

# Employee Perceptions of Corporate Social Responsibility within the Pharmaceutical Industry



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TITLE

Employee Perceptions of Corporate Social  
Responsibility within the Pharmaceutical  
Industry.

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## KEYWORDS

Corporate Social Responsibility, Pharmaceutical Industry, Employee Perception, Employee Motivation, Employee Productivity, Value Alignment, Pharmaceutical Value Chain



## ABSTRACT

### Introduction

The role corporate social responsibility (CSR) plays amongst employees is underrated within the pharmaceutical industry, which focuses predominantly on external stakeholders and financial gain. The impact of CSR on these internal stakeholders is thus important in an industry that relies on its employees to deliver on medicine development and accessibility.

### Aim

This study aimed to identify employee perceptions of CSR within the pharmaceutical industry.

### Method

An online quantitative questionnaire was shared via email amongst 80 employees of a multinational pharmaceutical company's group corporate office. Questions were based on CSR activity influencing employee motivation, impacting employee productivity, and the extent to which CSR allowed for value alignment.

### Results

The 91.7% response rate proved results were credible. Results indicated that 78.8% of employees believed CSR strategies created motivation amongst them, with 57.6% of employees stating CSR motivated them be more productive. Open-ended questions reiterated this, further proving that employees felt inclusive CSR strategies led to a positive impact on productivity. Moreover, 96.9% of employees viewed CSR as an opportunity to align company and employee values, yet only 63.6% thought the pharmaceutical company committed to achieving this.

### Discussion and Conclusion

The findings therefore allow pharmaceutical companies to reanalyse their business models and improve business strategies to consider employee perspectives when implementing CSR. As motivation, productivity and value alignment increases, the workforce within the pharmaceutical industry is positively influenced. The study thus concluded that CSR is a powerful force in bringing about progressive change within the pharmaceutical industry.

## DECLARATION

I declare that this thesis that I now submit for assessment on the programme of study leading to the degree Master of Science in Pharmacy Administration and Policy Regulation has not been submitted for the purpose of a degree at this or any other higher education institution. It is entirely my own work and has not been taken from the work of others save to the extent that such work has been cited and acknowledged within the text of this work.

I agree to deposit this thesis in the University of Western Cape's library and Healthcare-Learning's institutional repository and/or allow these institutions to do so on my behalf, subject to South African and British Copyright Legislation and the University of Western Cape's conditions of use and acknowledgement.

Signed:



Dated: 1 October 2019



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## LIST OF ABBREVIATIONS

CSR Corporate Social Responsibility

KPI Key Performance Indicators

HR Human Resources



## Chapter 1: Introduction

### 1.1 The Definition of Corporate Social Responsibility

Corporate social responsibility (CSR) is a corporation or company's initiative to assess and take responsibility for its effects as an entity on environmental and social well-being. This applies to efforts that go beyond the requirements of regulators or environmental protection groups (Alam and Hasan, 2016). "Corporate citizenship", another common definition of CSR, involves incurring short-term costs that do not provide an immediate financial benefit to the company, but instead promote positive societal change (Alam and Hasan, 2016).

This forms a strategic business approach that contributes to sustainable development by considering and delivering on ethical benefits for all stakeholders. Through effective CSR practices, companies address stakeholders' expectations and demands while maintaining shareholder value (Justice, 2002). Examples of CSR activities include working in partnership with local communities, making socially sensitive investments, developing relationships with employees, and getting involved in activities for environmental conservation (Alam and Hasan, 2016).

CSR focuses on interdependence and inclusion. In order for any business to grow, it cannot think itself as being isolated from the society around it (Alam and Hasan, 2016). However, CSR is a concept with many definitions and practices, causing its understanding and implementation to differ for each industry (Alam and Hasan, 2016).

### 1.2 Background

In the pharmaceutical industry specifically, the orientation to social and environmental issues in business operations has become a subject of research since the development of the stakeholder theory (Alam and Hasan, 2016). This is due to the pharmaceutical industry being notorious for focusing predominantly on financial gains and exorbitant pricing structures (Valverde and Pisani, 2016).

The stakeholder theory emphasizes that a company's performance cannot solely be measured by profits due to social impact being equally as important. Both internal and external stakeholders need consideration when measuring social impact, as they both have the power to affect a business. Much attention has been devoted to this concept in terms of external stakeholders within the pharmaceutical industry such as consumers and investors. However, research has been limited in terms of internal stakeholders, including employees (Vitezic, 2010).

It can be argued that these occurrences are due to pharmaceutical companies viewing the opportunities CSR present too narrowly. Short-term financial performance is optimized on whilst broader influences that determine longer-term success is forgotten. The pharmaceutical industry therefore needs to recognise the promising elements that emerge from employee engagement and inclusion. This involves a shift in mind-set by placing societal issues at the core of a pharmaceutical company and not at the periphery (Porter and Kramer, 2019).

### 1.3 The Rationale of this Study

In other industries, researchers on employee behaviour and CSR have suggested the use of CSR to build strong employee bonds in order to achieve better employee performance. As a result, companies are using CSR as a strategic tool to develop sound relationships with employees (Ali et al, 2010). However, this has not been the case within the pharmaceutical industry due to predominant focus on external stakeholders such as customers and investors.

The lack of focus and attention given to this topic is surprising given the evidence of how employee attitudes and behaviour have positive consequences on the overall success of companies. If CSR has the ability to attract talent, increase commitment, and encourage company citizenship behaviour, it can be assumed that companies which engage in CSR should perform better than those which do not (Bauman and Skitka, 2012).

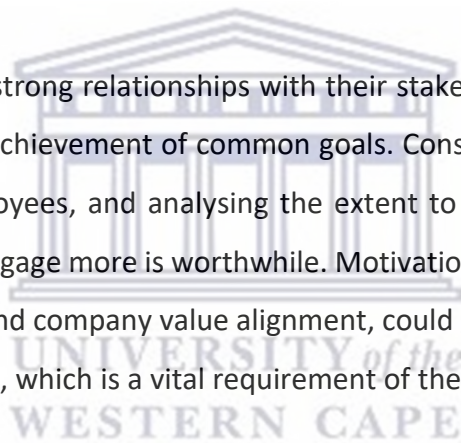
In order for the pharmaceutical industry to use employees as its greatest asset, an analysis of how employees perceive and conceptualize relationships with their companies and the CSR

activity conducted may help identify areas of improvement. This could further complement and inform existing CSR policies and activities, resulting in a domino effect of a company's increased success.

#### 1.4 Research Aim and Justification

The aim of this research is to understand employee perceptions of CSR within the pharmaceutical industry. It is often unaccounted for that the pharmaceutical industry is in fact a collective body of individuals, and therefore consists of human qualities such as motives and opinions. The first step to acknowledging the potential of having knowledge of employee perspectives, is accepting that pharmaceutical companies fundamentally consist of the intentions of these individuals who drive it (Bauman and Skitka, 2012).

When companies invest in strong relationships with their stakeholders, all parties are more likely to work towards the achievement of common goals. Consequently, understanding the perception of CSR by employees, and analysing the extent to which CSR activity fuels the process for employees to engage more is worthwhile. Motivation and increased productivity, stemming from employee and company value alignment, could grow a business and increase its deliverables to the public, which is a vital requirement of the pharmaceutical industry.



## Chapter 2: Literature Review

### 2.1 Introduction

The concept of social responsibility follows the idea of moral responsibility of a company to anyone who directly or indirectly influences its business activities, or to others, which it affects by its activities. In the pharmaceutical industry, not only does a company have responsibility towards its shareholders, but also to stakeholders who govern business activities (Vitezic, 2010). Recently, stakeholders have placed pressure on the pharmaceutical industry regarding the health and economic aspects of business activities by emphasizing the distribution and pricing of medicines. Corporate Social Responsibility (CSR) provides an opportunity to assist in easing this pressure.

CSR has been widely researched by major theorists in the area such as Michael Porter and Mark Kramer (2006) to understand the relationship between business and the larger society. It has been found that CSR is a viable way to manage risk, sustain growth, advance a company's reputation and strengthen stakeholder relationships. These strengthened relationships ensure minimum conflicts and maximum loyalty from all stakeholders, including customers, investors, government, suppliers and employees (Ali et al, 2010). However, from all stakeholders mentioned, very little is known about whether or how CSR affects employees within the pharmaceutical industry (Bauman and Skitka, 2012).

Research conducted by theorists supports the notion that CSR is able to create shared values amongst employees, motivating them to engage more. This could be beneficial within the pharmaceutical industry, due to their predominant focus on external instead of internal stakeholders, as it would indicate that the industry considers more than being exclusively profit and image driven.

This literature review aims to critically analyse key concepts identified regarding the responsibility of the pharmaceutical industry towards public service, and what role CSR plays in this practice. Following this, discussions surrounding the effects of CSR initiatives on

employee motivation, productivity and value alignment will determine whether there has been sufficient evidence of research conducted on these concepts in application to the pharmaceutical industry.

## 2.2 The Pharmaceutical Industry

The pharmaceutical industry fulfils the role of being a global entity committed to researching, developing and producing innovative medicines (West, 2012). This forms part of the great expectations placed on the industry to formulate breakthrough treatments and assist in eradicating global disease prevalence, in addition to the provision of biosimilar and generic medication. The industry argues that barriers to this process include stringent regulatory control and patent limitations, however, despite these technical and legal processes, the industry has thrived in terms of profitability. This has placed a certain pressure on pharmaceutical companies because their primary purpose is viewed as ensuring the availability and accessibility of essential medicines, as opposed to income gains (West, 2012). This 'right to health' concept therefore requires the industry to constantly deliver on its capabilities, knowledge and resources. As a result, the focus of social and political criticism has moved towards social responsibility, rather than financial growth and influential power (West, 2012).

