category was below the age of 25 with only 32 subjects. There were no participants aged 55 and above. The age 35-44 is the corporate age; employees in this category are very active.

5.1.4 Educational Qualification

Diplomas were largely represented in the study, 115 employees held diplomas at the time of this study. There were 49 participants with matric and 49 with certificates. Those with degrees were 89. Participants who held postgraduate qualifications numbered 71. Other qualifications, such as Doctorate, final year Bachelor's degree and short programmes gave a total of 7 participants. Generally, employment starts after completion of a diploma, while some go on to study further. This results in a larger number of employees who hold diploma qualifications than other higher educational qualifications.

5.1.5 Department

Of the 380 participants, the Finance and Admin department was represented by most subjects with a total number of 118 (31.1%). The smallest number of respondents belonged to the Fleet department (25 respondents). Subjects identified as "Other" included respondents on learner-ship programmes and there were 57 subjects in this category while Human Resources showed 33, Engineering 52, Operations 59, and Risk and Security 36.

5.1.6 Company position levels

Eskom's position levels are divided in bands as follows:

EEE band: These are the *Executives* and they occupy the top positions (1.10%).
M band: Are the management employees who report to the Executives (15.80%)..
P band: Are the employees who are employed as *Professionals* and specialist in their positions.
Note that some of those in the P band are higher than some M band. Those in the P band specialize in different fields such as engineering, accounting, IT etc. (11.30%).
G14-G15: This is slightly below the P band. These are found in different
departments of Eskom.
T9 – T13: The category is lower than G14-G15 (28.90%).
T4 – T8 The category is just below T9 – T13 (13.70%).
Other: Is the lowest level and include learners and those on contracts (4.50%).
Note that the majority of respondents in this study came from the T9 - T13 category whilst the least number of participants belonged to the executives.
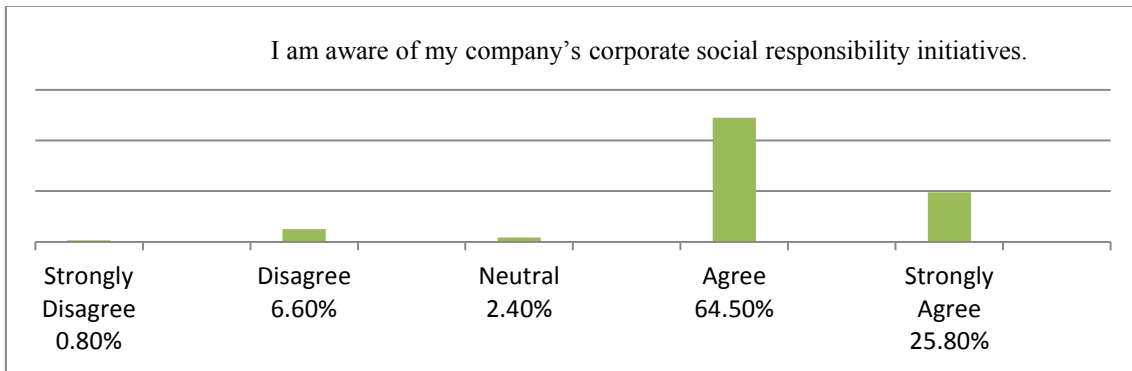
5.1.7 Years in the company

Some 22.10% of the targeted respondents were with the company for less than 5 years. Most of the subjects had been with the company for more than 5 years. Those with 5-9 years made up 42.10% of the total respondents followed by 18.20% of them being in the 10-14 years category. Those in the 15-19 years category made 7.10 % of the total number of respondents while 10.5% were being with company for over 20 years.
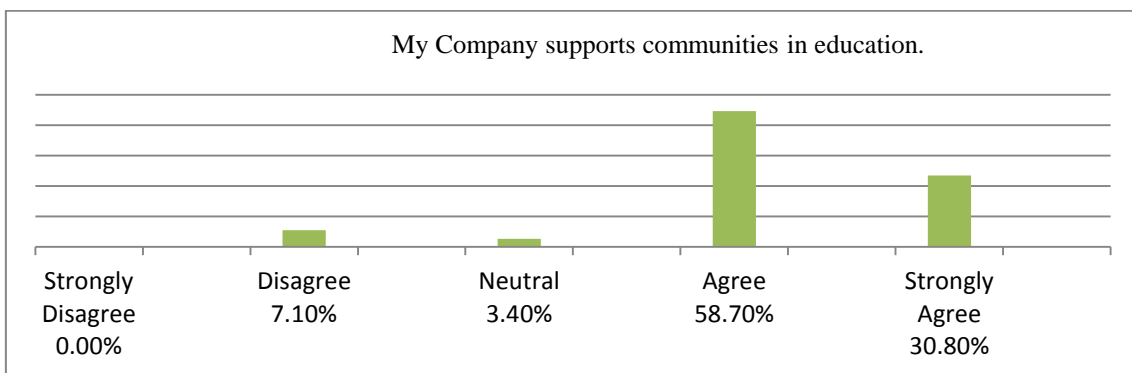
5.1.8 Responses to Corporate Social Responsibility

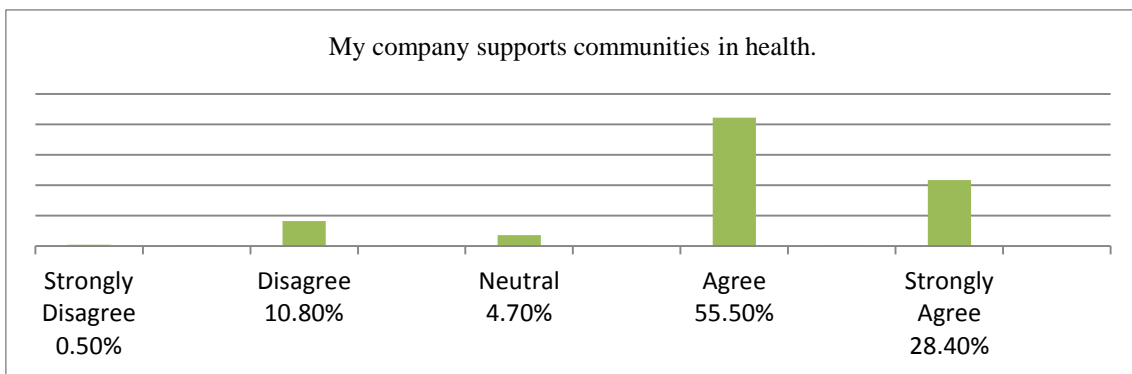Figures 2 to 6 give graphical illustrations of the awareness of CSR at Eskom.

