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EXAMINING THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON EMPLOYEE JOB SATISFICATION
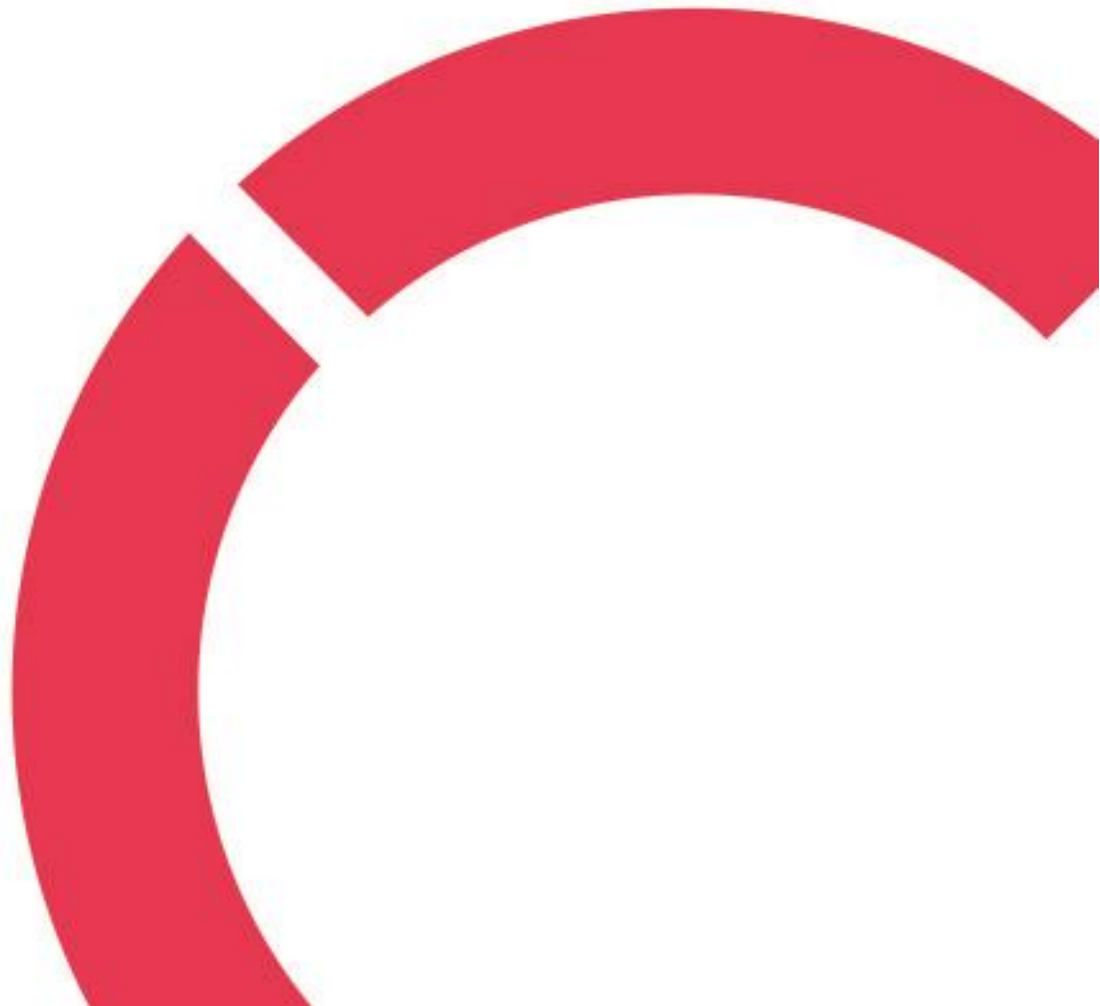
A Case Study of Shezan International Limited

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ABSTRACT

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In this thesis, the relationship between Corporate Social Responsibility (CSR) and job satisfaction among employees is examined. With a growing corpus of research demonstrating that businesses who adopt socially responsible practises may reap considerable rewards, CSR has become an essential component of contemporary business practise. Employee work satisfaction has been cited as one of these advantages, even though research on its connection to CSR is still lacking.

