

ANGLIA RUSKIN UNIVERISTY

Examining the Link between Corporate  
Responsibility and Employee Well-being  
and satisfaction

SID-

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## **Abstract**

Corporate social responsibility plays a crucial role in companies. It helps companies with being socially accountable to its stakeholders, employees, the public and itself. The goal of this research focuses on examining the link between corporate social responsibility and employee satisfaction and well-being. This paper examined the impact that poor Corporate Social Responsibility have on employee satisfaction and the impact that poor Corporate Social Responsibility practices have on employee well-being. These objectives were achieved using the mixed method approach which combines both qualitative and quantitative data in order to draw conclusions and answer the research question. The entire analysis was based of the use of secondary data which included case studies and journal articles to expand on previous knowledge and share a better understanding. Several issues occurred at Gannett like the lack of diversity, pay gaps, poor leadership style and overtime with no pay which caused backlashes at the company leading to a massive walkout and high employee turnover. It can be concluded that these issues had a major impact on employee well-being and satisfaction, this symbolized poor corporate social responsibility practices. Furthermore, recommendations were provided for Gannett so they will be able to mitigate these issues affecting the company's employees. Additionally, limitations of the research pertaining to secondary data were provided to give the reader insights on the challenges faced with the use of this particular type of data, along with the use of primary data for future research. These include the use of questionnaires, surveys and interviews to create uniqueness without the risk of using bias data.

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Corporate Social Responsibility has become a crucial part in day-to-day business operations with the rapid increase on ethical behavior, sustainability and social impacts. (Fernando, 2023) explained that Corporate Social Responsibility is viewed as a self-regulated business model that helps companies to fulfill its social responsibilities towards society, stakeholders and itself. By indulging in social responsibilities companies would become more aware of their impact on society which includes economic, social and environmental aspects.

Similarly, “Corporate Social Responsibility (CSR) is the idea that a company has a responsibility to the society that surrounds it,” according to (Stobierski, 2021). In light of the above review of corporate social responsibility for this particular research, it can be broadly defined as the voluntary actions that companies can take to address its environmental, social and ethical issues that have become a critical aspect of organizational behavior. The prevailing idea is that companies do not only have responsibilities to shareholders but to society as well which had led to the implementation of Corporate Social Responsibility into business strategies (Anderson,2023). As described by Carroll’s (CSR) pyramid that consist of 4 stages which are economic legal, ethical and philanthropic responsibilities with this ever-changing world there is a growing recognition that companies should not only pursue profits but to also maintain their ethical and social standards (Anderson,2023) Therefore, this research aims to examine the impact of poor corporate social responsibility practices on employee satisfaction and employee well-being and to recommend corporate social responsibility strategies that can be implemented to improve employee satisfaction and well-being.

### 1.1- Research Context and Issue

Many factors can affect employee’s satisfaction and well-being which stems from companies being unable to live up to their corporate social responsibility practices. For example, Gannet, serves as an interesting case study. Gannet Company Inc is an American media holding company founded by Frank Earnest Gannett who incorporated the company in 1906 headquartered in Tysons, Virginia (Hodson, 2019). Gannet has established themselves as one of the biggest players in the media industry, owning and operating a diverse portfolio of newspapers, broadcasting stations and digital platforms across the United States, they are widely recognized

for its flagship publications and its network of local newspapers. Over the years Gannett has undergone strategic expansions, partnerships and digital approaches to adapt to the ever-changing world where technology plays a huge role to maintain its position as a leading provider of news and information (Gannett, 2023). Gannett Company Inc faced a lot of backlashes in recent years regarding the way they treat their employees, with concerns raised about cost-cutting measures and layoffs. One of the biggest problems is that Gannett underwent a merge with Gate House Media leading to a massive loss in jobs. Furthermore, reports indicated that some employees have expressed dissatisfaction with working conditions, benefits and compensation along with the pay gaps within the company (Olason,2023). Additionally, hundreds of Gannett Journalist walked out of the company criticizing the CEO for cutting jobs and hurting journalism.

## 1.2- Rational

Corporate social responsibility contributes to the growth of a company. This research aims not only to explore the negative impact of poor CSR practices but to also give examples of the benefits of implementing good CSR practices within companies. According to (Ni Business Info, 2018) having a strong Corporate Social Responsibility improves your brand reputation and increases consumer trust. Consumers most times remain loyal to socially responsible brands and would potentially purchase products because the company supports an issue they care about. Equally important, companies that participate in CSR activities can create a positive brand perception. When companies are seen contributing towards society at large and the environment they create a competitive advantage which leads to a greater market share. Aside from that, risk is mitigated when issues are addressed such as environmental sustainability, ethical sourcing and fair labor practices. Companies can mitigate risk such as boycotts and negative publicity.

### 1.3- Research Question

Research topic: Examining the Link between Corporate Responsibility and Employee Well-being and satisfaction

Research question: What impact does poor corporate social responsibility practices have on employee satisfaction and well-being?

### 1.4- Aim and Objectives

Objectives:

1. To investigate the impact that poor Corporate Social Responsibility have on employee satisfaction.
2. To investigate the impact that poor Corporate Social Responsibility practices have on employee well-being.

### 1.5- dissertation structure

The dissertation structure consists of 5 important elements. Firstly, the introduction consists of the research purpose and context within the dissertation like the research question and objectives. The literature review explores existing knowledge and provides theoretical framework for the research provided by various authors. The research design and methodology outline the undergone data collection methods and research approach. Findings and analysis would outline the results and its interpretations. Lastly, the conclusion and recommendation would share light on the summarization of the key findings and offer recommendations based on the research objectives.