Figure 2. Responses to CSR awareness: initiatives
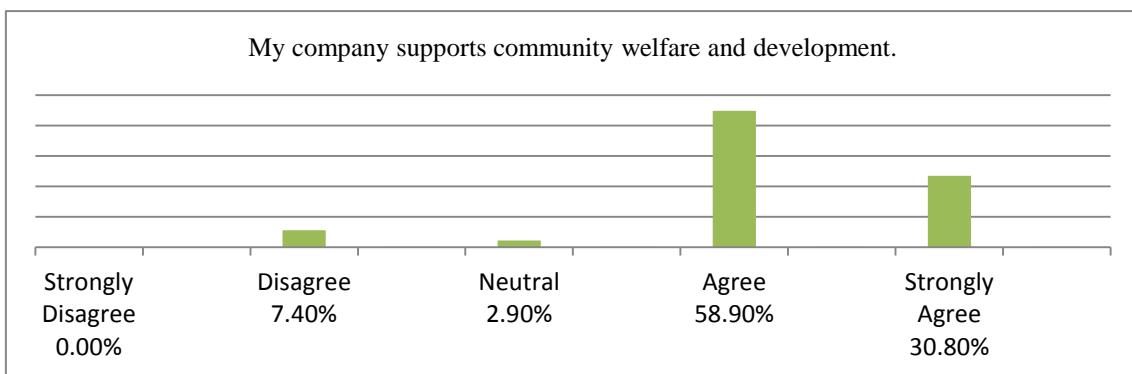

I am aware of my company's corporate social responsibility initiatives.

| Strongly Disagree 0.80% | Disagree 6.60% | Neutral 2.40% | Agree 64.50% | Strongly Agree 25.80% |

Figure 3. Responses to CSR Awareness: community support in education

My Company supports communities in education.

| Strongly Disagree 0.00% | Disagree 7.10% | Neutral 3.40% | Agree 58.70% | Strongly Agree 30.80% |

Figure 4. Responses to CSR awareness: community support in health

My company supports communities in health.

| Strongly Disagree 0.50% | Disagree 10.80% | Neutral 4.70% | Agree 55.50% | Strongly Agree 28.40% |

Figure 5. Responses to CSR Awareness: Community Welfare and Development

My company supports community welfare and development.

| Strongly Disagree 0.00% | Disagree 7.40% | Neutral 2.90% | Agree 58.90% | Strongly Agree 30.80% |

Figure 6. Responses to CSR awareness: workplace satisfaction and safety

My company provides a safe and satisfying workplace.

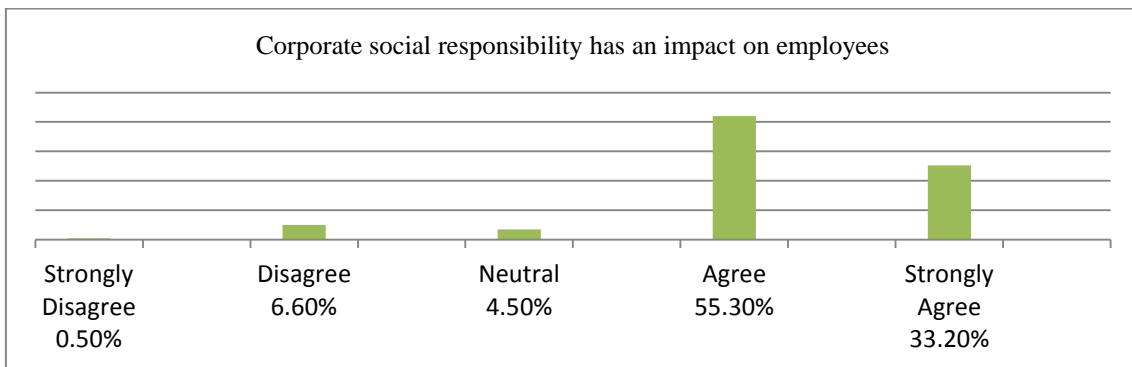| Strongly Disagree 0.80% | Disagree 5.00% | Neutral 2.60% | Agree 59.70% | Strongly Agree 31.80% |
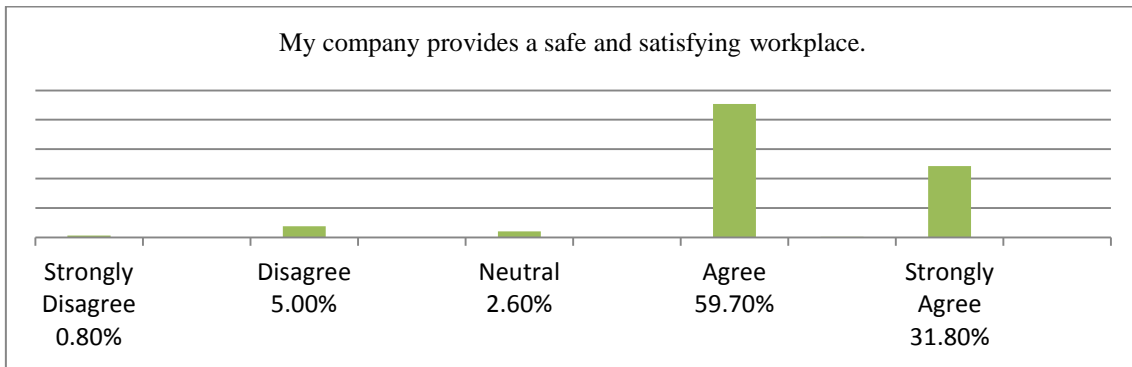
Figures 7 to 10 give graphical illustrations of the involvement in CSR at Eskom.

Figure 7. Responses to CSR involvement: employee involvement

I am involved in my company's corporate social responsibility initiatives.

| Strongly Disagree 2.40% | Disagree 8.40% | Neutral 3.20% | Agree 60.30% | Strongly Agree 25.80% |
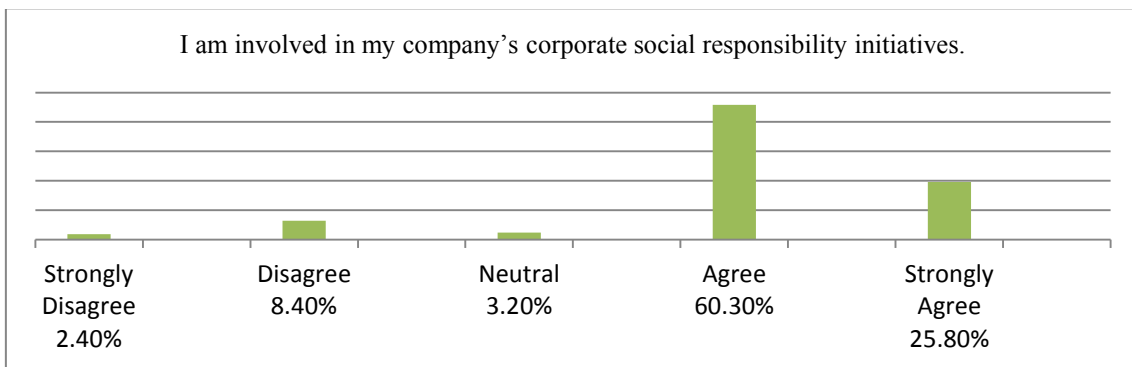
Figure 8. Responses to CSR involvement: employee impact