This study explores the impact of corporate social responsibility (CSR) initiatives through a case study of Shezan, a Pakistan-based company. The research conducted for this thesis utilized a mixed-methods approach, combining quantitative analysis from a survey distributed to employees randomly and qualitative data obtained from semi-structured interviews with the CEO. The aim was to understand the perceived value of CSR initiatives on employees' work experience and overall job satisfaction.

The findings show favourable relationship between CSR and employee job satisfaction, suggesting that socially responsible business practices contribute to a more satisfied workforce. Feedback suggests Shezan can increase CSR effect by expanding community and employee participation. Performance measures linked to CSR goals are also advised for strategic CSR integration.

The importance of CSR in Pakistan is underlined, providing insights for regional and global firms on how CSR affects employee happiness and brand image. CSR's ethical and employee satisfaction benefits are suggested to be likely in the study, but self-reported data and sample bias limit generalizability. Data was collected using strict ethical standards, assuring confidentiality and informed permission. As a result, this thesis offers important advice for businesses looking to boost employee morale, productivity, and retention through socially conscious business practises. The report also identifies potential directions for future research, such as researching the impact of employees' personal values on how they view CSR and investigating the best ways to adapt certain CSR programmes to different workforce demographics.

ABSTRACT
CONTENTS

1 INTRODUCTION

Corporate social responsibility (CSR) is primarily based on the idea that companies should actively work improvement for customers, communities, and societies in which they operate and generate profit. Over the years, CSR has gained significant momentum, becoming an increasingly important aspect of business operations. Within organizational psychology, CSR has been highly regarded, as it reflects a company's commitment to ethical practices and consideration for the well-being of various stakeholders. By adopting a proactive approach to CSR, organizations can foster positive relationships with their employees, customers, and the wider community, ultimately contributing to their long-term success and sustainability. The Corporate social responsibility (CSR) has gained significant prominence in the business world since the social movements of the 1950s and 1960s. There has been a growing emphasis on companies to ensure that they give back to their communities and stakeholders. Today, CSR is a widely discussed topic encompassing companies' engagement in social and environmental concerns within their communities.

Pakistani corporate social responsibility and natural disasters has been explored in previous studies, revealing interesting insights into how companies respond to such events. It has been found that businesses tend to react to disasters rather than prepare for them, often engaging in relief efforts through public-private partnerships. Furthermore, CSR practices in Pakistan may be influenced by external factors, with multinational corporations implementing short-term initiatives to enhance their image. Several prominent companies, such as Reebok, SAGA Sports, Unilever Pakistan, and The Engro Group, have made significant contributions to causes like child labour, health, education, and the environment through their CSR efforts. This thesis examines how CSR affects worker well-being using Shezan International Limited as a case study. By examining the role of CSR practices in promoting job satisfaction among employees, the study seeks to provide practical recommendations for enhancing CSR strategies, ultimately benefiting both workers and the organization.

Examine the link between corporate social responsibility (CSR) and job satisfaction at Shezan, this study will pursue several objectives. First, a comprehensive review and analysis of existing literature on CSR will be conducted, focusing on its impact on job satisfaction and productivity of workers. Next, the study will investigate Shezan's current CSR practices and whether and how they are related to job satisfaction among employees. The research is based on company's data, an interview with the CEO as well as a survey among employees. Shezan's CEO was interviewed in a semi-structured interview in addition to

the staff survey. This interview sought executive opinions on the CSR strategy, goals, and perceived impact on the firm and its employees. Additionally, the interview will focus on the challenges Shezan faces in implementing effective CSR practices for the benefit of its workforce. The survey focused on the employees' opinions regarding CSR and the perceived role of CSR in their job satisfaction. The results of the study are based on 103 workers. Lastly, depending on the results, Shezan will receive useful recommendations to strengthen its CSR policies, with the ultimate goal of raising staff productivity and job happiness. The study intends to increase awareness of how corporate social responsibility (CSR) can improve employee health and provide beneficial advice for organisations adopting CSR.