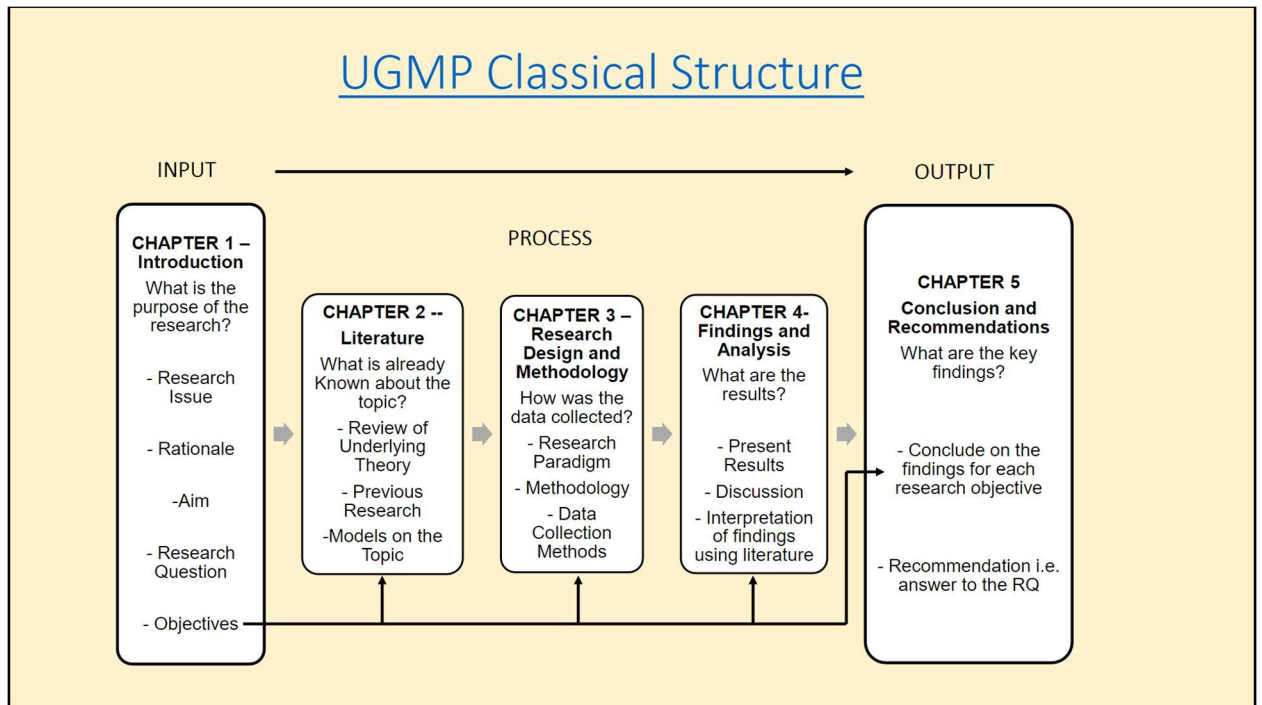


Table 1.1 showing the UGMP Classical Structure  
(SamsVle,2024)

## Lit review

### 2.0- Introduction

This chapter seeks to explore the concepts of employee satisfaction and employee well-being. The chapter will tackle the conceptual model that each element is built upon. Firstly, Carrol's Pyramid will examine the basic idea of corporate social responsibility, guiding us through the 4 pillars of C.S.R. Economic, legal, ethical, and philanthropic responsibilities. The reader would, in turn, grasp how employee satisfaction and wellness plays a crucial role in companies' success. Here, we would continue by analyzing authors' definitions of employee satisfaction and employee well-being and how they relate to organizations. Authors like Cranny 1992, Price 1997 and Myskova 2011 showed how employee satisfaction and employee wellbeing are important aspects of organizational culture, happiness and productivity. Recalling the way employees are involved with the company while working is one of the key factors that ensure creation of a good work atmosphere as well as maintaining focus to maximize on the task needed.

The main purpose of the chapter is to give a detailed examination to the role of corporate social responsibility (CSR), employee satisfaction and well-being in the workplace. Through the deliberation with the philosophical ideas which are connected with these considerations.

Corporate social responsibility (CSR) is a business involvement with its society beyond fulfillment of the legal requirements and concerned with ethical and sustainable business practices. It factors environmental and social considerations in its business strategy (Kerner, 2023). CSR entails recognizing and bearing responsibility for a corporation's impact on the society, environment and the people, working towards obtaining positive results for all concerned parties – employees, customers, community and our planet. Being CSR driven allows organizations to develop trust, build fame, draw crowd and keep myriad of employees and community healthy. It could be decoded as a way to show that a company's operations are founded on good business precepts. In this digital world

we are living in today CSR takes on more value as the consumers, investors, and employees ask for more transparency, responsibility, and ethical behavior expected of companies (Kerner, 2023). Elaboration; Carroll's pyramid of the corporate social responsibility acts as a strategic tool by providing a structure that defines the levels of responsibility that a society should strive to achieve. These are kind of functions which indicate that CSR is not only concerned with the generation of profits or compliance with legal requirements, but it also pushes the boundaries of ethical and philanthropic pursuits. Through embedding CSR belt into their functioning processes, companies may hedge societal development and their reputation positively while simultaneously nurturing their enhanced sustainability (Anderson, 2023).

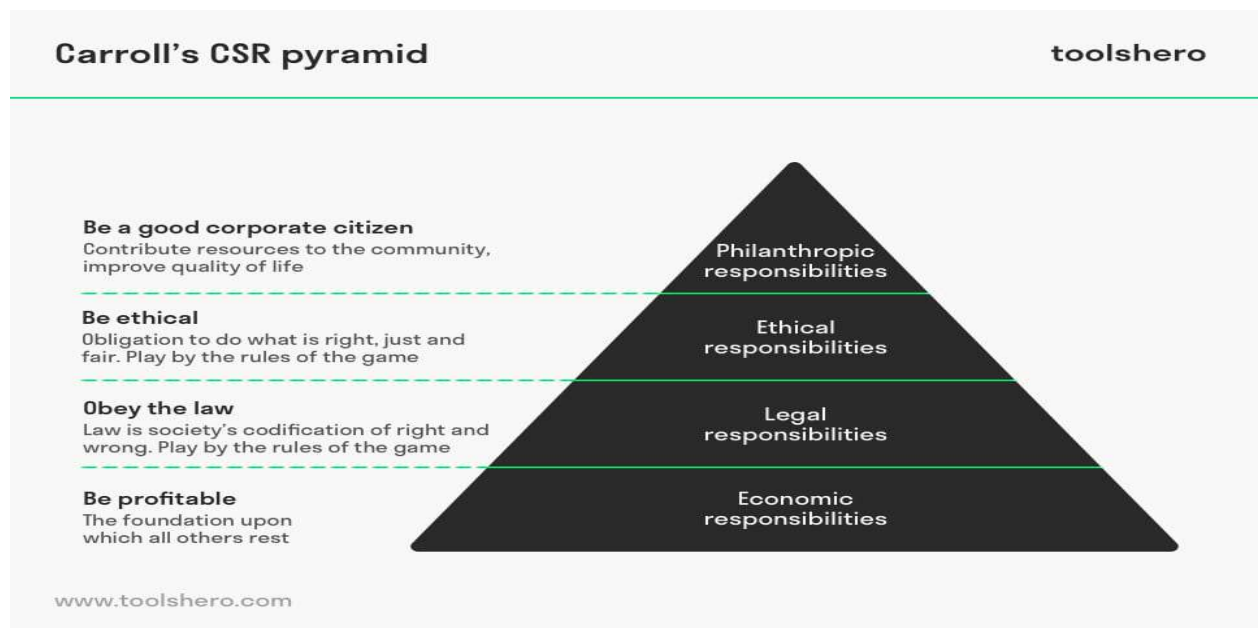


Figure 2.0 shows the four stages in the Carroll's corporate social responsibility pyramid (Janse, 2020).

Carroll's corporate social responsibility rudder is the framework of the pyramid which has economic, legal, ethics and philanthropic layers as its different components. Here lies the core idea of money and profit efficient companies, whose duty is generating shareholder's values (Janse, 2020). Supplementing that, a corporation's legal liabilities cover its compliance with laws, which includes labor and environmental sanctions. However, the third level includes

ethical responsibilities, which transcend the field of the law so as to encourage fairness and justice between workers, clients, or stakeholders as a policy (Janse, 2020). The peak implies philanthropic obligations, which in turn guide the spirit of charity hoping for harmonious relations in the whole community by various means for example, charitable contributions and campaigns for social justice and environmental protection visions. While the Carroll's pyramid provides a well-contained shape, many still question the model. (Saleh, 2022) said that this model perverted the simple act of social responsiveness and could not account for multiple jobs that companies should perform for society. Marginally, he gives an indication that base of the pyramid causes the economic responsibilities, which primarily includes pursuit of profits for businesses, which even now might be a barrier. Subsequently companies have been narrow-minded and subsequently focus strongly on short-term financial gains that can have a negative effect of long-term welfare. However, the infamous pyramid is successful since 1979.