Corporate social responsibility has an impact on employees

| Strongly Disagree 0.50% | Disagree 6.60% | Neutral 4.50% | Agree 55.30% | Strongly Agree 33.20% |

Figure 9. Responses to CSR Involvement: employee opinion

My company does a good job of contributing to the communities in which we live and work.

| Strongly Disagree 0.30% | Disagree 6.30% | Neutral 3.20% | Agree 55.50% | Strongly Agree 34.70% |
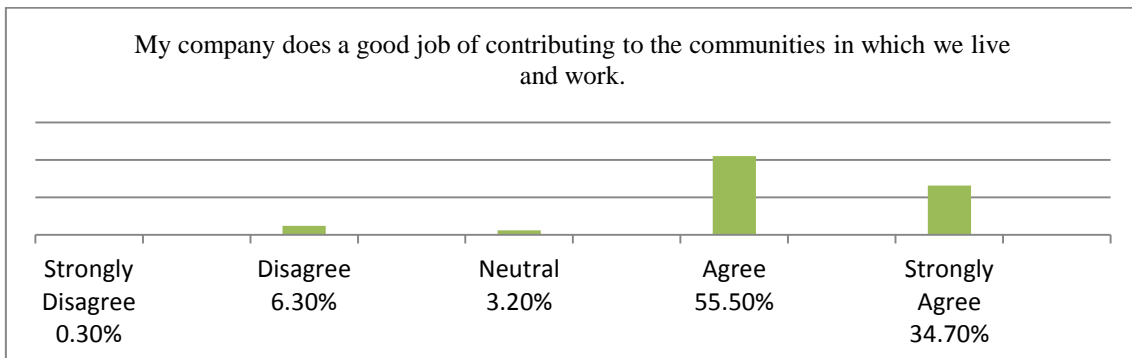
Figure 10. Responses to CSR involvement: employee motivation

My company's involvement in corporate social responsibility motivates me.

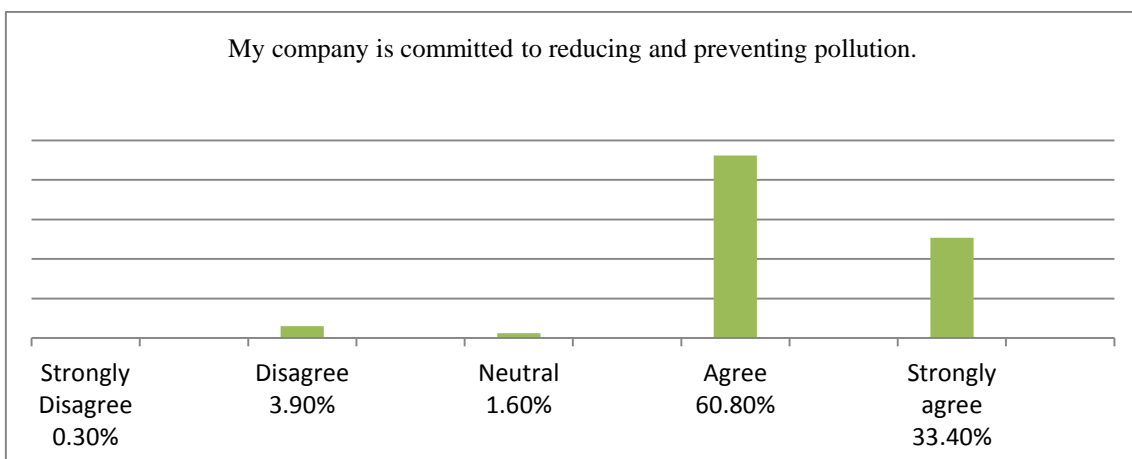| Strongly Disagree 0.30% | Disagree 6.30% | Neutral 3.70% | Agree 56.30% | Strongly Agree 33.40% |
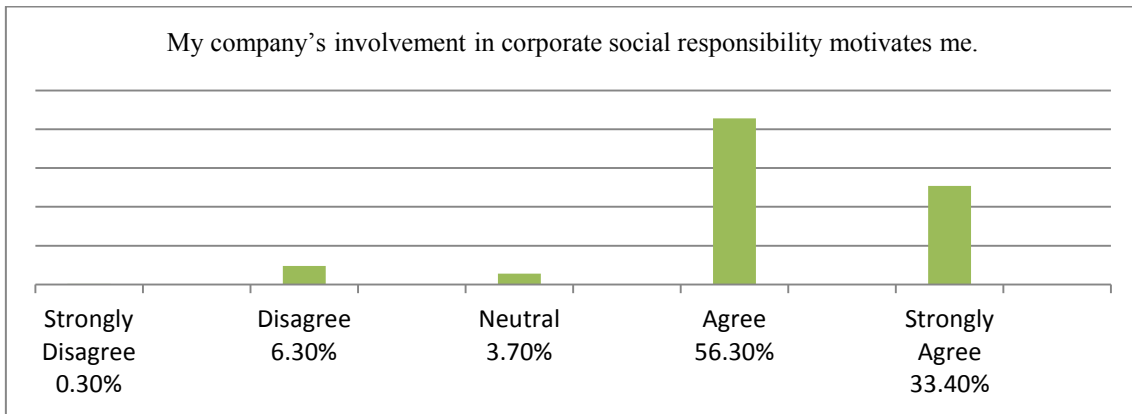
Figures 11 to 15 give graphical illustrations of the responses to CSR involvement: employee motivation.