Pakistan has little research on CSR and job satisfaction. One of the biggest beverage firms in Pakistan, Shezan, has taken steps to give back to the society. This thesis will investigate Shezan's employees' job satisfaction to better understand CSR's effects on workers. It will also shed light on CSR and worker well-being in Pakistan.

In the 21st century, corporate social responsibility (CSR) and organisational cultural capacity building have grown in importance. There are two main categories of stakeholders in companies: internal and external. One group of internal stakeholders are the corporation's or company's employees, whom organizations are required by law and morality to assist and grow. Local and social groups are external stakeholders. CSR is generically by the European Commission as a collection of initiatives and activities intended for an organization's shareholders, workers, suppliers, and customers. Since CSR is employee-centric, it is imperative to investigate the idea in light of workers' welfare. Employers frequently provide specialized frameworks to empower workers and manage their social and financial problems; this frees up workers to concentrate on their core responsibilities without interruption. Organizations can more effectively utilize CSR activities to foster a more encouraging and effective work environment by knowing the connection between CSR and employee well-being.

2 CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY

This chapter discusses company social responsibility (CSR) and sustainability. The chapter highlights how CSR requires firms to take responsibility for their impacts on people and the environment and the many ways they can behave sustainably and socially responsibly. We'll also discuss CSR's history and types.

2.1 Introduction to the Concept of CSR

Corporate social responsibility (CSR) refers to the voluntary initiatives undertaken by a company to generate positive effects on its stakeholders in terms of social, environmental, and economic aspects (Carroll, 1979). The core of many corporate social responsibility (CSR) activities is around stakeholders such as clients, staff, shareholders, and the wider society. Initiatives pertaining to employee well-being, environmental sustainability, and ethical business practices exert a significant influence on a company's reputation, brand value, and long-term performance (Porter & Kramer, 2006). In light of these crucial elements, firms are progressively utilizing corporate social responsibility (CSR) as a means to generate good effects on their stakeholders, the broader community, and consequently, their own advancement and success (Crane & Matten, 2004).

CSR is subject to diverse interpretations among researchers and organizations. There are varying interpretations of corporate social responsibility. One perspective views it as voluntary engagement by companies in activities that benefit society. Another perspective regards it as efforts undertaken by corporations to improve the welfare of their employees, the local community, and even the families of their employees (Matten & Moon, 2008).

However, in the context of business, sustainability can be defined as an organization's dedication to fulfilling the requirements of the current generation while ensuring that future generations are not hindered in their ability to fulfil their own demands (Brundtland, 1987). The sustainability framework is commonly categorized into three fundamental pillars, namely the environment, society, and economics. When assessing their sustainability performance, firms typically consider Environmental, Social, and Governance (ESG) issues, as noted by (Eccles et al. 2014). The convergence of corporate social responsibility (CSR) initiatives with sustainability becomes apparent when corporations choose to utilize environmentally friendly materials or reduce their carbon emissions, thereby contributing to

environmental preservation. Similarly, corporations have the potential to enhance sustainable development through their endorsement of societal initiatives such as healthcare or education within the localities in which they operate.

The fundamental connection between corporate social responsibility (CSR) and sustainability can be succinctly described as the adoption of ethical business practices that prioritize the interests of all stakeholders, encompassing the environment, society, and the economy (Crane & Matten, 2004). By integrating corporate social responsibility (CSR) initiatives with sustainable principles, firms not only contribute to the advancement of a sustainable future but also enhance their reputation and long-term profitability.

The concept of Corporate Social Responsibility (CSR) had its roots in the early 20th century when some companies started to adopt policies and practices to improve working conditions and social welfare for their employees. However, the modern concept of CSR emerged in the 1950s and 1960s when companies started considering their social and environmental responsibilities beyond their legal obligations (Smith & Saini, 2020).