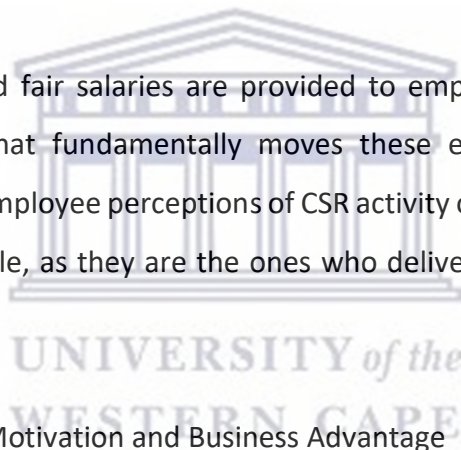
O'Riordan and Fairbrass (2008) discussed how these pressures require managers to participate in stakeholder dialogue. The stakeholder theory of investing time and other resources to speak about stakeholders' interests is a way to address the accusations the pharmaceutical industry faces. This implies a situation in which the industry must acknowledge greater responsibility beyond their own profitability, as the industry's success is largely influenced by its stakeholders (West, 2012).

A contradicting viewpoint declaring that "pharmaceutical corporations contribute to the larger good even when they merely assume responsibility for non-negotiable deliverables" (Leisinger, 2005), can be seen via the social impact of research, manufacture and distribution of medicines and therapies which raise quality of life and prevent hospitalization. This enables ill people to partake in normal working life and contribute to the economy. Leisinger (2005)

debated that profits ensure job preservation, fair salaries and the payment of a viable amount of taxes, thus allowing good governance relevant to the common good, in addition to good business to be performed.

When analysing these viewpoints and looking at the validity of their findings, it can be argued that Leisinger's conclusions do not suffice for the constant probing and inspection the pharmaceutical industry faces despite ensuring all the points mentioned. Whilst the pharmaceutical industry does perform its dutiful deliverables inclusive of CSR programs involving medicine donations and educational programs, there is still an opportunity identified to engage in stakeholder dialogue, and identify the perspective of their philanthropic activities by stakeholders who contribute greatly to the lucrativeness of the industry. This includes employees of pharmaceutical companies.

Whilst job preservation and fair salaries are provided to employees, there is more to be considered in terms of what fundamentally moves these employees to engage more. Therefore, understanding employee perceptions of CSR activity on motivation and the impact on productivity is worthwhile, as they are the ones who deliver on the expectations of the pharmaceutical industry.



### 2.3 Linking CSR, Employee Motivation and Business Advantage

Mirvis (2012) found that three out of four of the millennial generation want to work for a company that cares about how it impacts and contributes to society, and seven in ten who are already in the workforce are aware of their employers commitment to societal or environmental issues. In terms of loyalty, it was found that 65 percent felt this made them feel devoted to the company. This provides compelling evidence that forms a strong link between CSR and employee motivation.

“Due to employees being primary stakeholders who directly contribute to the success of the company, understanding employee reactions to CSR may help answer lingering questions about the potential effects of CSR on companies, as well as illuminate some of the processes responsible for them” (Bauman and Skitka, 2012). Mirvis (2012) identified these effects and



found there was a strong relationship between employee engagement in CSR activities and a company's stock price, income growth, overall financial performance and reputation gains. These findings indicated that CSR engagement, which transformed into employee motivation, could result in imperative business advantages.

Weber (2008) established similar sentiments from a perspective of non-monetary impacts such as employee motivation, retention and recruitment, which led to monetary benefits. Results showed that employee motivation increased productivity, resulting in cost savings, and employee recruitment or retention led to reduced personnel marketing and training costs. In his research model, Weber (2008) used CSR Key Performance Indicators (KPIs) to measure the above-mentioned concepts in non-monetary terms. For example, employer attractiveness was measured by applications per vacancy or hiring rate, whilst employee motivation and retention was measured by fluctuation rate and absenteeism.

Smith (2003) also used KPIs as a tool. They provided benchmarks to drive improvements whilst measuring progress against clearly defined goals. Smith (2003) identified that CSR strategies should be unique. Although fitting the industry characteristics is warranted, Smith (2003) found that strategies should also reflect an individual company's mission and values to be different from its closest competitors, as this sets the company apart, making it memorable, attractive to employees, and affording it a great business advantage. Similarly, Kim and Scullion (2013) found that although a CSR initiative may not intend facilitating staff motivation, the uniqueness of the strategy allowed individual motivation to emerge as one of the main benefits of CSR engagement.

A study conducted by Ali et al (2010) identified similar outcomes supporting a hypothesis that companies could enhance their employee organisational commitment through CSR. Primary data was obtained via a questionnaire given to employees in a corporation, and then analysed for identification of patterns and trends.

Comparatively, in another study, West (2012) examined practices and perceptions of CSR in the pharmaceutical industry by middle and senior managers specifically. Qualitative semi-structured interviews were conducted to generate a substantive theory using coding

techniques. When comparing these two methodologies of research, one being quantitative and the other qualitative, one has to look at the results obtained.

In the quantitative study by Ali et al (2010), their hypothesis was supported, as applied statistical analysis proved. West (2012), on the other hand, used coding and categorizing data by adopting the grounded theory methodology. It was evident that where one method experienced downfalls, the other made up for them, and so, incorporating both methods ensures more comprehensive results and outcomes. The theories which emerged from both studies, however, acknowledged that when gaps for improvement are noticed, fulfilling them by engaging in CSR activities does stem into a motivating force which transcends into the workplace.

Many companies are “committed to good employee relations and social responsibility to make engaging employees through CSR a more normative than material consideration” (Mirvis, 2012). However, although this may be the case, Kim and Scullion (2013) found to their surprise, that the effect of this CSR commitment on employee work motivation has been neglected in previous research.

Any company trying to compete must find a way to engage and motivate every employee. By nurturing employee identification with the company and aligning their incentives, CSR programs may not only help improve employee motivation, but also productivity. In a fierce competitive environment such as the pharmaceutical industry, it is vital for companies to minimize inefficiencies and maintain high labour productivity. Motivation transforming to increased productivity is thus identified as an emerging concept to address business advantages of CSR.

#### 2.4 Increasing Productivity through CSR

Weber (2008) discussed how employee engagement and consideration in CSR activity has the ability to increase productivity. A case study discussed by Sánchez and Benito-Hernández (2015) also connected productivity to CSR by finding a positive link between CSR and good reputation, which resulted in improved labour efficiency. Sánchez and Benito-Hernández

(2015) stated that this could become a competitive advantage for a company by creating an environment that promotes appreciation of the employer employee relationship, as well as creating voluntary attitudes of cooperation and competition. Naturally, a consequence of this is to fuel a culture of innovation and learning, thereby improving operational efficiency.

Siltaoja (2006) bridged the concept of increased productivity and value alignment by stating that people are inclined to be more involved with companies having values and norms they regard as important. Research in this regard shows that the structure of the human value system is universal and that prioritizing value influences people's perceptions of reality and directs their activity. Productivity driven by reputation is therefore framed by the social responsibility actions a company takes which highlights certain values, and this must be considered when implementing CSR initiatives.

## 2.5 Company and Employee Value Alignment through CSR

Studies have shown that company performance is likely to improve because employees see a socially responsible company as a fair company, and reciprocate this fairness through dedication, loyalty and increased productivity (Gross and Holland, 2011). This also provides an emergent opportunity for value alignment between the company and its employees, as CSR is an opportunity to humanize the company in ways that other facets of the job cannot (Mirvis, 2012).

Maas and Boons (2017) argued that when CSR is measured, the stakeholder's perspective is used. However, there is more focus on external results instead of the impact on the company. A shift is therefore needed from output thinking to impact thinking, which includes a perspective that is value focused.

Hameed et al (2016) echoed these sentiments by introducing the concept of company identification, focusing on external prestige and internal respect. They found that internal respect is defined as an individual's perception that they are valued due to the company's concern for the extent to which they may participate in decision-making. This is pertinent for CSR within the pharmaceutical industry, as allowing for participation in decision-making

reinforces the concept of value creation in addition to providing an opportunity for employees to harness and more effectively implement their creative potential (Malik, 2015). If CSR is something that motivates an employee and adds value, it is likely that this passion could drive creative potential and consequently potential innovation in the workplace (Glavas, 2016).

Together with this inspired potential, there is a link between employee personal identities and companies. A company could therefore influence its employees through its own ethical and responsible behaviour, by motivating employees in doing the same (Gazzola and Mella, 2017). Values form an integral part of a company's culture, and CSR influences the amount of value similarity or dissimilarity employees perceive between themselves and the company (Bauman and Skitka, 2012).

Activities that demonstrate commitment to specific values, such as philanthropic support for particular causes, environmental stewardship and efforts to promote diversity within the company, are likely to have the greatest impact on employees with whom these values resonate deeply (Bauman and Skitka, 2012). This allows employees to internalize responsibility because they are motivated to be productive and achieve the company's goals (Bauman and Skitka, 2012). By disregarding this notion, companies and industries prove to be inconsistent in their approach to implementing CSR initiatives. An example of such is the pharmaceutical industry due to the focus on external stakeholders as opposed to the inclusion of internal stakeholders (Valverde and Pisani, 2016).

## 2.6 CSR within the Pharmaceutical Industry

As in any industry, the pharmaceutical industry strives for rewarding business activities and increased monetary benefit, which is a large reason the industry has been facing economic and political speculation on the global market. In addition, there have been demands for the implementation of the social responsibility principle in the business strategy of pharmaceutical companies (Vitezic, 2010).