### 2.1- (Theme1) Employee satisfaction

CSR initiatives act favorably upon employee satisfaction as they encourage employees to care for the company, enjoy and contribute to its success, and feel respected and part of a team. One of the most important actions that companies that value CSR takes is Demonstrating care for the community and the environment that helps boost satisfaction in the work that employees do. Employees are generally happier and enthusiastic, knowing that their company values something more than the bottom line. Their organization looks for more than just profit and this motivates employees to find themselves a part of the wider narrative that their company is trying to tell.

Employee job satisfaction, suggested by (Cranny,1992), is a feeling that is internalized resulting from a comparison between achieved job outcomes with the desired ones. The introspection represents the appraisal of the individual's similarities between one's inner hopes and the reality presented by the work. What this symbolizes essentially is the emotional response that may sway from the state of concordance or its opposite, the incongruence, between the anticipated and actual job-related experiences.

In addition, (Newsome,2008) considered that job satisfaction is a matter of how happy an employee is at their job. This notion includes a trickle down of factors like work environment,

compensation, job growth, and the overall parallelism of the individual's expectations and reality. Newsome instills in it the importance of taking notice of the treatment and atmosphere within the workplace as it is vital in the effective achievement of the organization's objectives.

According to Spector (1997), employee' satisfaction is a complex construct because it consists of many specialized attitudes and emotions people may have over their work and its different aspects. The latter perspective highlights the fact that employee satisfaction is not just determined by a single element however rather draws its strength from the combination of factors which are amongst work environment, colleagues and line managers, the package they receive as compensation, opportunities to grow the career and the cultural perception of the organization as portraying a good meaning.

Moreover, (Price, 1997) defines employee satisfaction as the feeling of happiness that employees get from their work experience compared to other jobs which is dependent on their personal constructs

Moreover, (Mykova,2011) stressed that employee satisfaction involves more than just routine management of human resources act; it also entails safety and security. Indicating by generating a positive work environment and assisting in the reduction of staff turnover while raising productivity and enhancing company overall performance is done. This is also a beneficial effect for a company, which eventually means long-term stability and competitiveness within an organization.

## 2.2- (Theme 2) Employee Well-being

Corporate Social Responsibility (CSR) increases employee well-being through drawing up work environments which favor social and environmental implications. CSR projects are frequently considered means to encourage healthy way of living, promote work-life balance and increase awareness of mental health. Every time employees see the business, they work for making an impact in the society, they are more likely to feel taken care of, appreciated and satisfied with themselves, and consequently a better sense of well-being.

Employee wellness as (Danna & Griffin, 1999) characterized it as, comprises the physical and mental state of an employee, and covers areas such as inside and outside work. This description underscores the all-embracing character of worker wellbeing by admitting that elements like

work environments, personal background, and mental health all have a considerable role in influencing a person's general wellness.

Furthermore, (Author, 2021) opined that wellbeing of an employee is the general vitality of workers which incorporates their financial, mental, physical, and emotional state. Among others, it develops through factors like homely feeling at work, employee self-esteem contribution, and availability of resources and support. Besides that, factors like working conditions, wages, and the work environment are assumed to be very significant in how the staff feel about themselves at work.

What is more vital, according to (Marinaki, 2020), is that employee wellness contains the overall health of individuals on a much broader scale, including the mental, physical, emotional, and economic dimensions. It is determined by the workplace environment, its toolkit, and the management way of implementing their job duties. While building a conducive culture that views wellbeing in an elevated sense, giving clear tasks, motivating workers, and offering the necessities like health aid and work-life balance measures are also the things that foster better wellbeing at the end of the day.

Furthermore, according to (Spurling, 2017) employee wellness, has extended its meaning to a whole-body health condition, accommodating employees 'physical, psychological, social and financial well-being. It is a way for the employers to draw and keep capable workers by putting emphasis on employee health and burnout prevention and this also allows them to develop a work environment where employees will be adequate, happy and secure with their workplace resources.

This section has addressed the keystone employee satisfaction, well-being and the role of business in society concepts related to the modern-day companies. It was found that employee satisfaction was more than an emotional response to formal results of work, but a conglomerate of employees' level of contentment, and a positive general attitude towards the organization of which they are a part of. The meaning of employees' well-being was clearly revealed when it was discussed from various angles and perspectives. The term was not just a sum of different parts, but understood as a holistic concept embracing both physical, mental, psychological, and financial health. The goal of this chapter was to be as comprehensive as possible in the research of how employee satisfaction, individual well-being, and corporate responsibility work together.

The enhancements of CSR, employee satisfaction, and wellbeing is the key to developing an organization that considers the fulfillment and health of workers as a whole, and thus, promotes the thriving of the company.

### 3.0- Research Design & Methodology

#### Introduction

This chapter discusses the research design and methodology used within this study. A research design is simply a plan or framework used in conducting a research study. It involves the process of outlining the overall approach and methods that are being utilized in collecting and analyzing data in order to test hypothesis or research questions (Singh, 2023). Similarly, (Alam, 2023) stated that a research design is the general plan or structure that sets out to guide the process of conducting research. Including the techniques and methods that would be used to collect and analyze data for ensuring the research objectives are met along with valid and reliable results. A well-developed research design helps you to ensure that the methods used matches your research aim, the data collected are of high quality, the analysis used are reliable for answering the questions and making sure credible sources are utilized (Scribbr, 2021). The purpose of this research utilizing the Honeycomb Model would provide insightful information regarding the research philosophy, the research approach and strategy that underpins the research, the overall research design, how data was collected along with data analysis techniques. In addition, the purpose of this chapter is to provide details on how the research objectives were achieve.

#### Objectives:

1. To investigate the impact that poor Corporate Social Responsibility practices have on employee satisfaction.
2. To investigate the impact that poor Corporate Social Responsibility practices have on employee well-being.

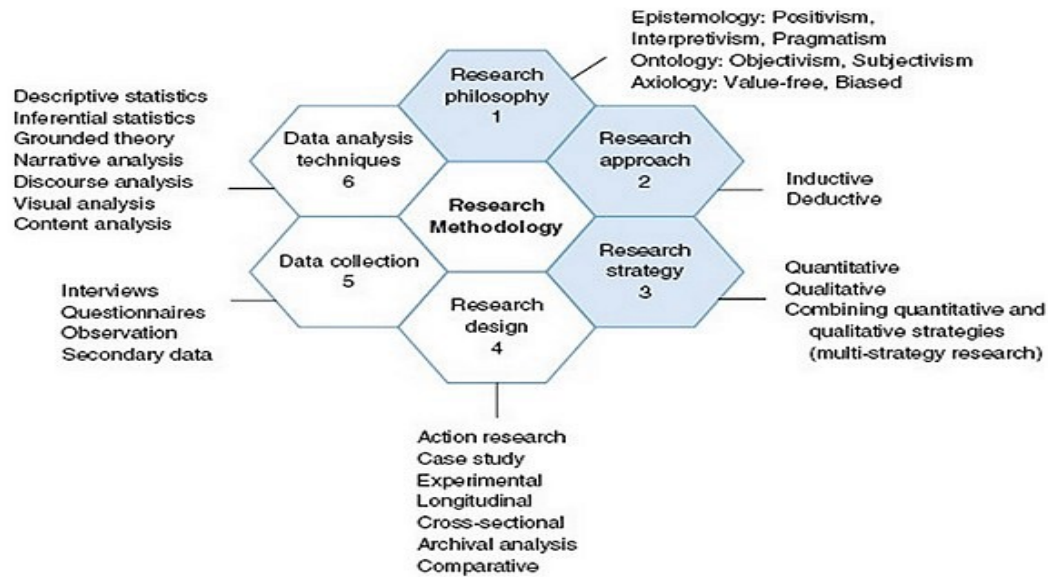


Table 3.1: The honeycomb model of methodology (Wilson, 2014).