The Vietnam War, the civil rights movement, and rising environmental concerns created a growing demand for companies to become more socially responsible. (Porter & Kramer, 2011). Consequently, some companies began implementing codes of conduct and other policies to foster social and environmental sustainability (Matten & Moon, 2008). As businesses realised the benefits of ethical business practises for reputation, client loyalty, and staff happiness, CSR grew in popularity in the 1970s and 1980s (Carroll, 2015). Thus, ISO and BSR were formed to encourage CSR and ethical business practises. Epstein & Buhovac (2014). Since then, corporate social responsibility (CSR) has evolved, with businesses of all kinds adopting social investment, environmental sustainability, ethical sourcing, and stakeholder involvement programmes (Matteen, Jackson, and Brammer, 2012). As CSR becomes more important in business strategy becomes more widely acknowledged, so does the role that companies play in promoting sustainable development (Schreck, Mild, and Raithel, 2014).

2.2 Benefits and Challenges of CSR

CSR has been a major topic of discussion and controversy in recent years, as corporations are required to operate in a socially responsible manner. Businesses that participate in CSR endeavors want to

improve society and the environment in addition to meeting their legal requirements (Smith & Saini, 2020).

CSR encompasses a variety of elements, including as social investment, sustainable operations, stakeholder involvement, and ethical business practices (Carroll, 2015). Making sure that company operations are transparent, honest, equitable and moreover compliant with all relevant laws and regulations is a key component of ethical business practices (Moon & Matthew, 2008). The term "sustainable operations" describes a company's initiatives to lessen its influence on the environment through resource conservation, carbon footprint reduction, and the promotion of sustainable supply chain practices (Porter & Kramer, 2011). This could entail adopting sustainable production techniques, cutting waste, and utilizing renewable energy sources (Freeman, 2010). Corporate social responsibility (CSR) requires good relationships with employees, consumers, suppliers, communities, and shareholders. To make sure that the company's operations satisfy the requirements and expectations of all stakeholders, this may entail consistent communication, consultation, and collaboration. The term "social investment" describes a company's initiatives to improve society via community service, philanthropy, and charitable giving (Siegel & Williams, 2001). This could be lending assistance to programs pertaining to health, education, the environment, and other social issues that align with business goals and beliefs.

CSR has several advantages for the business as well as for society. Businesses who participate in CSR initiatives are frequently viewed as more dependable and trustworthy, which can boost their brand and increase client loyalty (Jackson, Brammer, & Matten, 2012). It can also result in better connections with suppliers and other stakeholders, as well as higher employee satisfaction and retention. Corporate Social Responsibility (CSR) enables businesses to lessen their environmental footprint and support sustainable development, both of which benefit the economy and society (Buhovac & Epstein, 2014). Additionally, it can assist businesses in recognizing and seizing opportunities and hazards that may arise, enhancing their long-term profitability and sustainability.

CSR does, however, come with many drawbacks, including the expense and difficulty of putting CSR efforts into practice as well as the possibility of competing stakeholder interests and agendas. Additionally, it can be challenging to gauge the effectiveness of CSR initiatives and make sure they complement the overarching aims and objectives of the business. Corporate social responsibility (CSR) is a major concept that shows how firms can promote sustainable development. While there are challenges associated with implementing CSR initiatives, the benefits are significant, both for the company and society. By engaging in ethical business practices, promoting sustainability, engaging with

stakeholders, and investing in social initiatives, companies can make a positive impact on the world while also generating economic value (Carroll, 2015).

2.3 Types of CSR

Companies have the capacity to implement many forms of Corporate Social Responsibility (CSR) endeavours to actively contribute to sustainable development and effectively showcase their dedication towards social and environmental responsibility. Various writers and institutions, such as (Crane, Matten, & Spence, 2009) and (Freeman et al. 2010), have undertaken the task of identifying and categorizing different types of corporate social responsibility (CSR).