Figure 11. Responses to environmental CSR: opinion on environmental friendly practices

My company is involved in environmental friendly practices.

| Strongly Disagree 0.30% | Disagree 3.90% | Neutral 2.40% | Agree 56.30% | Strongly agree 37.10% |
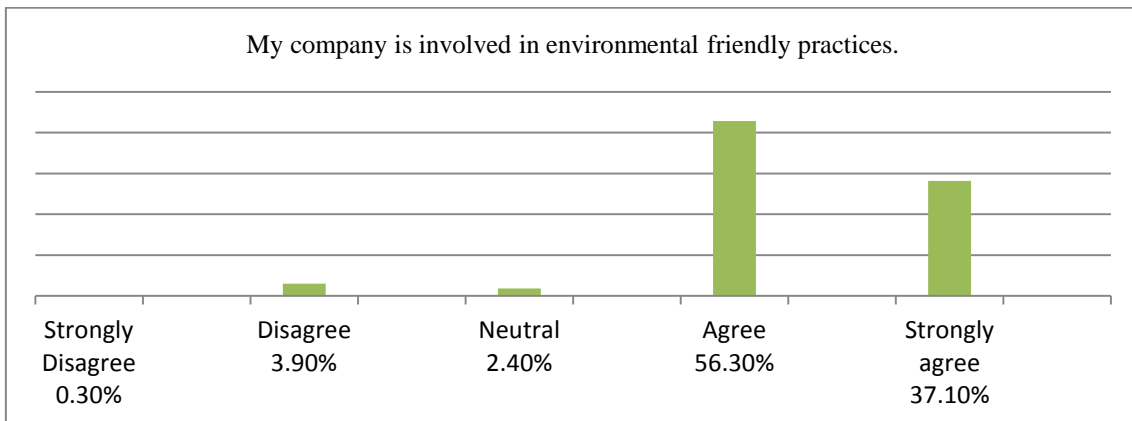
Figure 12. Responses to environmental CSR: reducing and preventing pollution

My company is committed to reducing and preventing pollution.

| Strongly Disagree 0.30% | Disagree 3.90% | Neutral 1.60% | Agree 60.80% | Strongly agree 33.40% |

Figure 13. Responses to environmental CSR: promotion of greener buildings and workplace

My company promotes greener buildings and workplace.

| Strongly Disagree 0.50% | Disagree 5.00% | Neutral 1.80% | Agree 61.60% | Strongly agree 31.10% |
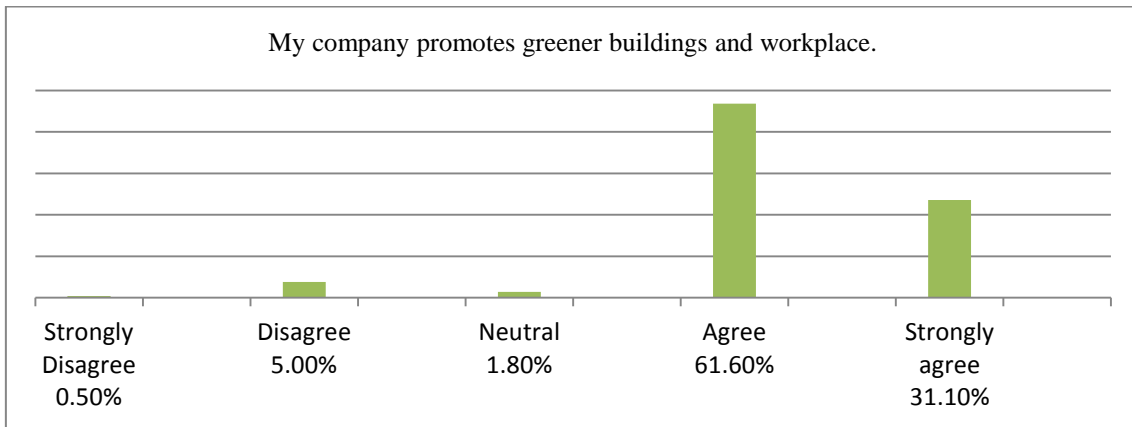
Figure 14. Responses to environmental CSR: validity

My company's commitment to corporate social responsibility is genuine.

| Strongly Disagree 0.30% | Disagree 3.70% | Neutral 3.70% | Agree 62.10% | Strongly agree 30.30% |
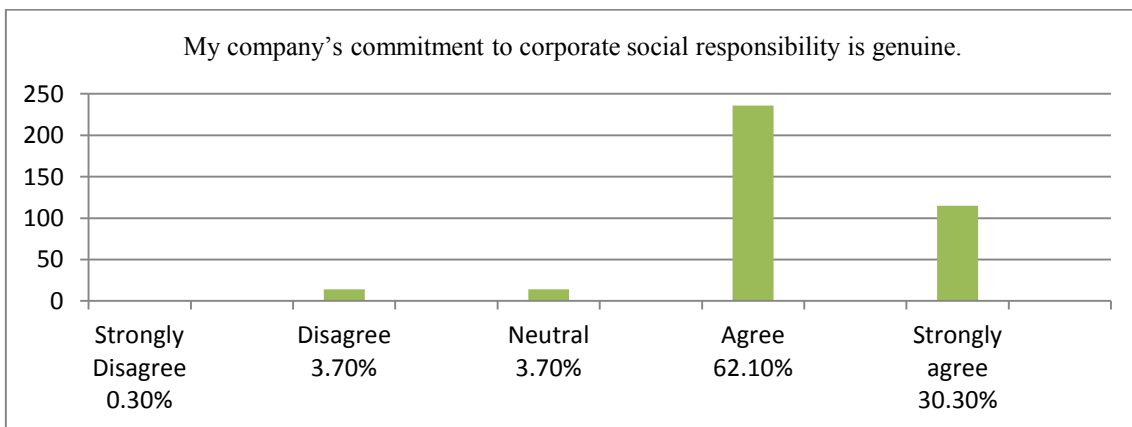
Figure 15. Responses to environmental CSR: improve efficiency and reduce

My company strives to improve efficiency and reduce energy consumption.