### 3.1- Research Paradigm

A research paradigm according to, Collis and Hussey (2014) “is a framework that guides how research should be conducted, based on people's philosophies and their assumptions about the world and the nature of knowledge”. Similarly, (Abbadia, 2022) stated that a research paradigm is any model, method or pattern of conducting research. It is a combination of ideas, beliefs, or understanding that guides the application of theories and methods. Additionally, (Ulz, 2023) simply mentioned that the research paradigm refers to the belief and assumptions that establishes the structure for your research, it can be characteristics of your discipline or even personal beliefs.

#### 3.1.1- Research Philosophy

Research philosophy refers to beliefs and assumptions that guides the way research should be conducted based on ideas of reality and the nature of knowledge with methods, data collection techniques and interpretations of results and analysis (Collis and Hussey, 2014, p.37). The researcher’s choice of paradigm is very crucial as it is shaped by key philosophical beliefs about how knowledge is acquired (Epistemology) and the nature of reality (Ontology).

## Epistemology

“Epistemology is the theory of knowledge. It is concerned with the mind’s relation to reality” University of Sheffield (2020). It extends to a series of questions like what do you know about knowledge and how do we interpret it? do we actually know things? if we do when do we actually know things? What counts as knowledge? Answering these particular questions is essential for considering the relationship between knowledge, belief, truth, reason, evidence and reliability. Though these aspects are crucial it is also important to consider the different psychological part ways of knowledge that includes processes of reasoning, perception, memory and introspection. Furthermore, it requires considerations to the nature of known reality based on how we know our mind differs from others surrounding us (University of Sheffield, 2020). The researcher was faced with a crucial decision on the partway of research between interpretivism, positivistic paradigm or pragmatism. These elements were investigated to determine the best partway for the researcher.

Firstly, interpretivism is a method of research that involves the analyzation of actions or events based on beliefs, norms and values of the society in which it occurs. This qualitative method is utilized for analyzing data related to human actions in sociology. Researchers with a interpretivism viewpoint tend to focus more on issues relating to reliability an measurement because the studies tend to deal with qualitative data which is expressed through words rather than numerically (Wilson 2014).

Secondly, (Wilson,2014) stated that pragmatism is a philosophy which is based on the practical implications as guidelines to decide on the adequacy or relevance of ideas and the truth or validity of assertions. The conceptual meaning and truth emerge particularly by way of the consequences and implications from the practical actions. It places emphasis on the consequences of actions and the usefulness of the ideas when implementing them, so the citizens use critical thinking skills and vision to determine how best to solve the problems and how relevant their actions are in producing the desired goals.

Lastly, the positivist paradigm is a philosophical approach that emphasizes empiricist evidence, scientific techniques, and measurable fact as main sources of understanding and knowledge acquisition. Its purpose is to describe occurrences based on the data that can be measured and observed with a desire to understand the universal laws and principles that control real world and

social variables. Positivism claims that the inquiry should not be guided by metaphysical speculations but by hard and clear facts and logic maintaining an analysis and interpretation of reality (Dudovskiy, 2019).

The researcher selected interpretivism approach rather than positivism or pragmatism to investigate deeper into the reasons behind individuals' social contexts, meanings underlying their behavior, and the subjective experiences that shape their behavior. Interpretivist approach allows complimenting traditional understanding by the complexity of human interaction, feelings, beliefs, and reaction. It provides research methods versatility, giving researchers a chance to shape their methods in such a way that they adequately reflect the individual experiences. Aspects improving clarity this form of research tries to seek more humanistic approach as it considers the researcher's subjectivity and promotes ethical considerations.

### Ontology

Ontology is the philosophical study of being. It examines the nature of existences and reality; it explores questions that relates to what truly exist in the world and how we can study it to increase our knowledge and understanding through investigations (Moon and Blackman, 2017). The researcher was faced with making a decision on the best partway towards the research by investigating an objective and subjective stance that serves as a crucial point for the research.

Wilson (2014) stated that “objective research is an ontological stance that implies that social phenomena are based on external realities that are beyond our reach or control. it believes in unbiased data for the research” in contrast subjective research is concerned with the study of experiences from individuals’ perspective and highlights the importances of having personal perspectives and interpretations. Subjective research is based off data obtained from unstructured or semi-structured interviews (Priola, 2019).

The researcher decided to pursue subjective research because when dealing with complicated and deep topics such as emotions, beliefs, or experiences, although objective research will be more appropriate in circumstances like studying outcomes with only two options: success or failure. By doing the subjective research the researcher can unlock the true meaning of why they perceive in a certain way and the intricate links between their feelings and actions, creating a complex narrative. At any moment important objective research may be very helpful but

sometimes individual interpretations and personal context may take up very big weight. Objective research might struggle to capture the complexity, diversity, and subjective nature of certain phenomena, thus limiting its effectiveness in addressing the deeper human dimensions of certain subjects (Heath, 2023).

### 3.1.2 Research Approach

Research approach can be split into two groups inductive and deductive approach. The researcher investigated both approaches to determine the best option based on data obtained. Inductive approach is a method used by researchers in order to obtain and analyze data broadly to develop a range of theories, concepts or hypothesis based on the observations and patterns revealed in the data collected (Willson,2014). In contrast, deductive approach is based on developing a hypothesis based on existing theories rather than generating a new theory. Deductive approach focuses on designing a research strategy to test the existing hypothesis (Dudovskiy, 2019).

The researcher decided that inductive approach was the best fit for this research mainly because the inductive approach allowed the researcher to gather specific data to develop general principles or theories based on the findings. This technique is beneficial when there is little knowledge base related to the idea or when the subject is very complex therefore allowing the researcher to share new knowledge that will educate others hence contribute to the knowledge society. For this particular study the deductive approach was inappropriate as it relies on starting with general theory or hypothesis then testing with observations. In situations where the subject matter is not understood or where variation is high, the deductive approach might struggle to provide meaningful insights (Gabriel, 2013).

### 3.1.3- Research Strategy

A research strategy is a plan set out to guide your research activities and help with achieving research goals (Magusiak, 2019). For this research the researcher delved into examining three critical research strategy; quantitative, qualitative and mixed methods approach in deciding on the best partway.

Qualitative research is the process of collecting and analyzing a wide variety of numerical data that can be used to make predictions, find potential patterns, test casual relationships between the data and generalize results to a wider audience to increase their understanding (Bhandari, 2020). Similarly, qualitative research involves the process of collecting and analyzing a wide variety of non-numerical data for example questionnaires, case study, video and audio to understand opinions, concepts or experiences. It can be used to gather information into a problem as well as increasing the scope of problem solving related to studies (Bhandari, 2020). Additionally, mixed method research combines both quantitative research and qualitative research. By employing a mixed method approach, you can understand phenomena better than a quantitative or qualitative research done in singular forms, as mixed methods approach integrates advantages of the both methods (George, 2023).