2.3.1 Environmental sustainability

Environmental sustainability in the context of corporate social responsibility refers to a company's efforts to operate in an environmentally responsible manner, causing minimal environmental damage. According to Esty and Winston (2006), pioneering organizations have capitalized on environmental initiatives to innovate their products, generate value for customers, and gain a competitive advantage. This requires the implementation of sustainable practices such as a reduction in waste, the conservation of resources, and a commitment to the use of renewable energy sources. In order to achieve a sustainable ecological balance, the objective is to lessen the overall impact that the company has on the environment.

2.3.2 Social investment

According to Crane, Matten, and Spence (2009), companies have a bigger role in society than just making money for their owners. Their strategies for social investment reflect this as well. Activities such as community development, volunteerism, philanthropy, and charitable giving are all included under the general heading of "social investment." Companies have the ability to positively impact society through their involvement in community projects, especially when those efforts align with their values. These kinds of activities not only improve society but also boost the reputation of the organization in the eyes of its many stakeholders.

2.3.3 Ethical sourcing

The globalization of business has introduced new and interesting difficulties, one of which is making sure that products are sourced in an ethical manner. Barrientos and Dolan (2006) underline the need of ethical and responsible sourcing methods in the modern global food system. The method by which a company responsibly gets its resources or goods is referred to as "ethical sourcing" in the context of business. It necessitates confirming that vendors follow moral standards including fair labor laws and environmental regulations. The goal is to establish a distribution network that treats people and the environment with the utmost consideration.

2.3.4 Stakeholder engagement

Freeman et al. (2010) underline how important it is for a firm to involve its stakeholders in the decision-making processes of the company. Engagement of stakeholders is not simply the same thing as communication; rather, it is a two-way dialogue in which companies actively listen to and respond to the concerns and insights expressed by their stakeholders. This encompasses the company's customers, staff, and suppliers, as well as the communities in which they do business. An strategy of this kind increases transparency, fosters mutual understanding, and makes certain that the business's operations are in accordance with the expectations of society.

2.3.5 Corporate governance

According to Parker (2019), corporate governance refers to the structures, regulations, and practices that make it possible for a firm to conduct its business in an ethical and transparent manner. It tries to achieve a balance between the various interests of a company's many stakeholders, which include shareholders, management, consumers, suppliers, financiers, government, and the community, among others. Accountability and ethical business behaviour are bolstered by effective governance, which is also an essential component of risk management.

3 CSR AND JOB SATISFACTION

3.1 Defining Job Satisfaction

Job satisfaction affects job requirements, workplace culture, pay and benefits, and relationships with co-workers and supervisors. One of the aspects of job satisfaction is job contentment, which refers to the satisfaction an employee has with their tasks and work (Robbins et al., 2019). Another aspect is pay and benefits, which describes how content an employee is with their compensation (Shahzad et al., 2017). Working conditions, career development opportunities, and corporate culture and values also contribute to job satisfaction. By evaluating job satisfaction, researchers and practitioners can determine how corporate social responsibility programmes effect employee behaviour (Hameed & Waheed, 2011). "Job satisfaction" refers to several elements that affect a worker's well-being and happiness at work (Spector, 1997). One factor is job satisfaction, or employee happiness with their work and tasks. Salary and benefits provide another indicator of employee satisfaction with the company.

The temperature, loudness, and cleanliness of a workplace also affect job satisfaction (Spector, 1997). Employee satisfaction also depends on career development possibilities including learning new skills, training, and promotion. The quality of relationships with colleagues and supervisors, including the degree of respect, communication, and support experienced in interactions with co-workers and managers, contribute to job satisfaction as well (Spector, 1997). Finally, corporate culture and values, which encompass the principles, standards, and norms of the company and how they align with the beliefs and values of individual employees, can significantly impact overall job satisfaction.