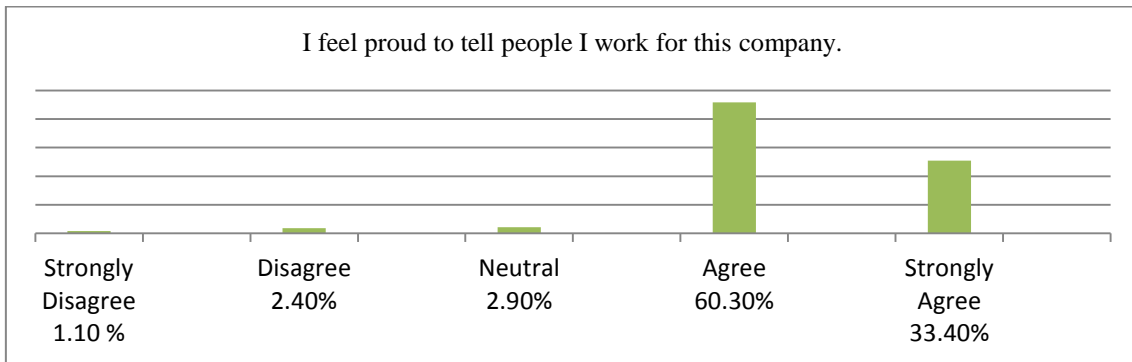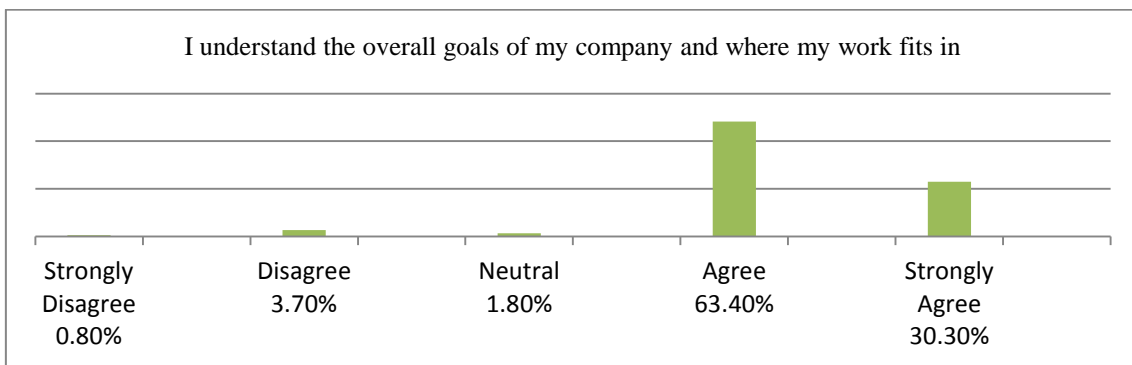| Strongly Disagree 0.50% | Disagree 2.90% | Neutral 0.80% | Agree 65.00% | Strongly agree 30.80% |
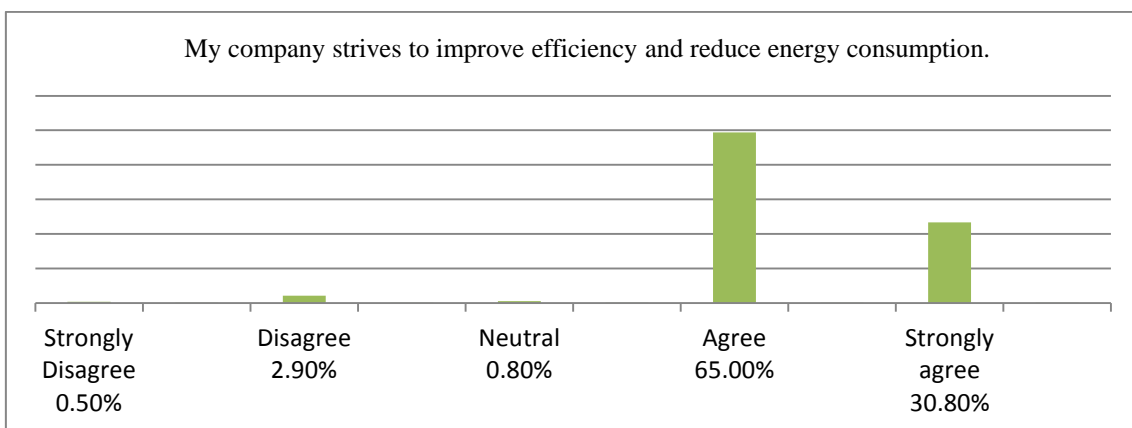
Energy Consumption

Employee Engagement

All responses for EE are shown in Figures 16 to 26.

Figure 16. Responses to EE: employee pride
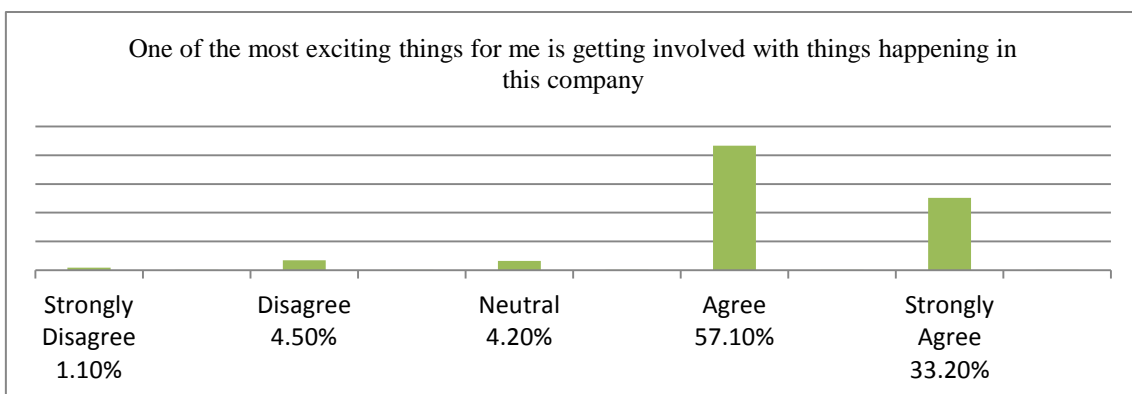
I feel proud to tell people I work for this company.

| Strongly Disagree 1.10 % | Disagree 2.40% | Neutral 2.90% | Agree 60.30% | Strongly Agree 33.40% |

Figure 17. Responses to EE: employee fit

I understand the overall goals of my company and where my work fits in

| Strongly Disagree 0.80% | Disagree 3.70% | Neutral 1.80% | Agree 63.40% | Strongly Agree 30.30% |

Figure 18. Responses to EE: growth opportunities

There are opportunities to learn and grow in this company

| Strongly Disagree 1.60% | Disagree 3.40% | Neutral 2.40% | Agree 57.60% | Strongly Agree 35.00% |
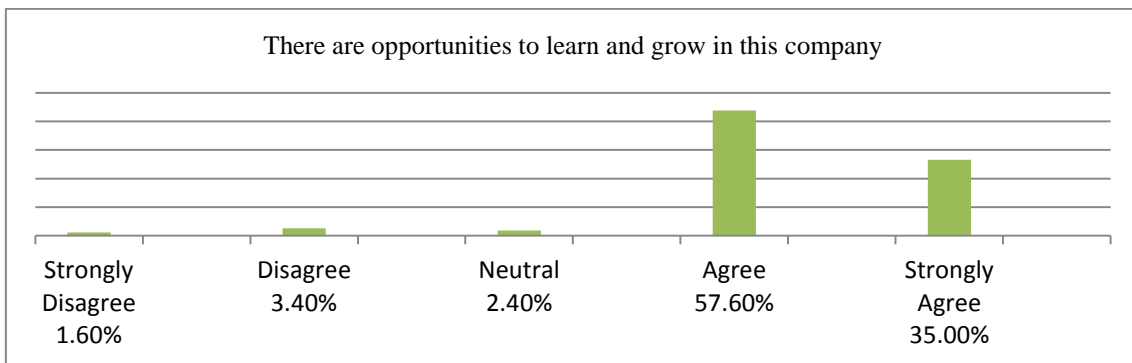
Figure 19. Responses to EE: employee involvement