The researcher chose to approach the partway of mixed methods research mainly because the mixed method would allow the researcher to put findings in context and add richer details to conclusions. Furthermore, with the research partway the researcher was able to use different methods to collect data to make the results more credible. With respects to the quantitative and qualitative research stand alone, the researcher would not be able to sufficiently answer the research question because the research requires both numerical and non-numerical data to provide a better understanding for potential readers.

### 3.2- Research Design

Research design is a plan or framework used by the researcher to carry out the research study. The process includes indicating the methodology that will be used to gather data and to analyze the obtained data in order to answer research questions or verify hypothesis (Singh, 2023). The researcher was faced with the task of selecting one out of the three research studies to complete the research. These studies included descriptive research, casual research and exploratory research which were investigated.

Firstly, exploratory research is a methodology approach which seeks to investigate problems that were not previously studied in depth. It is conducted to give a better understanding of research problems but has a downfall of not providing conclusive results (Bhat, 2018).

Secondly, casual research is the process of conducting research in order to identify the extent and nature of cause-and-effect relationships. This type of research is valuable for evaluating the effects of particular changes on established norms and different processes (Dudovski, 2012).

Thirdly, descriptive research provides precise and methodical descriptions of a population, situation or phenomenon. It seeks to address questions such as what, where, when and how but doesn't explore the why questions (McCombes, 2019).

Based on the research investigation, casual research was chosen by the researcher mainly because the research conducted was from a cause-and-effect point of view in line with the research objectives; impact of poor CSR practices on employee satisfaction and well-being the researcher would be able to make predictions about the future outcomes, empirical evidences to support the decision making and provide a deeper understanding of how variables interact and influence others.

Additionally, there were several research material options for the researcher to choose from based on the research, these included case study, systematic reviews and netnography which plays a crucial part in research. The researcher decided to use case study research. A case study is broadly defined as an in-depth study of one person, group or event. In a case study all aspects of the subject's life and history is analyzed to determine the patterns and cause of behavior these are described as "rich detailed data" to expand ones understanding (Cherry, 2022). Case study was applied to the research investigation as it allowed access to a wide range of articles about the company and its current situation with employees for example; employee wages, overtime with no extra earnings and walkouts due to dissatisfactions. These issues were obtained through intensive research to obtain legitimate data with supporting evidence to have knowledge and understanding of all aspects. The research led down the partway of longitudinal research because collecting data was a time-consuming process especially with obtaining legitimate evidence from credible sources to prove that the research is done with uniqueness and creativity.

### 3.3- Data Collection

Data collection is the process of gathering information from a wide range of sources to be used for analysis, interpretations or decision making. For research context data collection involves

collecting relevant data to address specific research questions or objectives. This can potentially involve methods such as surveys, interviews and articles (BYJU'S, 2022). Data collection is made up of two types of data; primary and secondary data. Primary data is a type of data obtained from first hand sources through surveys, observations or experiments which can be classified as quantitative or qualitative data. On the other hand, secondary data is data obtained by someone other than the actual user. This means that the information is already available and analyzed for example newspapers, magazines, books and journals (BYJU'S, 2022). For this particular research it was conducted using secondary data because it is more applicable. Given the wide variety of secondary data on employee satisfaction and well-being the researcher found it more applicable instead of using primary data.

Furthermore, when it comes to secondary data there is always benefits and flaws of using this type of data. Firstly, secondary data is easily accessible because the internet change the way secondary research works, secondly, it saves you time in your research, thirdly, majority of secondary data is free or low cost and lastly secondary data is available to anyone (Valcheva, 2023)

In contrast, secondary data has its downfalls which are crucial in research. Firstly, secondary data can be biased in favor of the person who gathered it, secondly, the data obtained can be outdated making it inappropriate for the research, thirdly, you have no control over the data quality 'what you see is what you get', lastly, there is no competitive advantage because secondary data is available to everyone (Valcheva, 2023).

With respects to the sources and documents obtained by the researcher it was evaluated for validity and reliability by considering several factors. Firstly, the researcher checked that the articles were current as obtaining outdated documents could be bias regarding the company's current status. Secondly the researcher made sure to verify the credibility of the sources and documents to ensure that the key components exist such as the author's name, reputable sources and cross-referencing data with other reliable sources to make sure that the issues occurred within the company are factual.

Furthermore, in compiling the research findings, the researcher utilized a combination of case studies and published articles. The case studies aim to provide in-depth analysis on the company's current issues offering valuable insights and lesson that can be applied to the research

topic. Additionally, reputable articles from credible authors and organizations contribute authoritative information and data to support the research conclusion.

Table 3.3- showing the key sources of data used in chapter 4 analysis.

Resource Type	Source
<b>ARTICLE</b>	(Tameez, 2021)
<b>ARTICLE</b>	(TNG Gannett Caucus, 2021)
<b>ARTICLE</b>	(Miller, 2021)
<b>CASE STUDY</b>	(NewsGuild, 2021)
<b>ARTICLE</b>	(Darcy, 2023)
<b>ARTICLE</b>	(Davidow, 2021)
<b>ARTICLE</b>	(Flynn, 2021)

### 3.4- Data Analysis Plan

In this particular study the researcher employed qualitative analysis thereby using content analysis. Content analysis according to (Luo, 2019), is a data analysis that highlights dominant themes, trends and aspects related to employee satisfaction, flexible work structures, work-life balance, and performance management. Additionally, a further analysis that was more comparative also was conducted, however, this was done through both similarities and varying findings which are based on different sources, thus making the current knowledge review crystallized. Finally, a thematic synthesis was also carried out to piece together and synthesize information from several sources, thereby giving space for the identification of salient lessons and recommendations for leaders from the observations made.

### 3.5- Ethics

Ethics in research refers to the standards and principles that guides the research on conducting studies in an honest, fair and responsible manner. It includes safeguarding the participants' rights, minimizing bias during data gathering and analysis, declaring any inevitable conflicts of interest, and, generally, abiding by the scientific community's ethical codes. Ethical considerations hold a paramount position for the confirmation of the authenticity and trustworthiness (Perez, 2023).

For this research only secondary data was utilized so ethical issues regarding privacy and confidentiality were absent. On the other hand, two crucial ethical issues are present in secondary data which are plagiarism and misrepresenting the data. The researcher provided all the necessary references to back up the data utilized to avoid plagiarizing as this relates to academic misconduct, the research was purely created from uniqueness to share light on knowledge and understanding. Furthermore, the researcher ensured that the data represented was not misrepresented to create distortion with the collected data. All data collected were analyzed and compared to various sources to ensure the data used were unique and represented properly based on the current issues with the company.

### 3.6- Limitations to Research Methodology

Although this study employed a particular research methodology, it was affected by some limitations. Firstly, even though secondary data is easily researchable and accessible, the researcher encountered limitations on the availability of data, some valuable data had an access fee attached to it limiting the researcher investigation leading to longitudinal research. Secondly, the lack of control over data. The researcher had no control over data collected for the research, leading the researcher to doing intensive investigations into the reliability and validity of the data collected and archiving the bias data combined with the reputable data (Walker, 2021).