3.2 Job Satisfaction and CSR Relationship

Job satisfaction and CSR are increasingly crucial for organisations and employees. A company's CSR measure responsibility to operate ethically and sustainably that benefits society and the environment. In contrast, job satisfaction refers to an employee's sense of fulfilment, happiness, and contentment. Numerous research has been conducted to explore the relationship between job satisfaction and CSR. According to one study, workers who believe their employers are socially conscious are happier and more devoted to their enterprises (Jones & Lee, 2018). Participating in CSR initiatives increases job satisfaction and fosters a stronger sense of involvement and employer loyalty, according to another

study (Miller et al., 2019). There are several indications that CSR initiatives might boost workers' job satisfaction. First, as people are more likely to feel fulfilled if they feel they are making a beneficial contribution to society or the environment, CSR can provide workers a feeling of meaning and purpose in their work (Brown & Johnson, 2016). Second, CSR can boost employee motivation and morale by encouraging a sense of pride in the organization they work for. According to Williams and Smith (2017), employees are more likely to feel happy with their jobs if they think their firm is making a beneficial influence on the world. Finally, CSR can improve management and staff respect and trust. Employees view companies that prioritise corporate social responsibility (CSR) as trustworthy and caring, which can boost job satisfaction (Chen & Green, 2018).

Overall, incorporating CSR principles into a company's operations can improve employee work satisfaction by instilling a feeling of purpose, pride, and trust inside the firm. Companies can encourage CSR and job happiness in a number of ways, starting with incorporating CSR into their core beliefs and business strategy. Businesses may show their dedication to the community and their workforce by integrating CSR into their mission and culture. Providing opportunities for staff members to take part in CSR projects and volunteer work is an additional strategy that can boost morale and work satisfaction (Glavas, 2016). Fostering open communication and collaboration with employees ensures they are actively involved in CSR decision-making and implementation (Morsing & Schultz, 2006). This inclusive strategy can boost job satisfaction by connecting employees to the company's CSR efforts. All things considered, these tactics can assist businesses in successfully encouraging employee job satisfaction and corporate social responsibility.

3.3 Potential Benefits of CSR on Job Satisfaction

Corporate social responsibility (CSR) boosts job happiness (Rupp et al., 2013). Corporate social responsibility (CSR) is a company's ethical and environmental responsibility. The feeling of fulfilment, happiness, and contentment at work is called job satisfaction. CSR can have a considerable impact on job satisfaction due to a number of potential benefits (Rupp et al., 2013). One such benefit is the increased sense of involvement and purpose that workers who work for organizations that place a high priority on CSR encounter (Rupp et al., 2013). Having a sense of pride in their employer and identifying with its goals, beliefs, and mission can boost motivation, productivity, and job satisfaction. An additional benefit is the enhancement of company culture, as CSR initiatives frequently create a friendly and encouraging work atmosphere that increases employee happiness (Rupp et al., 2013). Businesses that place a high priority on corporate social responsibility (CSR) often foster a climate of cooperation, teamwork, and social responsibility, all of which can help workers feel supported, respected, and valued.

Rupp et al. (2013) indicate CSR programmes boost staff morale and job satisfaction. Businesses that place a high priority on corporate social responsibility frequently give their staff members the chance to take part in volunteer work, community service, and other initiatives that promote social responsibility. Employees may feel more fulfilled and purposeful because of feeling more a part of their communities. Moreover, adopting CSR can result in higher staff retention rates (Rupp et al., 2013). Job satisfaction increases the likelihood that employees will stick with their existing employment. By fostering a more uplifting and stimulating work environment through CSR initiatives, companies can create a more reliable and committed workforce while saving money on hiring and training expenses. Finally, CSR measures can boost a company's brand and reputation, attracting and retaining top people (Rupp et al., 2013). Employers who are socially responsible and committed to making a difference are more likely to attract talented, motivated, and diverse workers, enhancing job satisfaction.

3.4 Challenges to Achieving Synergy between CSR and Job Satisfaction

Corporate Social Responsibility (CSR) businesses taking responsibility for their impact on society and the environment. Serving the community, cutting carbon emissions, and promoting ethical corporate practices are some of the things it entails. On the other hand, job satisfaction is the degree of contentment a worker experiences with their position and workplace.