One of the most exciting things for me is getting involved with things happening in this company

| Strongly Disagree 1.10% | Disagree 4.50% | Neutral 4.20% | Agree 57.10% | Strongly Agree 33.20% |

Figure 20. Responses to EE: employee opinion

My opinions matter in this company

| Strongly Disagree 1.30% | Disagree 7.10% | Neutral 50.80% | Agree 51.80% | Strongly Agree 33.90% |
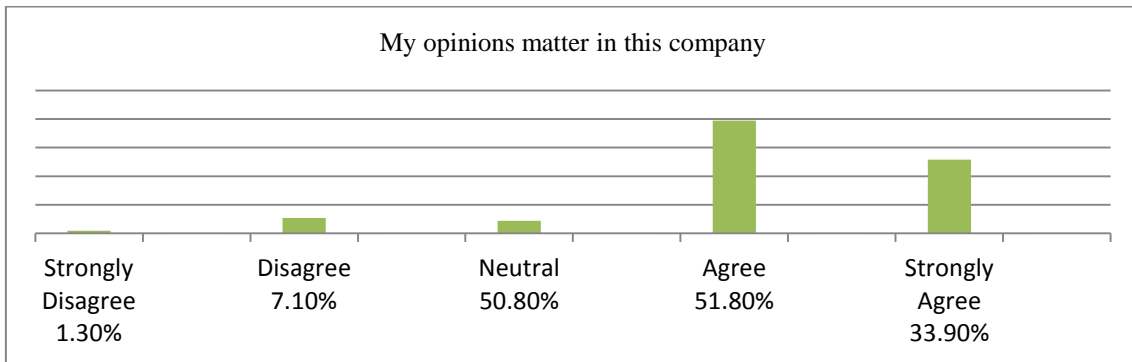
Figure 21. Responses to EE: employee pride

I feel proud to tell people where I work

| Strongly Disagree 0.50% | Disagree 3.20% | Neutral 3.20% | Agree 56.60% | Strongly Agree 36.60% |
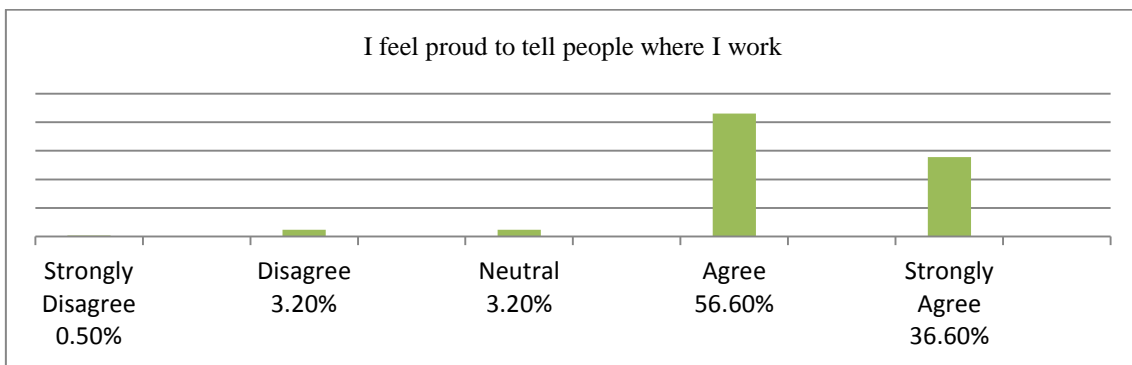
Figure 22. Responses to EE: employee satisfaction

I am satisfied with my company as a place to add value

| Strongly Disagree 1.60% | Disagree 5.00% | Neutral 3.70% | Agree 53.70% | Strongly Agree 36.10% |
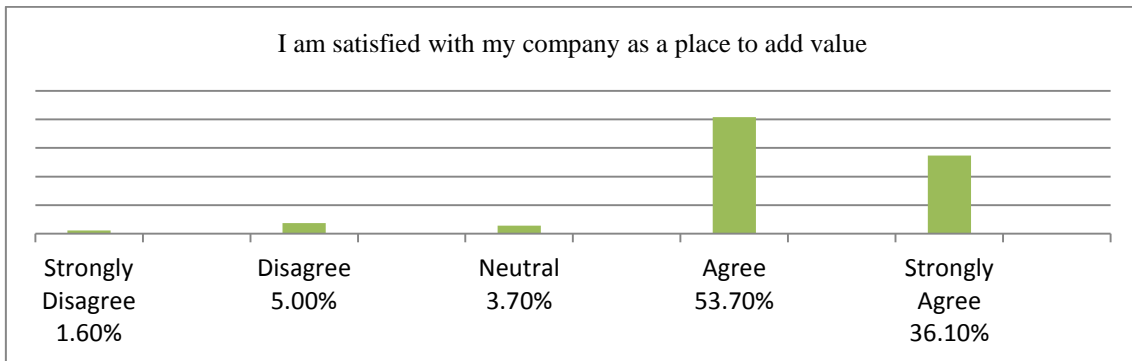
Figure 23. Responses to EE: opportunities to contribute