Droppert and Bennett (2015) recognised a multiplicity of CSR definitions in the pharmaceutical industry. Three general CSR motivations amongst pharmaceutical companies

included reputational benefit, competitive advantage and philanthropic health impact. Increasing access to medicines and treatments to improve population health was the most commonly cited motivation for CSR endeavours. However, this increased access turned to competitive advantage due to reputational benefit. The variety of these blurred intentions is a consequence of pharmaceutical companies struggling with perceiving and defining CSR, resulting in different understandings across the industry. Based on this, one may question whether strategic opportunities and positive impacts provided by CSR activities are maximized on in terms of research conducted to capitalize on it even further.

Vitezic (2010) found that although philanthropic activity of pharmaceutical companies is well known, it is not sufficient, as it demands greater social awareness through adequate and truthful reporting of all stakeholders. Therefore, from a humanity perspective, one should especially report on the investment made and opportunities provided to employees, as they are the main drivers of research-developmental activities within the business. Productivity output could be drastically improved if employees reported on the impact of their participation in CSR activities.

Sones, Grantham and Vieira (2009) agreed with these sentiments when they evaluated pharmaceutical companies' websites to understand the importance of communicating their CSR strategies to stakeholders. They found that differentiating between external and internal stakeholders is as important as communicating a company's mission focus on societal issues. This proves that in addition to external stakeholder dialogue and consideration in CSR activity, the importance of internal stakeholders buying into concepts of being socially responsible is vital (Smith, 2008).

If pharmaceutical companies were to analyse their prospects for social responsibility using the same frameworks that guide their core business choices, they would discover that CSR could be much more than a cost, a constraint, or a charitable deed. It could be a source of opportunity, innovation and competitive advantage. When looked at strategically, CSR could become a source of tremendous social progress if the business applied its considerable resources, expertise and insights to activities that benefited society (Porter and Kramer, 2006).

The interdependence between a pharmaceutical company and society takes two forms. First, a company affects society through its normal operations in the standard course of business, and secondly, through added CSR efforts. One could argue that virtually every activity in a pharmaceutical company's value chain creates either positive or negative social consequences, which are controlled by employees (Porter and Kramer, 2006). From inception of an idea for development, following through manufacturing and regulatory pathways, to reaching commercialization and launch, the reliance on different departments within a company requires further analysis of the effects of CSR activity.

## 2.7 Conclusion

To conclude, with the strategic and business relevance given to CSR, the value created in serving society's needs is sometimes an afterthought. The concept of shared value and motivating employees thus opens up new avenues for linking business and society, in addition to engaging in both internal and external stakeholder dialogue to set the CSR agenda of a company (Mirvis, 2012).

With the growing consensus being that pharmaceutical companies are uniquely positioned to address problems the world faces with a responsibility to do so, mobilizing employees is necessary. This requires traditional corporate aspirations for profits and efficiency to be considered alongside social progress, equity, and especially to the interests and thoughts of employees (Mirvis, 2012). If a pharmaceutical company enables an employee to find motivation through CSR activity performed, that is a CSR achievement in itself. When the employee benefits, the company benefits, and ultimately, society benefits (Brewer, 2014). One could therefore consider it notable that this approach was not found to be extensively researched in application to the pharmaceutical industry.

A gap in research is thus identified specifically within the pharmaceutical industry to understand how internal stakeholders, being employees at all levels and within all departments of the pharmaceutical value chain, perceive the CSR activities undertaken by their employers. This is in terms of motivation created, perceptions of the impact on productivity and value alignment.

As a result, this study aims to develop new approaches and awareness showing how internal dimensions of CSR, such as those related to relationships with employees and their perceptions could improve employee motivation and labour productivity. Once this has been ascertained within the pharmaceutical industry, a pharmaceutical company could adjust their CSR approach and business sustainability strategy to address improvement of their reputation and fulfilment of their responsibilities. It is thus hypothesized that CSR practices within the pharmaceutical industry creates a perception of increased personal motivation amongst employees, positively impacts productivity, and provides an opportunity for value alignment between the company and its employees.



## Chapter 3: Methodology

### 3.1 Aim and Objectives

The initial idea of the research translated into a study based on key concepts identified within the literature review. The aim was to determine the perception of CSR by internal stakeholders of the pharmaceutical industry, namely, the employees. The lack of focus on this aspect within the pharmaceutical industry specifically, resulted in the process this study followed. Objectives of the study were to form an understanding of how inclusive CSR initiatives were of employees, as well as whether employees perceived this to have an impact on their motivation and productivity. Lastly, value alignment was highlighted as an objective to determine if this was ensured amongst employees and the company within an industry that highly relies on its value chain.

### 3.2 Research Questions

The research questions were formed from evidence of gaps within literature pertaining to the pharmaceutical industry. They were as follows: Does CSR create motivation amongst employees, and what is their perceived impact of this on their productivity. In addition, does CSR create an opportunity for value alignment between employee values and the values of the pharmaceutical company.

#### 3.2.1 Rationale for the Research Questions

This research has the potential to create a significant impact for the pharmaceutical industry, its employees, as well as the public. As employee motivation, productivity and value alignment increase, the workforce within the pharmaceutical industry is positively influenced to better supply life-saving medicines, thereby affecting the broader community. In addition, this research forms an opportunity for pharmaceutical companies to structure their CSR strategies in a way that allows an employee to feel included and valued, consequently having an effect on a pharmaceutical company's ability to produce better work efficiencies.



### 3.3 Research Design

A quantitative research approach based on primary data obtained from questionnaires was utilised. Quantitative research is defined as a research strategy emphasising quantification in the collection and analysis of data. Quantitative research denotes amounting something by investigating answers to both measurable and factual questions (Rahman, 2017). Methods involve separating the social world into empirical components called variables that are represented numerically. Associations are explored using statistical techniques, and accessed through researcher-introduced stimuli (Rahman, 2017). Therefore, when aiming to obtain the best reflection of employee opinion, a quantitative method was the ideal process to use.

A quantitative method was more applicable than qualitative research given the resources present to complete the study. In this case, time and resources did not allow for the conduction of structured interviews with respondents. However, there was an element of qualitative research incorporated into the study using two open-ended questions within the questionnaire. Whilst the study was not designed as a qualitative study, the use of this component allowed richer and more meaningful data to be obtained.

#### 3.3.1 Company Selection

To conduct this study and explore the research question, a multinational pharmaceutical company's group corporate office was approached. The office approached also represented the head office of the pharmaceutical company, this being the source of where company CSR activities were initiated and approved.

The information sheet (see Appendix 4) of the study inclusive of a copy of the University of Western Cape Biomedical Research Ethics Committee (BMREC) approved questionnaire (see Appendix 2) was sent to the human resources (HR) department of the pharmaceutical company for approval. The information sheet provided insight relating to the nature of the study, the researcher, potential benefits and risks, as well as contact details should the pharmaceutical company have questions.

### 3.3.2 Study Population

The study population was 100 employees, including both managers and non-managers, who were exposed to CSR activities and working within various departments of the company's group corporate office. This population was chosen based on their representation of the corporate side of the industry and the fact that they are involved in essential value chain activities, yet often overlooked in terms of providing feedback on CSR initiatives.

Understanding the effects of CSR on these employees specifically was therefore vital, as it was not determined in previous research. Departments included Group Finance, Group IT, Group Legal, Group Operations, Group Supply Chain, Group Technical Projects, Human Resources, New Business Development, Quality Assurance, Regulatory Affairs, as well as the company secretaries. All respondents had to be pre-approved by the HR department to participate before contact was initiated with them as per the company protocol. The HR department however, did not approve executive level management to participate due to internal policies and procedures.

### 3.3.3 Sampling Strategy

The sample size of 80 was calculated using a total population of 100, a 95% confidence interval, and a 5% margin of error. A total of 80 employees were then approved by the HR department to partake in the study, excluding executive and some senior level management. The HR department curated and provided an approved list of employees including their names, surnames and work email addresses based on the sample size required. In effect, the population was 80 employees, as this was the largest possible number of subjects permitted to participate. Hence, 100% of the 80 employees were sampled.

### 3.4 Data Collection

This quantitative study used an online questionnaire (see Appendix 2) which was developed using Google Forms, as it was an easily accessible, user friendly and cost-free tool to use. In addition, respondents could only complete the questionnaire once as the system worked by

recording each unique Gmail account. This ensured that no respondent would have submitted multiple responses, or decreased the validity of the results produced as a result. Given the time frame to conduct the research, the questionnaire was not piloted prior to fielding, however, the high response rate is indicative of the design of the instrument being reliable.

Using questionnaires as a strategy to conduct this quantitative research was an efficient way of distributing, gathering and consolidating findings. Questionnaires provide snapshots of how things are at a specific time, without attempting to control conditions, manipulate variables, or allocate respondents into groups and vary any treatment received. They are also well suited to descriptive studies, which was the case in this research (Kelley et al, 2003).

Advantages of using questionnaires include the breadth of coverage. Many people are reached, which allows questionnaires to obtain data based on a representative sample that is generalizable to a population. In addition, questionnaires produce a large amount of data in a short time for a low cost. Researchers are therefore able to set a finite time-span for a project, which could assist in planning and delivering results (Kelley et al, 2003). This provided the ideal basis for this study, given the period in which to collect, collate and report on data findings. Disadvantages of using questionnaires however, include the data produced lacking details or depth (Kelley et al, 2003). Despite this, questionnaires were used for this study as advantages outweighed the disadvantages based on the research design. In addition, open-ended questions were used to address the downfalls.

The questionnaire did not require more than 10 minutes to complete. Furthermore, minimal effort was required as all employees of the chosen pharmaceutical company were equipped with laptops, internet and email access. There were seventeen questions in total. Fifteen were multiple choice and two were open-ended. The multiple choice questions allowed for statistical analysis, and the open-ended questions allowed for a more comprehensive understanding. Primary data obtained ensured fitness for purpose, and the questionnaire consisted of two sections.