Additionally, quality and relevance of the data analyzed can be a limitation because the data investigated were readily available and being reliant on that particular data can be risky because the published articles utilized were created by authors and having no access to where exactly the findings came from during the author's research is crucial (Walker, 2021).

In conclusion this chapter discussed the details of how research is structured and the methods used to understand how poor corporate social responsibility practices can affect employee

wellbeing and satisfaction. Employing the Honeycomb Model helped widen the scope of research and move across paradigms, philosophies, approaches, and strategies to overcome the challenges of data collection and analysis. Combining interpretive approach, subjective research, and a mixed methods approach permits for narrow examination of the questions. More importantly ethical considerations made sure that the findings are true. The analytical procedures and the results obtained from them are described in the next chapter.

## Findings and Analysis

### 4.0- Introduction

In this chapter, the findings and analysis based on the research objectives are presented by the researcher. The findings have been derived from a very comprehensive study that has been conducted by the researcher. This study involved the analysis of secondary data collected from various journals and case studies. All the materials used in the study were from very reputable sources that are directly related to the field of corporate social responsibility. First, it is important to understand and restate the primary objective of this study and the purpose of the research. This research aimed to look into the impact of corporate social responsibility practices on the well-being and satisfaction of employees, particularly poor corporate social responsibility practices. These findings have therefore used the relevant resources on corporate social responsibility practices to come up with results that are helpful to answer to the key research question. An analysis of the practices of companies regarding corporate social responsibility practices and how these practices have impacted the well-being and satisfaction of their employees has been conducted to come up with the findings outlined in this section.

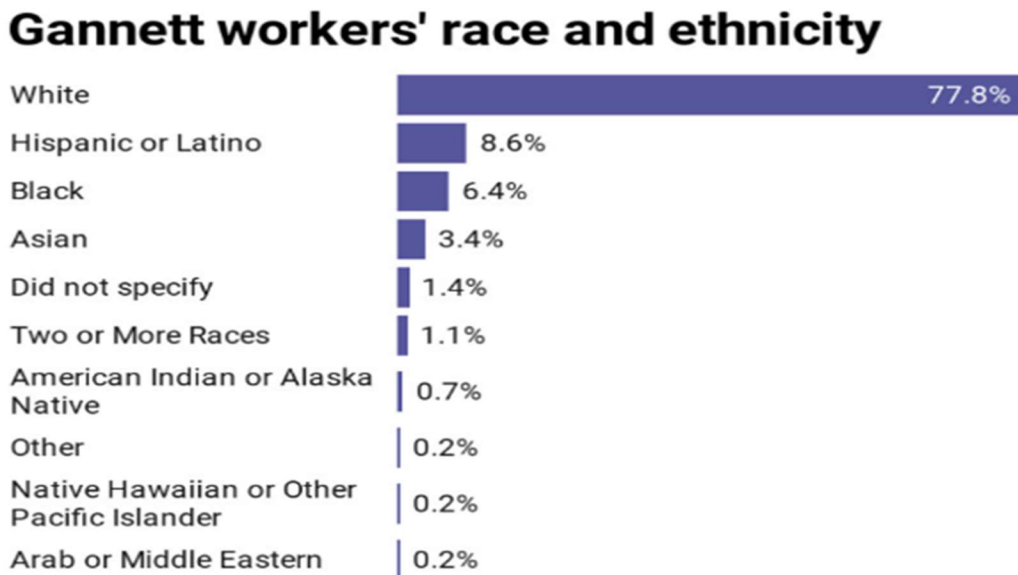
### 4.1 Analysis of the impact that poor Corporate Social Responsibility practices have on employee satisfaction.

#### i. Findings

Findings based on this particular objective reveal a lot about the impact that corporate social responsibility has on employee satisfaction. It is important to note that CSR practices have a lot of impacts, not only; on employee well-being but also general organizational health. The article by Darcy (2023) on the showdown that was experienced between the journalists of Gannett and

its chief executive officers indicates a lot about the impact that poor corporate social responsibility practices have on employee satisfaction. Also, Flynn (2021) in the CNN article reports that employees are not satisfied if their employers have poor corporate social responsibility practices. The workplace culture of Gannett was under serious review by labor unions that represent journalists because of the corporate social responsibility that the company adopts. After a study of relevant literature and case studies based on the above findings, it is evident that poor corporate social responsibility has a huge impact on employee satisfaction. Further, (Davidow,2021) reported on the denial by Gannett journalists of the unpaid overtime that was experienced at the company. Now, in this case, a class action lawsuit settlement was approved by a court of law, indicating the fact that there was an impact that the corporate social responsibility practices of Gannett had on the employees for the settlement to be issued. The (NewsGuild,2021) in its report on the 14 Gannett newsrooms, it emerged that there were pay disparities between women and men in the organization. (The NewsGuild,2021) also revealed that there was a serious lack of diversity in the Gannett news organization that affected almost all its 14 newsrooms by then. The figure below shows the lack of diversity in the company by race.

Figure 4.1: Gannett workers' race and ethnicity



Source: (Miller, 2021).

In the figure above, it is evident that the white race has a lot of prevalence among the employees of Gannett. Having only one race at more than 77% of all the employees while the other races share the remaining positions indicates how the workplace at Gannett lacks diversity. In his

study, (Miller,2021) also looks into the annual pay gap of the employees at Gannett by state and other factors. The result is that there is a clear disparity in the pay based on state.

Having determined that the corporate social responsibility at Gannett is very poor, now we move on to the effect that this CSR practice has on employee satisfaction. Darcy (2023) reported in his CNN article that the journalist of the company had a walk-off. This was to give a clear message to the CEO of the company about how disdained they were with their job. Most of the company workers at companies that do not take positive CSR practices seriously have shown signs of disdain. It is even noteworthy that employees tend to have a lot of go-slows in companies where there is a lack of positive CSR. The above findings indicate that poor CSR practices hurt employee satisfaction.

## ii. Discussion

Analyzing the findings above, it is evident that poor CSR practices have a toll on employee satisfaction at work. Companies that participate in poor CSR practices do have a difficult time handling their employees. Some of the poor corporate social responsibility practices include a lack of workplace diversity enforcement, and unequal pay at the workplace, among others (Darcy, 2023). It is evident, from the study of Gannett, that the company did not implement effective corporate social responsibility practices (Darcy, 2023). Corporate social responsibility has four major elements according to Carroll. These four major elements include environmental responsibility, ethical responsibility, philanthropic responsibility, and economic responsibility (Hasan, 2023). On the ethical responsibility element, Gannett did not address important ethical issues at the company. It ended up employing more than 77% of the same race, which is not supportive of diversity in the workplace (TNG Gannett Caucus, 2021).