Companies are increasingly incorporating CSR initiatives into their company cultures (Khan & Khan, 2020). CSR may improve worker happiness but attaining synergy may be difficult. There are several significant challenges to developing a positive association between CSR and job satisfaction (Glavas, 2016). One such challenge is balancing CSR aims with overarching company objectives. Businesses must balance their CSR programs and primary commercial goals to maintain long-term success, which can be difficult because CSR projects can be costly, time-consuming, and may only sometimes improve financial results (Naseem et al., 2020). Another challenge is the perception of employees towards CSR initiatives. Some workers might think that their employer's CSR efforts are just a publicity gimmick and may need to witness the actual effects of these efforts on society. As a result, employees may become less enthusiastic about CSR initiatives, which may negatively affect job satisfaction.

Limited resources also pose a challenge in conducting CSR projects that substantially influence society. Companies may need additional resources to dedicate to CSR operations, but some businesses might see CSR initiatives as an extra cost rather than a commitment to the community and the happiness of their

workforce. Without CSR integration into a company's culture or beliefs, employees may be less motivated. Companies need to integrate CSR activities into their culture and values and explain the advantages of these activities to employees to create a synergy between CSR and job satisfaction. Lastly, measurement and reporting can be challenging when trying to determine if CSR initiatives have impacted employees' satisfaction at work. We need to measure how CSR affects job satisfaction, showing employees that the company is committed to CSR initiatives.

4 RESEARCH METHODOLOGY

Research methodology is of the primary importance for the thesis. It sheds light on the process of data collection and then the analysis of that data. In this thesis, there would be emphasis and use of both primary and secondary data. Primary data is collected from the primary sources of the thesis. It consists of the first-hand information and the main sources of the data related to thesis. The thesis will be structured on interviews.

4.1 Case Study

The case study technique is a research approach that concentrates on a close analysis of a particular phenomenon or circumstance in the context of real-world events. It entails a thorough examination of a specific situation, which may pertain to a person, group, organization, occasion, or community. Through the examination of a phenomena's context, intricacies, and distinctive qualities, the case study technique enables researchers to obtain a thorough understanding of a given occurrence. To create a thorough description and analysis of the case, this method usually entails gathering and analyzing qualitative data through observations, interviews, and document analysis (Yin, 2014).

Shezan International Limited, one of the biggest and most well-known businesses in Pakistan that works in the food and beverage sector, was selected for this study. The business is well-known in Pakistan for its dedication to corporate social responsibility and is frequently used as an example of a socially conscious business. Since it has won several CSR awards, the company is a good example of how CSR affects employee work satisfaction. Founded in 1964, Shezan International Limited is a food and beverage company based in Pakistan. The company, which employs over a thousand people, sells a variety of goods, such as fruit juices, jams, pickles, and sauces. To promote ethical and sustainable business practises throughout its activities, Shezan International Limited has implemented several programmes to aid the community and protect the environment. The company is known for its quality, safety, and innovation and has won several awards for its products and CSR efforts.

4.2 Data Collection and analysis methods

The study will look at the impact of corporate social responsibility on employee job satisfaction at Shezan International Limited using two major data sources. Among the data sources are:

a) Interview with CEO: The CEO of Shezan International Limited will be interviewed to acquire insight into the company's corporate social responsibility policies, procedures, and strategies. The main topics of discussion during the interview will include the company's CSR initiatives, how they affect worker job satisfaction, and the difficulties the business has had putting CSR strategies into practice. The CEO's opinions will be helpful in illuminating the company's CSR strategy and its impact on worker job satisfaction.

b) Survey among employees: A survey will be undertaken among Shezan International Limited employees to get information on their perceptions of the company's CSR initiatives and their impact on job satisfaction. An online survey tool will be used to deliver the questionnaire to the staff members. Data on employee demographics, opinions of the company's CSR practice, degree of job happiness, and other pertinent variables that can affect job satisfaction will all be gathered through the survey form.