I have enough opportunities to contribute to decisions that affect me

| Strongly Disagree 1.30% | Disagree 8.70% | Neutral 3.90% | Agree 57.60% | Strongly Agree 28.40% |
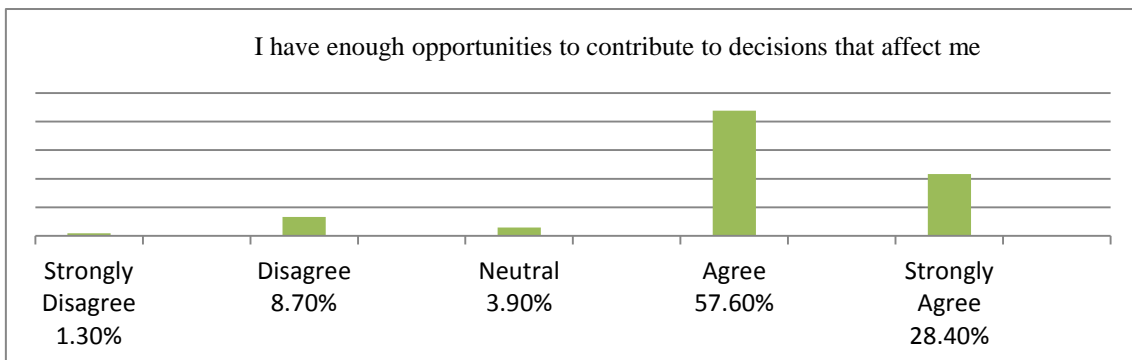
Figure 24. Responses to EE:job engagement
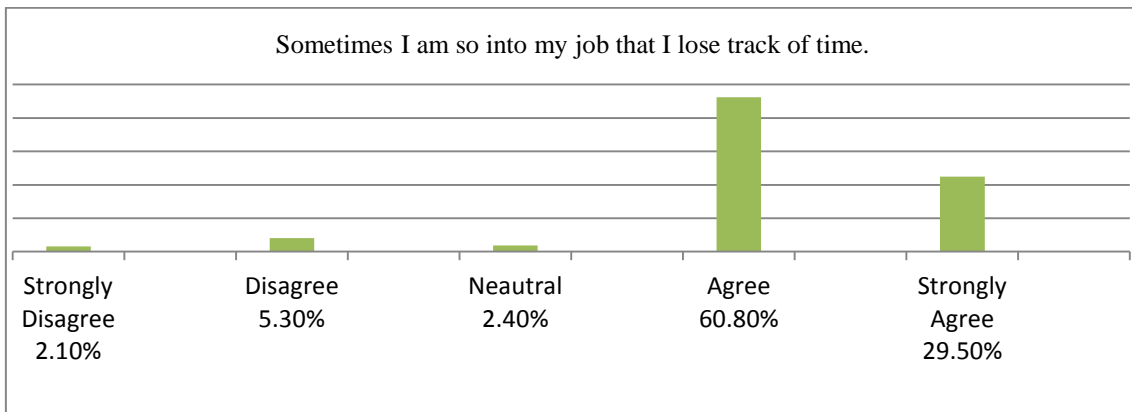
Figure 25. Responses to EE: Employee valued in the job
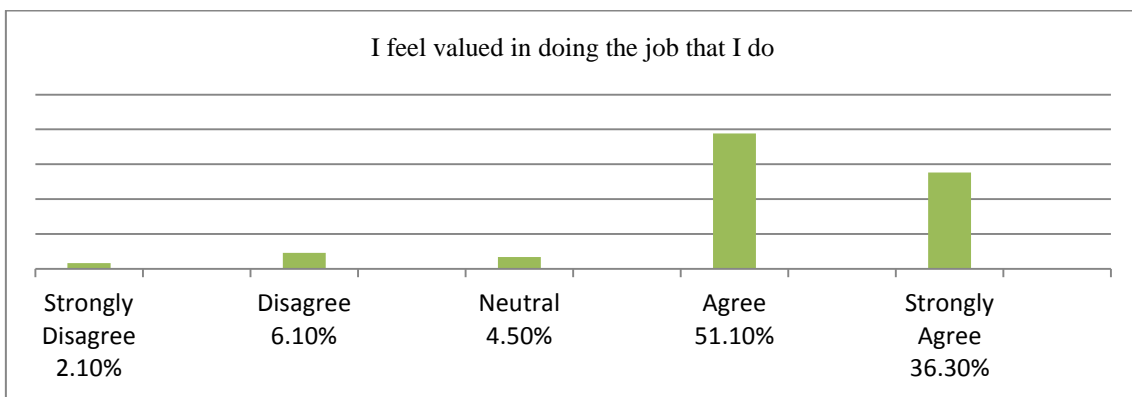
Figure 26. Responses to EE: job engagement
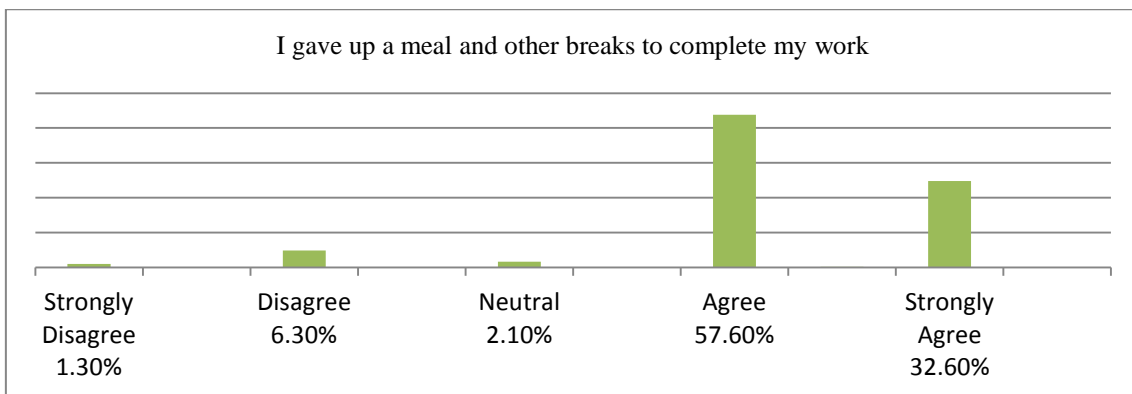
5.3 Inferential Statistics

Non-parametric statistical test were used to determine whether there is a relationship between the CSR Dimensions, EE and the influence of the demographic variables.

5.3.1 Hypothesis Set 1 - Spearman's Rank Correlation Test

Spearman's Rank Correlation test was used for Hypothesis Set 1. The results are presented in Table 1.

Table 1. Spearman's Rank Correlation: CSR Dimensions and Employee Engagement

Corporate Social Responsibility Dimensions	Employee Engagement
Awareness of CSR	0.269
Involvement with CSR	0.328
Environmental CSR	0.319

Correlation is significant at the p=0.01 level (2 - tailed). Therefore we fail to reject the null hypothesis H_{01} and conclude that there is a statistically significant correlation between awareness of CSR, involvement with CSR and environmental CSR with employment engagement EE.

5.3.2 Hypothesis Set 2 - Mann-Whitney Test - Gender

The Mann-Whitney test was used for Hypothesis Set 2 and the results are presented in Table 2.

Table 2. Comparison of mean ranks between males and females using the Mann-Whitney Test

What is your gender?	Mann-Whitney U	Z	P
CSRa	16719.500	-1.096	.273
CSRb	17737.500	-.127	.899
CSRc	16678.000	-1.141	.254
Employee engagement	16409.000	-1.372	.170

The results in Table 2 of the Mann-Whitney test by gender indicate no significant differences between male and female respondents at the 95% level of significance (p>0.05). This shows an absence of statistically significant difference in the perceptions of the CSR dimensions (awareness, involvement and environment) and Employee Engagement between males and females. Accordingly the null hypothesis is not supported for gender.

5.3.3 Hypothesis Set 2 - Kruskal Wallis Test - Race

The Kruskal Wallis test was used for Hypothesis Set 3 (Race) and the results are presented in Table 3.