## iii. Interpretation

From the findings and discussion above, it is evident that employee satisfaction arises out of poor corporate social responsibility practices by companies. The study by (Darcy,2023) indicates that Gannett was struggling to manage effective CSR practices. It also shows the results that the failure by Gannett to implement effective CSR practices had on the employees of the company (Hasan, 2023). The multiple unrests that the company had are clear results of the failure of the company to have proper CSR mechanisms in place (Hasan, 2023). Most of the time, unrest among employees and industrial action is usually taken as a result of either unfair pay or lack of

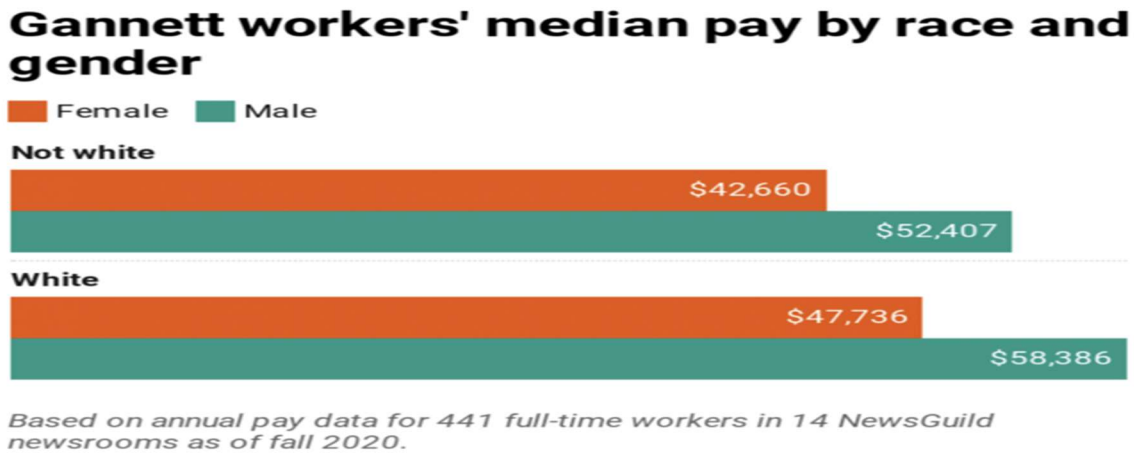
pay rise among others. The employee industrial actions taken by Gannett employees to down tools and have a showdown with the CEO is a clear indication of the impact of poor CSR by the company (Hasan, 2023). At this point, it is enough to say that poor CSR practices by a company negatively impact the satisfaction of employees at the workplace.

#### 4.2 2. Analysis of the impact that poor Corporate Social Responsibility practices have on employee well-being.

##### i. Findings

Employee well-being encompasses the mental, emotional, and physical state of a professional or an employee of an organization (Hasan, 2023). Companies are always mandated to maintain good employee well-being at their workplaces. This objective sought to determine the impact that poor CSR practices have on employee well-being. One of the sources that were instrumental in the work by (Tameez,2021) indicates how individual workers at Gannett, which is one of the most prolific news companies in the United States, feel about their company in general and how they pay in particular. This is not about lack of pay but about the disparity in pay among workers who are on the same pay grade. (Tameez,2021) Posits that there is a 27% pay gap that exists between women of color who work at Gannett and white men. According to (Tameez,2021), reporters at the news company are not entirely happy about the fact that there is a considerable pay diversity among individuals who should have the same pay. In fact, (Tameez,2021) reports that women of color at the Arizona Republic make up only 61% of what the men at the workplace are paid. The figure below shows the disparity in pay among Gannett journalists that has brought a lot of unrest at the company.

Figure 4.2: Disparity in pay among Gannett employees by race and gender.



Source: (Flynn, 2021)

According to (Flynn ,2021), journalists and other staffers from Gannett had a public conversation on social media about unpaid overtime. Now this is a clear sign of poor well-being of employees. The fact that Gannett does not pay its employees when they work overtime, which is evident in the conversations that the company employees have, shows how poor the CSR of Gannett is and how negatively it is affecting the well-being of the workers. (Davidow,2021) highlighted an article where she reported that Gannett tried to deny the fact that it does not pay its employees overtime. The employees, in rebuttal, disapproved of the claims of the company. (Davidow,2021) therefore highlights a clear sign of both a lack of satisfaction and frustration among the employees of Gannett. (TheNewsGuild,2021) published a report where it showed the poor corporate social responsibility practices that have led to Gannett employees bringing up all the complaints and even having a showdown with its CEO. Below are the statistics on the poor CSR practices by Gannett.

Figure4.3 Disparity in Gannett workers by gender

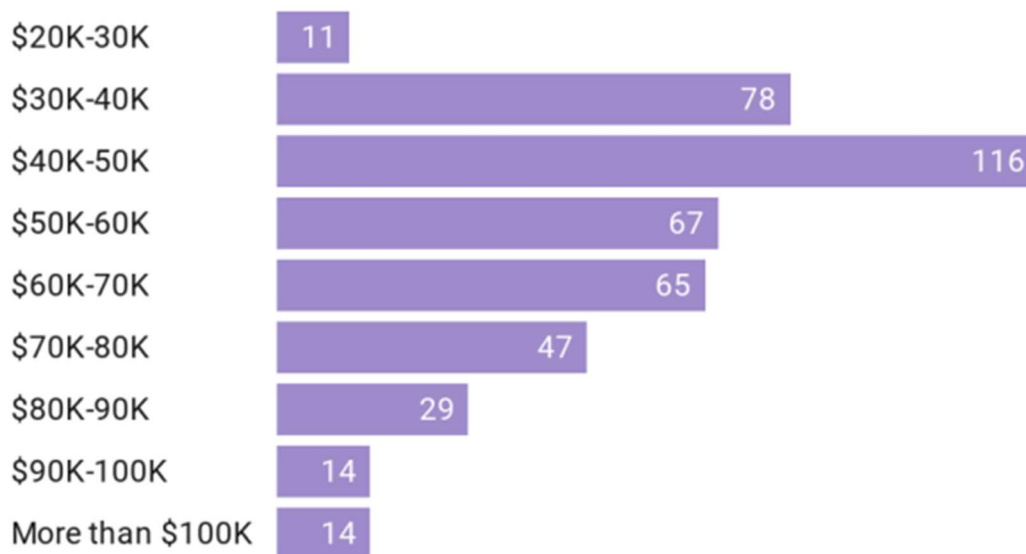


Source: (NewsGuild, 2021).

The figure above shows that Gannett female workers are paid way less than their make-up counterparts. The disparity that is evident in this situation contributes to the poor CSR culture at Gannett. Apart from this, Gannett workers are not always satisfied since their pay is way below the average pay for college workers. The figure below shows the annual pay of Gannett employees.

Figure 4.4: Annual pay of Gannett workers.

### Gannett workers' annual pay



Source: (NewsGuild, 2021).

#### ii. Discussion

Based on the findings above, a central theme of disparity between the employees of Gannett and other employees across the industry in which Gannett is a player is evident. While Gannett employees are paid, the pay is way below what they really should be paid. An analysis of the

findings above shows that Gannett employees are not happy about their pay and the conditions that they have at the workplace. It is noteworthy that these employees often share the practices at their workplace with their compatriots at other companies. The evident disparities are therefore a toll on their mental health and wellbeing. It is also evident from the findings that the company does not pay its workers for overtime. According to (TNG Gannett Caucus,2021), this is a very gross CSR misdoing that has an impact on both the mental and the physical health of employees. The female employees at Gannet are also very much disturbed based on their pay. It is overwhelming to do the same work as another person only to be paid less. Darcy(2023) stated that a journalist by the name of Cheryl Makin said “I pour my heart and soul into the work that I do, but love of the work doesn’t pay the bills”. Similarly, another journalist by the name of Kaitlyn Kanzler said “We’re paid so little that many of my Gannett colleagues need public assistance or private charity just to get by,” The fact that the company has also tried to shoot down the fact that it does not pay employees for overtime also shows that it has a poor CSR practice that is negatively impactful to the well-being of its employees (TNG Gannett Caucus, 2021).