Firstly, demographics were obtained, and secondly, the CSR component was addressed. Demographics such as age, gender, department and ranking within the company allowed

results to be analysed for any relationships between these factors and responses received. Questions relating to CSR were designed to answer the research questions and cover aspects identified within the literature review that required an understanding applicable to the pharmaceutical industry. For this reason, questions focused on awareness, participation, beliefs, expectations and perceptions of CSR. This included whether employees knew of CSR activities performed by the company, opportunities provided to partake in these activities, beliefs surrounding them, what they expected from CSR initiatives in terms of their values and the company's values, as well as their perception of motivation creation to engage more productively in their work.

To ensure the validity of the questionnaire, three aspects were considered. These included the questionnaire providing answers to the research question for which it was undertaken, and that it was providing these answers using appropriate methods and procedures. In addition, triangulation was applied, as the questionnaire used both multiple choice and open-ended questions. Validity expresses the degree to which a measurement measures what it purports to measure (Bolarinwa, 2015). Therefore, in this questionnaire, validity was maintained.

In terms of reliability, respondents were only able to complete the questionnaire once, and as a result, reliability was not measured, as the questionnaire did not test if a respondent produced the same answers on two different occasions during time intervals. However, a valid questionnaire is always considered reliable, and consequently this questionnaire was reliable, thereby reducing bias and producing better quality primary data that ensured fitness for purpose.

Research was conducted in two phases. Firstly, the self-explanatory questionnaire was distributed via an email that shared a web-link to the web page hosting the online questionnaire, in addition to an explanation of the nature and purpose of the study (see Appendix 5). Secondly, the questionnaire portal was closed for responses after a two-week period. A reminder email was sent one week after the initial email to ensure maximum response.

Risks present as a result of using an online questionnaire included website host issues because respondents were required to have a Gmail account to participate. However, the contingency plan for this was that a hardcopy could be provided on request. For both the online questionnaire and hardcopy, anonymity and confidentiality were maintained, thereby eliminating bias and allowing surety for each respondent.

### 3.5 Data Analysis

The results were analysed and responses summarized using descriptive statistics (percentages) to interpret the findings. Given the outline of a mini-thesis, this approach allowed a more efficient systematic analysis to adequately investigate relationships of measurable variables, with the intention of explaining any interrelations.

Descriptive analysis is considered a better method for collecting information that describes relationships and exhibits the world as it exists. Although descriptive statistics does not allow variables to correlate, it is useful for identifying new variables and hypotheses that could be further analysed. Descriptive analysis also permits flexibility to use both quantitative and qualitative data in order to discover the characteristics of the population, and this was applied in this research (Müller-Rommel and Baha, 2016).

For the open-ended questions, theme coding was used to analyse the data based on grounded theory methodology. In this approach, open coding allowed for new insights and labels for codes to emerge, reflective of more than one key thought. These came directly from the text and formed the initial coding scheme. Axial coding was then applied, and codes were sorted into categories based on how different codes were related and linked (Khandkar, 2009).

The advantage of open coding and axial coding is gaining direct information from study respondents without imposing preconceived categories or theoretical perspectives. A challenge however, is failing to develop a complete understanding of the context and identifying key categories. This study aimed to develop a coding scheme which was central to trustworthiness of the research and content analysis, allowing a more comprehensive understanding to be gained (Hsieh and Shannon, 2005).

### 3.6 Limitations

Limitations to the methodology used included the fact that a Gmail account was required to answer the questionnaire on Google Forms. Two respondents replied to the initial email sent to state that they did not have Gmail accounts nor did they wish to create one. When a hard copy of the questionnaire was offered to them, they advised that they did not wish to participate. This was a limiting factor in the research design as it discouraged respondents from participating.

In addition, six out of office response notifications were received after the initial email was distributed to employee work email addresses. Although a follow up reminder email was sent one week later, it is possible that these respondents did not participate because they may have missed the initial email which informed of the intention and value of the research.

One respondent replied to the initial email to verify that the questionnaire was legitimate. This was because the pharmaceutical company had sent out an email a week prior to advise that they would be testing employees to ascertain how they responded to scam emails. This respondent was informed that the research was legitimate, and thereafter advised they had completed the questionnaire. However, this may not have been the case with all respondents if they did not chose to verify that the research was valid by following up. Whilst these three limitations may be legitimate, the potential impact on response rate was not substantial.

Lastly, the fact that executive level management was not approved to participate is a limitation to gaining the perspectives of these high-level employees who essentially form the final point of authorization on most CSR activity. Future research could look into conducting a study with this study population specifically.

### 3.7 Ethical Considerations

This study was approved by the University of Western Cape Biomedical Research Ethics Committee (BMREC) with the registration number BM19/2/3 (see Appendix 3). The initial ethical consideration for this study was personal information, and the questionnaire did not

capture any personal details, allowing results to be analysed whilst maintaining confidentiality of individual persons. Another ethical consideration was informed consent, and it was assumed that consent was implied when a prospective respondent chose to complete the questionnaire. In addition, participation was voluntary and respondents could withdraw from completion at any time without a reason needing to be furnished. In addition to respondent confidentiality, the multinational pharmaceutical company used also remained confidential. The company is not identified in this research report, nor will it be identified in any further publication of the research outcomes.



## Chapter 4: Results

### 4.1 Timelines

The questionnaire was open to receive responses over a two-week period from the 15<sup>th</sup> of May 2019 to, and including, the 29<sup>th</sup> of May 2019. The questionnaire was sent via an email (see Appendix 5), which provided the web-link for the Google Forms questionnaire, in addition to an explanation of the intention of research on the 15<sup>th</sup> of May 2019. Respondents were also advised of their confidentiality being ensured, and that they were not required to complete all questions should they not wish to. A reminder was sent out one week after the initial email, on the 22<sup>nd</sup> of May 2019, to ensure a maximal response rate.

### 4.2 Questionnaire Results

The results were generated by Google Forms and provided on an Excel spreadsheet. No statistical tests had been applied to the data, and the descriptive statistics below were manually calculated based on numerical values provided.

#### 4.2.1 Study Sample

The total population of employees in the group corporate office was 100. From a population of 100, with a 95% confidence interval, and a 5% margin of error, a study sample of 80 was required. The Human Resources (HR) department of the pharmaceutical company authorized 80 employees to partake in the study, as executive level management was not approved to participate.

After removing the six out of office responses received, as well as the two respondents who stated they did not have Gmail accounts and did not wish to complete the hardcopy questionnaire, 72 emails are considered successfully delivered and received. The sample size of 80 was therefore not obtained.



The total number of responses received was 66, and the response rate was therefore 82.5%. Typical response rates of online questionnaires are approximately 30-40% on average, and this is estimated to be 11% lower than other survey modes (Saleh and Bista, 2017). Therefore, for this study and research design, the response rate was optimal.

The completion rate of the multiple choice questions was 96.96%, as two respondents did not answer all the multiple choice questions. The completion rate of the open-ended questions however, was 62.12%, as twenty-five respondents did not answer either of the two open-ended questions.

#### 4.2.2 Demographics

##### 4.2.2.1 Responses per Department within the Group Corporate Office

This question aimed to ascertain the representation of each department within the pharmaceutical value chain. The results show that there was representation from each department within the study sample.

Department	Responses	
	Number of Responses (N)	Percentage (%)
Company Secretary	2	3.03
Group Finance	8	12.12
Group IT	10	15.15
Group Legal	6	9.10
Group Operations	10	15.15
Group Supply Chain	4	6.06
Group Technical Projects	2	3.03
Human Resources	2	3.03
New Business Development	4	6.06
Quality Assurance	10	15.15
Regulatory Affairs	8	12.12
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

#### 4.2.2.2 Ranking within the Company

This question deciphered the difference between manager and non-manager participation. The distinction between these two levels of employees was determined by the respondent.

Ranking	Responses	
	Number of Responses (N)	Percentage (%)
Manager	36	54.55
Non-Manager	30	45.45
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

Just over half (54.55%) of the respondents were managers whilst 45.45% were non-managers. This indicates an almost even split between the two types of rankings who participated.

#### 4.2.2.3 Gender of the Respondents

This question aimed to determine the gender split amongst respondents.

Gender	Responses	
	Number of Responses (N)	Percentage (%)
Male	20	30.30
Female	46	69.70
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

Double the amount of females (69.70%) compared to males (30.30%) answered the questionnaire. In line with this, company statistics indicate that more females are employed compared to males. However, the executive and senior level management is male dominated, and had they been permitted to participate, there would have been more male representation.

#### 4.2.2.4 Age Range of the Respondents

Respondents were asked to indicate their age in this question.

Age	Responses	
	Number of Responses (N)	Percentage (%)
25-29 years	13	19.70
30-39 years	25	37.88
40-49 years	26	39.39
50-59 years	2	3.03
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

There was an almost equal representation of the age groups 30-39 years (37.88%) and 40-49 years (39.39%). The 50-59 years category (3.03%) were the least represented, and this reflected retirement. The 25-29 years age group represented about one-fifth of the respondents (19.70%), and this was indicative of first-time employees.

#### 4.2.3 Multiple Choice Questions

##### 4.2.3.1 Awareness of CSR activities occurring within the Company

The question was aimed at determining whether employees were aware of CSR activities that occurred within the company.

Awareness of CSR Activities	Responses	
	Number of Responses (N)	Percentage (%)
Yes	62	93.94
No	4	6.06
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

Majority of employees were aware of CSR activities that occurred within the company.

#### 4.2.3.2 How Awareness is Created

This question aimed to ask employees how they were made aware of, or how they made themselves aware of ongoing CSR activities within the company by choosing an option most applicable to them. The results were as follows.