Table 3. Kruskal - Wallis Test by Race

What is your race	Chi-Square	Df	P
CSRa	.890	3	.828
CSRb	1.578	3	.664
CSRc	4.048	3	.256
Employee Engagement	14.384	3	.002

The results in Table 3 show a statistically significant difference in the perceptions of EE among race groups (Chi-Square = 14.384; df = 3; p<0.05). We reject the null hypothesis and conclude that there is no statistically significant difference in the perception of the CSR dimensions (awareness, involvement and environment) among the racial groups.

5.3.3 Hypothesis set 3: Kruskal-Wallis Test - Age

The Kruskal Wallis test was used for Hypothesis Set 3 (Age) and the results are presented in Table 4.

Table 4. Comparison of Mean Ranks between Age Groups using the Kruskal-Wallis Test

What is your age group	Chi-Square	Df	P
CSRa	7.157	3	.067
CSRb	4.029	3	.258
CSRc	9.513	3	.023
Employee Engagement	6.687	3	.083

The results are given in Table 4. We fail to reject the null hypothesis and conclude that there is a statistically significant difference in the perception of CSR dimension of environment among the age groups (Chi-Square = 9.513; df = 3; p<0.05).

5.3.4 Hypothesis set 3: Kruskal - Wallis Test – level of Educational Qualification

The Kruskal Wallis test was used for Hypothesis Set 3 (Level of Education Qualification) and the results are presented in Table 5.

Table 5. Comparison of Mean Ranks between Levels of Qualification using the Kruskal-Wallis Test

Level of education?	Chi-Square	Df	P
CSRa	9.173	5	.102
CSRb	2.123	5	.832
CSRc	4.780	5	.443
Employee Engagement	7.336	5	.197

We reject the null hypothesis and conclude that there is no statistically significant difference in the perception of the CSR dimensions (awareness, involvement and environment) and EE among the levels of educational qualification.

5.3.5 Hypothesis set 3: Kruskal - Wallis Test - Department

The Kruskal Wallis test was used for Hypothesis Set 3 (Department) and the results are presented in Table 6.

Table 6. Comparison of Mean Ranks between Departments using the Kruskal-Wallis Test

In which department do you work in?	Chi-Square	Df	P
CSRa	5.093	6	.532
CSRb	8.320	6	.216
CSRc	4.565	6	.601
Employee Engagement	6.377	6	.382

We reject the null hypothesis and conclude that there is no statistically significant difference in the perception of CSR dimension among the departments at the 95% level of significance (p>0.05).

5.3.6 Hypothesis set 3: Kruskal - Wallis Test - Position Band

The results are given in Table 7. We fail to reject the null hypothesis and conclude that there is significant differences with regards to CSR(a) and EE among the position bands at the 95% level of significance (p<0.05).

Table 7. Comparison of Mean Ranks between Position Bands using the Kruskal-Wallis Test

What is your position band?	Chi-Square	Df	P
CSRa	15.979	6	.014
CSRb	3.255	6	.776
CSRc	8.802	6	.185
Employee Engagement	14.577	6	.024

5.3.7 Hypothesis set 3: Kruskal - Wallis Test - Number of years in company

Table 8. Comparison of mean ranks between years in company using the Kruskal-Wallis test

Number of years in the company?	Chi-Square	Df	P
CSRa	5.904	4	.206
CSRb	6.986	4	.137
CSRc	1.238	4	.872
Employee Engagement	7.534	4	.110

The results of the Kruskal-Wallis test for comparison of mean ranks between number of years in the company are given in table 7. We reject the null hypothesis and conclude that there is no significant differences in the perceptions CSR dimensions among the employee years of employment in the company at 95% level of significance (p>0.05).

5.4 Corporate Social Responsibility

The Likert Scale used was from 1 to 5. The study yielded three dimensions of CSR and the mean from each is given below.
- CSR(a): Awareness of Corporate Social Responsibility: Mean = 4.1032.
- CSR(b): Involvement with Corporate Social Responsibility: Mean= 4.1178.
- CSR(c): Environmental Social Responsibility: Mean= 4.2158.

6 Conclusion and recommendations

6.1 Conclusions

There is a positive relationship between CSR and EE, Eskom employees are aware of CSR initiatives even though they are not involved, and CSR does impact their engagement positively. EE is a direct consequence or benefit from CSR initiatives. The study was conducted to investigate the potential relationship and impact of being socially responsible as an organization and as an engaged employee. The study found that there is a significant influence of CSR on the organization's reputation and it creates high levels of EE. It was also found that Eskom employees are aware of the organizations social activities and that they are motivated by that. They spoke highly of their organization even in their communities. This results in Eskom enjoying high levels of commitment from its employees. The study has a number of implications. It suggests that employees conceptualize CSR on different perspectives, such as how well an organization communicates with its environment and how ethically it provides benefit to its stakeholders through its products and services. The study also provides guidelines for future researchers on this topic. It can be seen that Corporate Social Responsibility makes business sense economically, environmentally, and over and above that it makes employees happy and committed. The collected data provided sufficient evidence that employees can be engaged in the form of involving them in CSR initiatives. In the study 380 Eskom employees were aware of the CSR initiatives that Eskom is involved in, and that they are proud to work for an organization that promotes environmental health.

6.2 Recommendations

The study recommends that organizations should incorporate CSR into their strategic decision-making process in order to build a good reputation and to motivate employees not only for competitive advantage, but for investment in Human Resources Management. It critically addresses the management aspects that require managers to invest in activities that look after employees, since they are great assets in the organization. Since employees are so important, continuous improvement on how to keep them engaged is vital. Therefore it is worthwhile for organizations to integrate their business activities internally. Eskom must involve employees as much as they can. Employees must also be involved in identifying the potential initiatives as this will greatly improve their level of engagement..

6.3 Future studies

The results of this study suggest that EE is a meaningful construct that is worthy further research. There are several avenues to consider. One area would be to investigate other potential predictors of job and

organization engagement. This study included a number of factors associated with Kahn's (1990); Maslach, Schaufeli, and Leiter (2001) and Langelaan, Bakker, van Doornen, and Schaufeli, 2006). However, there are other variables that might also be important for both job and organization engagement. For example, Human Resource practices such as flexible work arrangements, training programmes, and incentive compensation might also be important for engagement. Future research could include a broader range of predictors that are linked to particular types of role engagement. Along these lines, future research should attempt to flash out the types of factors that are most important for engagement in different roles (e.g. job, organization and group).

Participants indicated a very high level of engagement and awareness, but there are focus areas that this study was unable to examine. Future research could consider the topics that drill deeper into the initiatives that interest employees. Qualitative research would also produce more details as this study, being quantitative, may have found only limited information that employees were willing to share

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