## ii. Interpretation

From the findings and the discussion, it is evident that companies who do not implement effective and appropriate CSR practices must grapple with poor employee well-being (Hasan, 2023). Gannett has not had a very good corporate space since the allegations of the effects of its poor CSR practices were revealed. It is very rare for a company to falsify the claims of most of its employees in the open media about its poor corporate social responsibility practices. Also, the whistleblowing by the employees of Gannett that the company does not pay them overtime shows that the employees are very much disdained with the poor CSR practices of the company. The well-being of the employees, which includes physical, mental, and emotional well-being is not considered. Most companies that do not implement effective and appropriate CSR practices usually end up having discontented employees who would not hesitate to air their grievances with the employer in the media. Just by the fact that the company does not implement effective and actionable CSR practices, the emotional and mental well-being of the employees is always affected (TNG Gannett Caucus, 2021). In the case provided in the results section, even the physical well-being of the employees was in jeopardy due to excessive work without pay in the name of unpaid overtime. This research objective has therefore confirmed that poor CSR practices by a company hurt the well-being of the employees. The summary of the key findings described in this study would be introduced in the next chapter to further share knowledge and understanding.

## 5.0- Conclusion and Recommendation

This section seeks to provide a summary of the findings and analysis revealed in the previous chapter. The conclusions would be based on the research objectives. To investigate the impact that poor Corporate Social Responsibility have on employee satisfaction. Secondly, to investigate the impact that poor Corporate Social Responsibility practices have on employee well-being. These findings were based on secondary research from reputable sources like case studies and journal articles.

### 5.1- Conclusion on the impact that poor Corporate Social Responsibility have on employee satisfaction and

This study has identified the disagreement between Gannett reporters and their bosses, in addition to Flynn and Davidow reporting, revealed the harmful effects of poor corporate social responsibility practices of corporation on employee satisfaction level. The investigation by the labor unions of Gannett's workplace intercultural practices in this case is a clear example of how we can end the culture of irresponsibility in the workplace. The acceptance of a class action lawsuit settlement shows that Gannett workers have already faced adverse consequences of the actions taken against them. NewsGuild findings reveal not only wage inequalities and absence of ethnic diversity but also concerns about the organizational structure.

Additionally, the results of this investigation showed that the data presented pertaining to Gannett shows that there is zero diversity within the company because one certain race (white to be exact) is over 77% of the workforce which is an indication of underrepresentation of other racial groups to the same extent. Such discrepancy gives an insight into the fact that there is nothing but the same old work situation in the company. However, the article of Miller (2021) on Gannett employees around the country illustrates that the gap in payment is obvious based on their geographical location and so much more. This research further establishes the fact that the discrimination is still existing within the company. The media executives leaving the organization (Darcy, 2023) is a significant case of employees' dissent and aggravation due to the poor social responsibility. Workers' cases of discontentment and industrial actions like slowdowns are some prime examples of how CSR programs which lack in their effectiveness will affect employees' morale and job-satisfaction.

## 5.2- Conclusion on the impact that poor Corporate Social Responsibility practices have on employee well-being.

Based on the study of employee well-being at Gannett, it can be said that poor corporate social responsibility (CSR) had adverse effects on the healthy working atmosphere at the company with respects to pay gaps. For example, particularly a 27% gap between women of color and white men, as well as unequal pay among individuals on the same pay grade. The gap has shifted the allegiance of the journalists to Gannett, with women of color at the Arizona Republic earning only 61% of what their male counterparts make. The outcomes validate the need for the employers to focus on these issues and take measures based on the fairness to workers and their wellbeing.

Furthermore, the second major finding was that the talk about unpaid overtime at Gannett finally shed light on the company's unsustainable practices of corporate social responsibility and the adverse impact on employee quality of life. Employees were open about their dissatisfaction over the fact that they are not paid for the overtime work on social media, which was quite different from the response of Gannett to this issue. This picture manifests the fact that there is no job accomplishment or high motivation at all among Gannett staff, described in the reports from different sources. The Guild's report goes even further, and it shines the light on the discontentment within the workforce that boiled down to troublesome confrontations with the CEO. This type of incidents brings to light the inadequate performance of CSR by Gannett.

## 5.3-Recommendations

- Implement comprehensive CSR policies in order to mitigate the ethical concerns of Gannett, the company should develop a comprehensive policy on corporate social responsibility that focuses on the ethical practices in the business, fair treatment of employees, and diversity and inclusiveness.
- Conduct regular diversity audits. It is highly advised that the company institutes regular audits to root out any discrepancies in salaries and a lack of diversity within its ranks, and does so in a way that would offer all its employees an equal chance of career progression.
- Enhance communication and transparency. Gannett must create a working environment that allows for immediate and effective communication channels between management

and employees to sort out their challenges and grievances. A great transparency in decision making processes with employees is a basis of trust within the staff.

- Provide training on ethical practices. Run training courses to teach the employees and top management about the significance of ethical conducts in the work environment, such as application of labor market laws and good workplace practice.
- Foster a culture of inclusivity. Establish an environment that welcomes diversity and encourages equality by setting up programs for the disadvantaged, equal opportunities for growing your career and recognizing different individuals in the working environment.

#### 5.4- Limitations and Future Research

The main hurdle of this research was the reliance upon secondary data. The drawback from this approach is that the data may not answer research questions specifically or contain the information that the researcher wishes to be informed with (Valcheva, 2023). While carrying out this research, some of the data were not appropriate since they were full of biased articles that can affect the research in the wrong way. As a result, a specific result could not be stated due to the data being blurred out. Furthermore, primary data would be utilized for future work, although it may be an enduring and tedious process which may lead to the collection of data that is accurate. It would give the researcher an opportunity to conduct surveys, questionnaires, interviews and listen to employee's point of view to obtain first-hand insights to avoid biased data (Wagh, 2023).

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## Appendix

### **SUPERVISOR CONTACT LOG**

Student Number:
Degree Programme: BSc (Hons)
Proposed Dissertation Title (as submitted to Office):
Agreed Title (as agreed with supervisor):
Supervisor's Signature: 
Date: 11/04/2024

<b>Date and time of Meeting</b>	<b>Notes</b>	<b>Supervisor's initials</b>
20/01/2024	Provided an overview of entire Dissertation Process and discussion of writing research question and objectives	
27/01/2024	Provide guidelines to Chapter 1 and review research topics	
03/02/2024	Review Drafts Chapter 1	
17/02/2024	Discussion and guidelines to Chapter 2	
02/03/2024	Discussion and guidelines to Chapter 3	
09/03/2024	Review of Drafts Chapter 1-3	
23/03/2024	Discussion and guidelines to complete Chapter 4	
06/04/2024	Discussions and guidelines for chapter 5, Formatting document for submission Review of Drafts	
06 to 11/04/2024	Review of Final Drafts via email	

***This form is to be submitted for signature by your supervisor on every occasion that you consult him or her regarding your dissertation. The completed log must be submitted with your dissertation.***