How CSR Awareness is Created	Responses	
	Number of Responses (N)	Percentage (%)
CSR Brochure	8	12.12
Intranet	38	57.58
Other	4	6.06
Social Media	8	12.12
Word of Mouth	8	12.12
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

The company intranet proved to be the most prominent tool for creating awareness, whilst the alternate means of creating awareness were evenly represented. For the 'Other' category, this was not probed, and a future suggestion is that respondents should be given an opportunity to further elaborate on this.

#### 4.2.3.3 Opportunities to Partake In or Give Suggestions for CSR Activities

CSR Opportunities Available	Responses	
	Number of Responses	Percentage (%)
Yes	48	72.73
No	18	27.27
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

Majority of employees (72.73%) stated that they were given the opportunity to partake in or give suggestions for CSR activities performed, whilst 27.27% stated that they were not.

#### 4.2.3.4 CSR and Motivation Creation amongst Employees

CSR and Motivation Creation	Responses	
	Number of Responses	Percentage (%)
Yes	52	78.79
No	14	21.21
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

Most employees (78.79%) believed that CSR activities performed by the company created motivation amongst them, and 21.21% stated they did not believe this to be true.

#### 4.2.3.5 Motivation to be more Productive

Employees were asked, if they answered yes to the previous question, whether it motivates them to engage in their work more productively, ultimately contributing to the provision of life-saving medicines. Some employees who answered 'no' to the previous question still answered this question.

CSR and Productivity	Responses	
	Number of Responses	Percentage (%)
Yes	38	57.58
No	26	39.39
<b>Total Respondents</b>	<b>64</b>	<b>96.97</b>
<b>Non-Respondents</b>	<b>2</b>	<b>3.03</b>

Employees who stated this motivated them to engage in their work more productively to ultimately contribute to the provision of life-saving medicines was 57.58%. Some employees (39.39%) stated this was not the case and 3.03% did not answer this question.

#### 4.2.3.6 Social and Environmental Importance

Social and Environmental Importance	Responses	
	Number of Responses	Percentage (%)
Yes	66	100
No	0	0
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

In the study, 100% of employees stated that social and environmental responsibility was important to them as an employee of a pharmaceutical company.

#### 4.2.3.7 The Importance of Company Values

Company Values	Responses	
	Number of Responses	Percentage (%)
Yes	64	96.97
No	2	3.03
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

A significant 96.97% of employees stated that the values of the company they work for were important to them and 3.03% stated that it was not important to them.

#### 4.2.3.8 Value Alignment when Job Seeking

Employee and Company Value Consideration	Responses	
	Number of Responses	Percentage (%)
Yes	66	100
No	0	0
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

In the study, 100% of employees said that they would consider alignment of company values with their values when looking for a job.

#### 4.2.3.9 Company CSR Activity Alignment with Company Values

Employee and Company Value Alignment	Responses	
	Number of Responses	Percentage (%)
Yes	54	81.82
No	12	18.18
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

Majority of employees (81.82%) believed that CSR activities performed by the company aligned with the company's values and 18.18% stated that it did not align with the company's values.

#### 4.2.3.10 CSR as an Opportunity for Value Alignment

CSR as an opportunity for Value Alignment	Responses	
	Number of Responses	Percentage (%)
Yes	64	96.97
No	2	3.03
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

Most employees (96.97%) considered CSR an opportunity for the company to align their values with those of their employees, whilst 3.03% did not consider this an opportunity for value alignment.

#### 4.2.3.11 Company and Employee Value Alignment

Is Value Alignment present through CSR	Responses	
	Number of Responses	Percentage (%)
Yes	42	63.64
No	24	36.36
<b>Total Respondents</b>	<b>66</b>	<b>100</b>
<b>Non-Respondents</b>	<b>0</b>	<b>0</b>

Following on from the previous question, employees were asked if the pharmaceutical company committed to achieving employee and company value alignment through CSR. More than half (63.64%) of the respondents believed the company committed to achieving this, and 36.36% stated they did not think the company followed through with this.

#### 4.2.4 Open-Ended Questions

The two open-ended questions deciphered employees' perceptions of CSR on their productivity, in addition to what they expected from CSR initiatives as an employee of a pharmaceutical company. There were a variety of responses, however, certain themes were prevalent after using theme-coding methods of open and axial coding.

##### 4.2.4.1 Perception of the Impact of CSR Activities on Productivity

From the responses to this question, a variety of codes were allocated, and these formed part of two broad categories being either a positive impact on productivity, or no impact on productivity. In the positive impact on productivity category, themes that emerged revolved around how consistent and meaningful CSR activity is contagious, motivating employees to be more productive and giving them a sense of belonging. There were references to being proud of the company by doing work that makes one feel fulfilled they are giving back to the community in the process, so much so that a 'right first time' mind-set is adopted to mitigate risks. A response that highlighted these sentiments was, *"It motivates employees and gives them a sense of pride to belong to an organisation that believes contributing to society is just as important as generating revenue."*

Many of the respondents held the same sentiments and another stated, *"If I know the company is doing impactful community work, it helps me keep the bigger picture in mind when working."* From this, it is noted that many employees felt CSR created a perception of a common goal for employees. An additional important aspect was the company's environmental footprint, as many employees considered this in their responses.



In the other category that was no impact on productivity, responses included employees feeling CSR activities did not influence or affect their productivity. This was based on the fact that employees would have to perform well regardless of CSR initiatives taken. However, wherever negative responses were given, many of them were backed up by stating that whilst there is no impact on productivity, CSR activity creates a positive view about the company and thus transcends to loyalty towards the company. The following response was indicative of this, *“None on my productivity. It does add to my positive view of the company which results in loyalty.”* A third of responses fell into the no impact on productivity category, and this theme was in the minority.

#### 4.2.4.2 Employee Expectations from CSR Initiatives

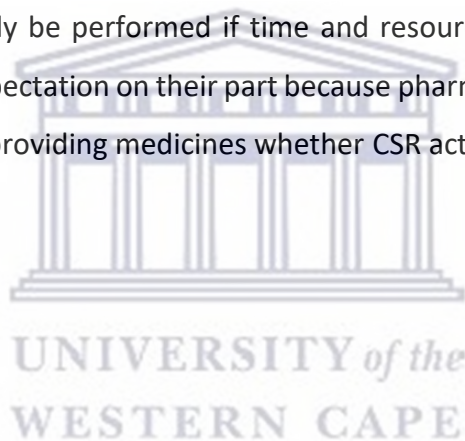
From the responses received regarding expectations of employees from CSR initiatives, three main categories emerged. These included employee consideration, expectations of a pharmaceutical company, as well as no expectations.

In the first category, themes and codes that developed focused on the fact that employees wanted to receive more regular feedback on CSR activities conducted. Employees stated they would prefer more reasoning and explanations as to why certain CSR activities were chosen over others. In addition, employees wanted to be able to give suggestions on the CSR activities conducted.

It was highlighted that CSR activities should be accessible to them during a time in which they are available to partake, as they felt they are currently given insufficient opportunities for participation. Responses which echoed this included, *“I expect to be given the chance to participate and give my opinions/suggestions”,* and, *“Better communication throughout the organisation – I have seen numerous social media posts which means I am learning about CSR activities at the same time (or after) external stakeholders. As an internal stakeholder I would like to know why we have chosen to support a certain cause and who ultimately determines what gets chosen as an activity to undertake.”*

The second category revolved more around the pharmaceutical industry and what a pharmaceutical company should be providing in terms of their CSR activity. Responses included providing access to essential medicines and using every opportunity to provide ongoing donations. There were also responses that suggested a percentage of profits should be set aside for CSR activities. It was reiterated many times that as a pharmaceutical company, there should be ethical practice towards social responsibility. Some responses which were all encompassing of this included, *“A pharmaceutical company provides essential medicines and a lot of people don’t have access to this, so I expect provisions to be made for this to occur”*, and, *“To help people that are less fortunate, especially with medical care.”*

The third category was based on the sentiments of employees not having any expectation of CSR activities. This was the least represented category and some responses included the fact that CSR activity should only be performed if time and resources allow. In addition, some stated that there was no expectation on their part because pharmaceutical companies should fulfil their responsibility of providing medicines whether CSR activity is performed or not.



## Chapter 5: Discussion

### 5.1 Interpretation of Results

This study aimed to analyse employee perceptions of CSR activities within the pharmaceutical industry. Results obtained were indicative of the research questions being answered as follows; employees did feel that CSR created motivation amongst them, and they perceived this to impact their productivity in a positive way. In addition, value alignment was considered as an opportunity within CSR activities for the pharmaceutical company to align their values with those of their employees. The hypothesis was therefore supported. Results are critically analysed below.

#### 5.1.1 Study Sample and Questionnaire Response Rate

Although the flexibility, speed and convenience of online questionnaires warrants high response rates, typical response rates are generally poor, maximising at 40% (Evans and Mathur, 2005). In this study, the response rate of 91.67% was a positive indication that respondents considered CSR within the pharmaceutical industry an important and necessary topic. Given this high response rate, confidence is given to the results as this study was thus able to gauge exactly what employees think. Possible reasons for the 8.33% of the sample who did not partake in the questionnaire include the fact that it was sent during working hours to the work email address of respondents and possibly flagged as unimportant at the time due to workloads, or perceived as junk mail.

In addition, the 96.96% completion rate of the multiple choice questions proves that questions were easy to understand, interpret and answer. For the 3.04% who did not answer, results indicated that the question which was not answered was in fact a follow up question to the previously asked question. The question which was not answered was phrased to require those respondents who answered 'yes' to the previous question to then provide an answer to the question in discussion. Therefore, one could assume that the 3.04% who did not answer the question answered 'no' to the previous question, and interpreted the

requirement as not needing to answer the question in discussion at all. This gives insight into phrasing of the question and questionnaire design, as respondents should have only been able to answer the question if they answered 'yes' to the previous question. This would have also increased the completion rate of the multiple choice questions.

On the other hand, the 62.12% completion rate of the open-ended questions compared to the 96.96% completion rate of the multiple choice questions is indicative of the issues surrounding web-based questionnaires and open-ended questions. The self-administered nature of open-ended questions in web-based questionnaires requires more effort from respondents (Reja et al, 2003). Time and effort are viable reasons why the completion rate of the open-ended questions was significantly lower. The fact that neither of the two open-ended questions in the questionnaire were answered in all unanswered 37.88% of questionnaires is also testament to the fact that respondents prefer something quick and easy, or choose not to complete it at all.

This presented the practical problems associated with sourcing and utilising primary data, as there is no control over the data collection, and incomplete questionnaires could prevent additional insightful information and opinions to be gathered. In addition, respondents may give socially acceptable answers that cover up realities (Hox and Boeije, 2005). Nevertheless, both the completion and response rates were higher than the typical rates for online questionnaires, indicating that this study was successful at obtaining data.

A different practical problem with utilising information and opinions was guaranteeing that respondents had the same idea of the concept of CSR. To address this, all respondents belonged to the same company, hence, the CSR model that each respondent was exposed to was essentially the same. However, in terms of company values, respondents may have interpreted this differently. Although it was validated that the company is vocal about highlighting its values, it cannot be assumed that all respondents were aware of identical details. Future research could therefore develop on this to ensure an equal understanding is maintained.

### 5.1.2 Demographics

The study sample indicated a fair representation of all major departments within the pharmaceutical company, as all groups within the company who are exposed to CSR activity and part of the pharmaceutical industry's value chain were considered.

An almost even split between managers and non-managers assisted in ensuring consistency in the research, and that perceptions of all levels of employees were ascertained. As discussed in the literature review, this is significant due to the younger generation of employees entering the workforce expecting more of a CSR oriented perspective by their prospective employers (West, 2012). This proves the data collected could help inform CSR activities if the company wanted to demonstrate an understanding of the non-managerial, entry-level workforce, as this important demographic was represented at 45.45%. It is noted that differences in responses between managers and non-managers may be looked at for trends in future research.

Managers on the other hand were represented at 54.55%. This helps gauge an understanding of employees who have possibly been at the company for a longer period and witnessed more CSR activities being undertaken, therefore able to give informed insight. It is thus equally as important to consider their experience and expectations as leaders of the company.

In terms of gender, more females than males completed the questionnaire. This was in line with the statistics of the company as the HR department advised there were more female employees. Male opinion would have been better represented if executive and more senior level management were permitted to participate, as these rankings were male dominated within this company.

There was a range of different age groups that participated, with the years 30-39 and 40-49 in the majority, thereby gaining insight from those who are experienced professionals. The demographics of the respondents were reflective of all possible factors within a pharmaceutical company being considered, therefore being generally applicable to all pharmaceutical companies.

### 5.1.3 CSR Awareness and Participation

Majority of respondents (93.94%) stated they were aware of CSR activity that occurred within the company, and 72.73% stated they were given the opportunity to partake in or give suggestions toward the CSR activities undertaken. This is a positive insight, as employees are highly salient stakeholders to whom any company owes a perfect duty, meaning that they have significant power and legitimacy with which to influence the company (Greenwood, 2007). However, the 27.27% who stated they were not able to provide suggestions and undertake CSR activity indicated inconsistency in the information provided to employees. This is also proof of a breakdown in communication as misinterpretations were present.

Therefore, including and informing them is very important as the advantages of this on motivation and productivity is predominant in literature and should be considered. In addition, the responses from the open-ended questions indicated that employees were eager for this to be made increasingly available to them, and answering their requests would prove they were being valued.

Whilst most employees become aware of CSR activities via the company's intranet (57.58%), there were equal responses of other modes of creating awareness such as the CSR brochure, social media and word of mouth. This is a progressive indicator that the company is efficient at updating employees about CSR activity, especially since the Human Resources (HR) department of the company advised that the CSR brochure is a company-specific activity and exclusively shared with employees of the company.

### 5.1.4 CSR, Employee Motivation and Employee Productivity

The belief that CSR creates motivation amongst employees was stated by 78.79% of employees. Further to this, 57.58% stated that this motivation allowed employees to engage in their work more productively and ultimately contribute to the provision of life-saving medicines. This proved that more than half of employees perceived CSR to create motivation and have an impact on productivity, thereby answering the research question and supporting the hypothesis. Supplementary to this, these sentiments were reiterated and verified in the

open-ended question where employees were asked to provide insight on the productivity impact. Literature findings and results from this study sample were coherent and supported, as it was found that employee engagement in CSR activities increases employee loyalty, motivation and ultimately, their productivity in other contexts (West, 2012).

This evidence of the difference that CSR activities make towards motivation is encouraging for pharmaceutical companies. Pharmaceutical companies are presented with a tool which they could use to improve commitment and learning processes to raise the skill level and effectiveness of employees, as well as to provide advantageous efficiencies (Flammer and Lou, 2017). Together with this, the overall operational effectiveness increases, especially because employees perceive that the company is supporting them by considering their opinions (Gazzola and Mella, 2017).

As the results of this study indicated, increased motivation in the form of a higher level of operational effectiveness, company commitment and learning, also permits increased productivity. This is fundamental in the pharmaceutical industry, as errors are reduced and quality is improved, which creates adherence to industry standards and enhances product safety (Gazzola and Mella, 2017). These factors are essential in application to the pharmaceutical industry, as the business advantages presented have an effect on each aspect of the pharmaceutical value chain.

The productivity created provides an initial boost for all the steps needing to be fulfilled for drug development and launch on the market. This includes input from all departments which partook in this study. If a pharmaceutical company considers this, they would be able to have a different type of control on the value stream and supply chain activities, ensuring that rate limiting activities within the value chain are given precedence. This includes the regulatory landscape, which could allow faster registration compared to competitors.

In addition, when considering the distribution leg of the value chain, continuous medicine supply could be ensured whilst considering waste management and order processing (Valverde and Pisani, 2016). When employees are presented with more opportunity to give back to the environment, more accomplishment would be experienced, as employees could

fulfil a dual role by actively contributing to CSR activities. This is because they would also be indirectly contributing to the provision of medicines and treatment through their actual job requirements (Valverde and Pisani, 2016).

Another very interesting and extremely important finding was that 100% of employees consider social and environmental responsibility important when working for a pharmaceutical company. This provides an additional opportunity for companies to ensure that their environmental footprint is active and considered in every action the company takes. Employees of the pharmaceutical industry are clearly aware of what role the industry is meant to fulfil and provide. If companies remember and reiterate this to employees, they would be able to attract employees who are dedicated to the fundamental cause and role of the industry (Valverde and Pisani, 2016).

To place this in accordance with academic research, alignment with business and corporate culture as well as with social needs and sincerity is vital (Porter and Kramer, 2006). Once pharmaceutical companies satisfy this alignment, employees would perceive CSR activities more favourably and positively. Profound relationships with employees are thus vital to business success. The stakeholder perspective promotes this, and states that all stakeholders need to develop shared goals, and determine how these goals align (Porter and Kramer, 2006).

This is a good starting point, however, pharmaceutical companies need to apply a more proactive and tailored internal process. When the pharmaceutical industry applies its vast resources, expertise, and management talent to problems that it understands, it could have a greater social impact (Porter and Kramer, 2006). Addressing social issues by creating shared value also leads to self-sustaining solutions, as shared values and fairness direct employee attitude and behaviour (Lee et al, 2013).

#### 5.1.5 CSR and Value Alignment

Employees who stated that the values of the company they work for are important to them was 96.97%. Focusing on this importance, it appears companies must be conscious of the



concerns and expectations of employees as they, much like external stakeholders, are able to influence the company's decision-making processes (West, 2012).

Another important result was that 100% of employees stated they consider alignment of the company values with their values when looking for a job. This is testament to the fact that the reputation and publicity of pharmaceutical companies play a crucial role in attracting and retaining employees. As highlighted in another study, job applicants prefer working with a socially responsible company and are willing to receive lower compensation in order to work for an employer with high moral values (Gazzola and Mella, 2017). Therefore, this must be considered when pharmaceutical companies are planning their CSR activities. This is especially due to the scrutiny the industry is under when it comes to having a solid and ethically based value system that considers the greater good as opposed to financial gains.

Value alignment could be used by companies for its predictive qualities as a way to control such accusations, but companies could also strategize to ensure that the values of new employees align with those expressed by the company, and that policies are designed to reinforce the same values among the current workforce (West, 2012).

Employees who stated that CSR activities performed by the company aligned with the company's values was 81.82%. For the 18.18% who stated they did not align, reasons could be that they were not aware of the company's value system, or that the link between CSR activities performed and the company's value system was not communicated to them. As seen from the qualitative questions, this is because employees may have preconceived ideas, thereby preventing a connection from being made. To decrease the gap in this statistic, a more efficient transfer of information surrounding company values could be provided to both employees and the public.

Majority of employees (96.97%) considered CSR an opportunity for the company to align their values with those of their employees; however, only 63.64% of employees believed that the company committed to achieving this by considering employee values, proving that this needs to be practiced more. This could be initiated by determining employee values and forming a balance to link this with company values. The acknowledgment by respondents of an

employee role in the way that a company constructs and implements CSR strategies demonstrates an employee-centric design. Using a combination of employee empowerment and participation allows pharmaceutical companies to engage in CSR activities that address the external expectations of enhanced responsibility, all whilst boosting morale and aligning employee values (West, 2012).

The long-term impact of CSR on corporate value arises mainly from relationships between the company and its primary stakeholders. Shared value, in turn, opens a new field for value creation (Bosch-Badia et al, 2013). Porter and Kramer (2006), who have identified breakthroughs in CSR strategy, state that businesses must reconnect company success with social progress. Porter and Kramer (2006) found that shared value holds the key to unlocking the next wave of business innovation and growth, reconnecting a company's success and community success in ways that have been lost in an age of narrow management approaches and short-term thinking. This places the importance of acknowledging employee values in context, as understanding their expectations is fundamental to a pharmaceutical company's success and market share.

#### 5.1.6 Employee Expectations

The variety of responses regarding employee expectations of CSR activity represents a case in which the pharmaceutical industry has room to consider different perspectives reflecting how decisions are perceived. This allows for qualified professionals or consumers to relate to the values of the company more, and put their trust into the business for ethical reasons. Keeping this in mind, there were recurring themes which emerged from the data.

Whilst some employees stated they had no expectations, others alluded to the fact that they would expect to see more support given to the less fortunate in terms of medical care provision. Uplifting the community, contribution, and accessibility were all themes that developed from responses and employees clearly had an appetite for getting involved and contributing.

This warrants empowerment of employees, as they feel they know where ethical, responsible and sustainable key risk and performance indicators are. They expect to understand the gap between where the company is and where it aspires to be, and contribute towards the plan to drive and achieve set goals. The social context of companies therefore needs to change to align employees with emerging internal and external concerns, and allow them enhanced responsibilities of contributing to business strategies (West, 2012).

Stakeholder dialogue and engagement could inform this as it allows for the creation of a good policy that results from debates and considers alternative norms, experiences, and perspectives. These may not always be desirable, but it enriches the point of view taken and allows for accommodation while catering to unique principals to fit the companies structure (Gazzola and Mella, 2017).

If employees created practices, those practices would drive CSR, including its design and implementation, playing a dynamic role of acting as a bridge between the company and the expectations and concerns of society (West, 2012). Management could then set guidelines and decide on a code of conduct to be implemented by everyone in the company. Employees should be rewarded if these guidelines are followed through to ensure that ethical standards are maintained on a daily basis and that social responsibility is fulfilled.

Employees who stated they were given the opportunity to partake in CSR activities elaborated in the open-ended questions that these were predetermined activities where the employee simply 'attended' instead of giving adequate insight and input. Employees suggested that the company should create more opportunities for them to get involved and engage more.

The relationship between CSR and employee engagement requires pharmaceutical companies to take employee experiences and verbal expression seriously, all while checking their value, meaningfulness and applicability. One could suggest that a more participative company governance, inclusive of training and volunteerism programs, be used to create opportunities for employees and to induce a process of developing employee competencies, skills and knowledge (Gazzola and Mella, 2017).

The earlier employees are engaged, the more likely the pharmaceutical company is to realize key benefits. In order for pharmaceutical companies to have better planned, informed and accountable policies, they need to inform, consult, and involve their critical partners more. Providing ongoing and meaningful opportunities for communication and input allows stakeholders such as employees to contribute as experts in their field, have their issues heard, and contribute to the CSR decision making process.



## Chapter 6: Conclusion

This study was conducted within the pharmaceutical industry to investigate employee perceptions of CSR on their motivation, the impact on their productivity, as well as the use of CSR as a tool for company and employee value alignment. The importance of this study lies in the context in which its findings are applicable. This includes providing company management with insight into CSR and employee performance. The study found a positive relationship between CSR and employee motivation, CSR and employee productivity, and CSR and value alignment, thereby answering the research question and supporting the hypothesis.

These findings are meaningful for company decision makers, as it depicts that if a pharmaceutical company identifies the expectations of its employees and engages them, it would be able to fulfil its responsibility of being an entity which provides innovative medicines whilst ensuring product quality and complying with rules and regulations applicable to the industry. In short, the value chain would perform optimally, offering a business advantage of influencing employees as critical stakeholders and drivers of company success.

Existing theories that stated employees would perceive and respond to CSR in a positive way rang true, and when applicable to the pharmaceutical industry, immediate progress could be achieved by creating an environment in which employees are optimistic about the holistic nature of their work by contributing and suggesting more. They could also feel satisfied that it is more than an office job, because they are also reaching the community. This was also highlighted in the descriptive answers employees gave to the open-ended questions, where they explained this was a large consideration for them.

Literature has proven that having employees who are driven and motivated provides a competitive advantage, thus, maintenance of this is important, especially in an industry where business strategy and insight play a large role in differentiating competitors. The research achieved its intended outcomes as it found that when a strong corporate culture which emphasizes CSR values to reflect the company's values is nurtured and maintained, the

outcomes and opportunities are desirable. Employees of a pharmaceutical company are the ones who not only develop and form part of that culture, but also promote it.

To conclude, if employees are given the opportunity to pioneer, promote and participate in CSR initiatives, pharmaceutical companies would gain a motivated and productive workforce. In addition, employee and company value alignment reflected in CSR activities undertaken has proven to be an essential contributing factor to the success of a pharmaceutical company. The pharmaceutical industry could therefore benefit from the imperative facts which emerged from this research.

### 6.1 Limitations

Limitations of this study include its scope. It was small-scale as only one pharmaceutical company was considered as part of the research. This was due to the constraint in time resources to conduct the study. If more companies with different corporate cultures were used as part of the research, the results could be more applicable to the industry as a whole.

In addition, more context could have been given to the respondents so they could provide an overall view of the company's CSR practice. Despite this, the questionnaire is believed to have provided a relatively comprehensive view of employee perspectives. It should be noted that the pharmaceutical company that was used for this research was a multinational corporation. A smaller pharmaceutical company may have different perspectives and motivations based on the extent of CSR activity they are able to implement.

Descriptive statistics were used as a means to analyse the data obtained. However, the addition of variables, as well as an increase in the number of questionnaires completed could have warranted a Chi square analysis which could have indicated additional statistical trends. Nevertheless, the results obtained from this study provided thought-provoking proof which could be further developed upon.

## 6.2 Recommendations

Next steps of this study could include presenting the results to management, allowing them to gain an understanding of the current situation employees find themselves in. Suggestions could be made and followed up on to notice any changes in statistics. In addition, more work is necessary to refine the approach taken in this study and apply the research to more than one pharmaceutical company. This would gauge a better representation of the industry.

Beyond this, further future research could look into executive level employee perceptions of CSR, as this was a limitation in this study. It would be interesting to understand how those who approve CSR activities, or lack thereof, truly view its impact on the business. Benefits of CSR could also be further quantified to gain insight regarding figures that represent retaining employees, attractiveness of companies, and how reputation is advanced or possibly rectified due to CSR activity. This could help take the research to the next level and present more compelling evidence regarding this topic which has received little focus within the pharmaceutical industry.



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## APPENDICES

### Appendix 1: Research Proposal

#### Definition of Terms

CSR – Corporate Social Responsibility; a business approach that contributes to sustainable development by delivering economic, social and environmental benefits for all stakeholders.

#### Abstract

This paper aims to identify employee perceptions of corporate social responsibility (CSR) within the pharmaceutical industry. Whilst CSR is routinely performed in the pharmaceutical industry, the results of its practice are mainly focused on external stakeholders such as investors and consumers. A gap is therefore identified to approach employees of the industry and understand how they perceive CSR to impact their work in terms of motivating them to be more productive and how it allows for alignment of their values with that of their company's.

A quantitative study will be conducted, with online questionnaires sent to junior and senior employees of a multinational pharmaceutical company's group corporate office. This sample gives insight into the opinions of employees who drive the company's main business decisions. Data will be analysed to formalize the relationship between the variables, with results and conclusions providing insight about the link between business values and employee values. This will allow companies to reanalyse their business models, and improve business strategies to consider employee engagement, participation and opinion, as employees form a major driving force in any pharmaceutical company.

#### Title

Employee perceptions of Corporate Social Responsibility within the Pharmaceutical Industry.

## Introduction

CSR is actively practiced within the pharmaceutical industry to fulfill the industry's role of ensuring availability and access to essential medicines (West, 2012). However, the effects and consequences of CSR programs focus mainly on financial and rightful gains for external stakeholders such as investors and consumers (Ali et al, 2010). Research has proven otherwise in that CSR programs have been found to have a highly positive impact on creating employee motivation and value, which leads to better creativity, innovation and productivity (Glavas, 2016) (Kim and Scullion, 2013). CSR can therefore be used as a strategic tool to develop sound, committed relationships between a company and the people who are a critical success factor in the company, their employees (Ali et al, 2010).

Employees form a large part of a company's culture, influencing the direction and decision-making process of the company. In terms of CSR, employees play a key role as they form a bridge between the company and the expectations and concerns of society (West, 2012). Nowadays, it can be argued that the younger generation of employees have a broader perspective of the role of society, using that as leverage when joining a company. The use of value alignment in this regard has become a way to recruit employees and reinforce the same values amongst the current workforce. This realignment between new and current employees allows for a business strategy which acknowledges employees, by prioritizing and implementing CSR strategies which focus on boosting morale through an employee-centric design (West, 2012).

Consequently, understanding the perception of CSR by internal stakeholders such as employees of the pharmaceutical industry could allow for positive change in a business which is under constant criticism for being profit-driven and which faces reputational damage and question as a result. There is great pressure on the industry to constantly be productive and innovative, so much so that analyzing the extent to which CSR activity fuels this process for their employees to engage more is worthwhile, as the motivation which stems from their opinion and suggestions being valued could grow the business. I, therefore, hypothesize that CSR practices within the pharmaceutical industry creates a perception of increased personal



motivation amongst employees, positively impacts productivity, and provides an opportunity for value alignment between the company and its employees.

## Methodology

This study will make use of a questionnaire focusing on a quantitative study. Types of questions will include multiple choice questions, allowing for statistical analysis and some open-ended questions, allowing for more in-depth understanding. Given the requirements of a mini-thesis and the time frame in which to collect and collate data, this approach allows for a systematic analysis to adequately investigate relationships of measurable variables with the intention of explaining any interrelations. The open-ended questions will be analysed by Theme Coding, using the Grounded Theory approach as themes emerge from the data.

The sample size will be chosen based on convenience sampling, to represent the corporate side of the pharmaceutical industry. Questionnaires will be distributed to both junior and senior employees of a multinational pharmaceutical company's group corporate office. A series of questions pertaining to awareness and perception of the company's CSR activities will be addressed. These include opportunities provided to partake in these activities, beliefs surrounding these activities, what employees expect from CSR initiatives in terms of their values and the company's values and their perception of motivation creation to engage more productively in their work.

This will occur in two phases; firstly, a link to the self-explanatory questionnaire will be sent via email and secondly, questionnaires will be submitted online and data collected from the questionnaire website host after a reasonable amount of time, with a reminder sent before collection to ensure maximum response. The results will be analysed and responses summarized in statistical approaches. A t-test will be performed and significant differences which support or reject the hypothesis and objectives will be represented through percentages, frequencies and graphical distributions. Thereafter, a conclusion will be derived and possible way forward for the industry formed.

Advantages of using the quantitative research approach includes clear results displayed through objective data which is expansive into predictions. A disadvantage is that results are limited in terms of 'why' and for this reason, open-ended questions will be included to provide richer results (Kelle, 2006).

Advantages of questionnaires include scalability, scientific analysis and ethical cooperation through user anonymity. Respondents will complete the questionnaire at their leisure, providing a more relaxed approach to answering questions and resulting in honest, viable responses. Disadvantages include dishonesty, differences in understanding and interpretation and hidden agendas or skipping questions. To overcome this, motivating respondents to participate will be a priority. Emphasizing the importance of the data contributing to the greater good and ensuring privacy is protected with answers being confidential will be highlighted (Jones et al, 2008).

#### Ethical Considerations

The researcher is Yuthika Nagessur, an MSc Pharmacy Administration and Policy Regulation student, for the mini thesis titled 'Employee perceptions of Corporate Social Responsibility within the Pharmaceutical Industry'. Research entails questionnaires being sent out as an online questionnaire link to junior and senior employees of a multinational company's group corporate office.

The questionnaire consists of 17 questions, 15 multiple choices and 2 open-ended, which will not require more than 10 minutes to complete. In addition, minimal effort will be required as all employees are equipped with laptops with internet and email access. Risks include website host issues and being unable to submit the questionnaire as a result. If this occurs, a hardcopy will be provided. In both instances, anonymity and confidentiality will be ensured and maintained, eliminating bias and allowing surety for each respondent.

The questionnaire will not capture any personal details. This will allow for results to be analysed in more detail while maintaining confidentiality of individual persons. Another ethical consideration is informed consent, and it will be assumed that consent is implied when

a prospective subject chooses to respond to the questionnaire. Participation will be voluntary and respondents can withdraw from completion at any time without a reason being furnished. In addition to respondent confidentiality, the multinational pharmaceutical company used will also remain confidential.

This research will benefit a respondent as data collected may highlight a practice which could result in employees being valued more by their employers. As motivation, productivity and value alignment increases, the workforce within the pharmaceutical industry is positively influenced to better supply life-saving medicines, thereby also impacting the broader community. Data will be stored for a maximum of 12 months until thesis completion and the results will be disseminated to markers and supervisors of the project.



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## Appendix 2: Questionnaire

i. *Department:*

ii. *Manager/Non-Manager:*

iii. *Male/Female:*

iv. *Age:*

1. Are you currently aware of Corporate Social Responsibility (CSR) activities which occur within the company?

A. Yes

B. No

2. How are you made aware/how do you make yourself aware of ongoing CSR activities within the company? Please choose the one most applicable to you.

A. Intranet

B. CSR Brochure

C. Email

D. Social Media

E. Word of mouth

F. Other



3. Are you given the opportunity to partake in or give suggestions for CSR activities performed?

A. Yes

B. No

4. Do you believe CSR activities performed by the company creates motivation amongst employees?
- A. Yes
  - B. No
5. If yes, does this motivate you to engage in your work more productively, and ultimately contribute to the provision of life-saving medicines?
- A. Yes
  - B. No
6. What is your perception of the impact of CSR activities on your productivity as an employee?
7. What do you expect from CSR initiatives as an employee of a pharmaceutical company?
8. Is social and environmental responsibility important to you as an employee of a pharmaceutical company?
- A. Yes
  - B. No
9. Are the values of the company you work for important to you?
- A. Yes
  - B. No



10. Would you consider alignment in company values with your values when looking for a job?

A. Yes

B. No

11. Do you believe that CSR activities performed by the company align with the company's values?

A. Yes

B. No

12. Do you consider CSR an opportunity for the company to align their values with that of their employees?

A. Yes

B. No



13. Do you believe the company commits to achieving the above by considering employee values?

A. Yes

B. No

## Appendix 3: Ethics Approval Notice



### OFFICE OF THE DIRECTOR: RESEARCH RESEARCH AND INNOVATION DIVISION

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South Africa  
T: +27 21 959 4111/2948  
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15 March 2019

Prof N Butler  
School of Pharmacy  
Faculty of Natural Science

**Ethics Reference Number:** BM19/2/3

**Project Title:** Employee perceptions of corporate social responsibility within the pharmaceutical industry

**Approval Period:** 15 March 2019 – 15 March 2020

I hereby certify that the Biomedical Science Research Ethics Committee of the University of the Western Cape approved the scientific methodology and ethics of the above mentioned research project.

Any amendments, extension or other modifications to the protocol must be submitted to the Ethics Committee for approval.

**Please remember to submit a progress report in good time for annual renewal.**

The Committee must be informed of any serious adverse event and/or termination of the study.

A handwritten signature in black ink that reads 'Josias'.

*Ms Patricia Josias  
Research Ethics Committee Officer  
University of the Western Cape*

**BMREC REGISTRATION NUMBER - 130416-050**



#### Appendix 4: Information Sheet (Letter to Company)

FACULTY OF NATURAL SCIENCES

Private Bag X17 Bellville 7535

Telephone +27 21 9592190

Fax +27 21 9593407

Dear Sir/Madam

My name is Yuthika Nagessur, and I am a Masters student at the University of the Western Cape. As part of my studies, I am undertaking a research project investigating 'Employee perceptions of Corporate Social Responsibility (CSR) within the Pharmaceutical Industry'. The aim of this research project is to adopt a different perspective when considering the impact of CSR on the pharmaceutical industry. An employee point of view in terms of motivation, productivity and value alignment will be highlighted, as opposed to the typical external stakeholder perspective of consumers and investors.

As part of this project, I would like to request permission to conduct research within the [REDACTED] group corporate office by sending a questionnaire to employees. This will be sent via email and accessed through an online web-link to answer 17 questions, taking a maximum of 10 minutes.

Benefits from participating in this study include obtaining knowledge surrounding employee perceptions of CSR which is fundamental to further advise CSR models and ultimately affect not only the broader community in terms of essential medicine provision, but also employee motivation and productivity.

There are no disadvantages or penalties for not participating and a respondent may withdraw at any time, or not answer any question should they not wish to. The questionnaire will remain completely confidential and anonymous as I will not be asking for any identifying information about the company, or the employees. All information obtained will be held securely and not disclosed to anyone.

If you have any questions about this research, feel free to contact me by emailing [yuthikanagessur@gmail.com](mailto:yuthikanagessur@gmail.com). Should you have any further questions regarding rights as a research participant, or if you wish to report any problems experienced related to the study, please contact: Nadine Butler at [nbutler@uwc.ac.za](mailto:nbutler@uwc.ac.za). In addition, please see the Director of School of Pharmacy Name and Contact Details: Prof Sarel Malan +2721 9593190; and the BMREC contact details as below:

Biomedical Research Ethics Committee (BMREC)

Research Development

Room 28 C Block New Arts Building

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Robert Sobukwe Road

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Cape Town

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Tel: +2721 9592988

[research-ethics@uwc.ac.za](mailto:research-ethics@uwc.ac.za)



Please see a copy of the questionnaire attached for your review.

I look forward to your response.

Yours Sincerely,

Yuthika Nagessur

## Appendix 5: Respondent Information (Email to Employees)

Dear Sir/Madam,

My name is Yuthika Nagessur, and I am a Masters student at the University of the Western Cape. As part of my studies, I am completing my thesis by investigating 'Employee perceptions of Corporate Social Responsibility (CSR) within the Pharmaceutical Industry'. The aim of this research is to adopt an alternative perspective when considering the impact of CSR on the pharmaceutical industry. An employee point of view in terms of motivation, productivity and value alignment will be highlighted, as opposed to the typical external stakeholder perspective of consumers and investors.

To complete this research, I kindly request you to assist by following this link to answer a questionnaire which will not require more than 10 minutes of your time:

<https://forms.gle/NR7hxceyBiDk6KTT8>.

Benefits of this study include the research being further executed to advise CSR models within the pharmaceutical industry which are inclusive of employee input and value. There are no disadvantages or penalties for not participating, and you may withdraw at any time or not answer any question should you not wish to. The questionnaire will remain completely confidential and anonymous and all information obtained will be held securely and not disclosed to anyone.

Thanking you for your time.

Best Regards,

Yuthika Nagessur