The principal interviewee will be the CEO of Shezan International Limited. The CEO's opinions will be helpful in illuminating the company's CSR strategy and its impact on worker job satisfaction. The CEO was selected due to their leadership role within the organization and their hands-on experience in the creation and execution of corporate social responsibility programs. The interviews were semi-structured to allow for flexibility in questioning while covering key topics (see APPENDIX 1). The interviews were done via telephonic means with the Chief Executive Officer (CEO) of Shezan International Limited. Two separate interviews were held with the same individual, with the first interview taking place on April 10, 2023, and the second interview occurring on April 16, 2023. Each interview had a duration of roughly 15 to 20 minutes. Following the interviews, a transcription process was conducted, and further analysis was performed to ascertain significant themes and insights pertaining to the influence of corporate social responsibility (CSR) on employee job satisfaction inside Shezan International Limited.

The survey consisted of a standardized questionnaire, which was distributed to the staff of Shezan International Limited. The survey study titled "An Investigation into the Influence of Corporate Social Responsibility on Employee Job Satisfaction: A Case Study of Shezan International Limited" utilized convenience sampling as the primary sampling technique. This non-probability sampling approach was chosen because to its convenient accessibility and straightforward implementation (Etikan et al., 2016).

In this study, the convenience sample was selected by the HR department of Shezan International Limited. The choice of survey participants was based on various factors, including the employees' active involvement in the company's corporate social responsibility initiatives and the diverse backgrounds of the staff, ensuring a broad range of perspectives. Consistent with the recommended minimum sample size criteria for exploratory research (Hair et al., 2017), altogether the survey was sent to 300 participants, and 103 of them responded.

A systematic survey was sent to the designated employees, inquiring about their view of Shezan International Limited's corporate social responsibility (CSR) initiatives and their impact on their level of job satisfaction. The distribution process was administered by the Human Resources (HR) department and began in June, lasting for a duration of two and a half months, terminating in mid-August. The Human Resources department utilized the organization's internal communication systems, to disseminate the survey link and issued regular reminders to optimize the rate of response. To guarantee confidentiality and mitigate any biases, the poll was designed to maintain anonymity. The collected replies were gathered and examined in a manner that ensured the confidentiality of each participant.

The questionnaire is attached as an appendix to the thesis (APPENDIX 2). The survey utilized a Likert scale consisting of five points to assess the extent of agreement or disagreement with the items presented in the second segment. This facilitated the application of quantitative methods to analyze the opinions of employees towards corporate social responsibility and job satisfaction within the organization. The questionnaire was meticulously created to disclose demographic parameters and the perceived impact of CSR on job satisfaction. The survey introduction explains the research, assures participants of confidentiality, and highlights the value of their participation. The first portion of the survey collects demographic data on age, gender, employment status, and business tenure. This demographic part segments data to analyze how different groups in the organization see CSR and job satisfaction.

The questionnaire's second section addresses CSR and job satisfaction. The key study question aligns with questions like CSR's perceived value to the company's brand and its impact on employee

satisfaction. This section also asks employees on the company's ethics and environmental sustainability. These questions reveal which CSR characteristics employees value most. After that, the questionnaire asks respondents to assess their agreement on a five-point Likert scale on CSR activity claims. Another set of comments asks how proud they are to be corporate members owing to CSR actions. Both sections seek to discover CSR actions that boost employee job satisfaction and corporate pride. The final section of the questionnaire rates job satisfaction by rating comments regarding work, salary, work environment, and relationships with co-workers and superiors. As control variables, these questions examine the relative weight of CSR initiatives on employee job satisfaction. The questionnaire concludes with a summary question about job satisfaction. Multiple-choice and Likert scale items dominate the survey for simplicity of response and quantitative analysis. Open-ended questions are not expressly included in this   survey.

5 FINDINGS ON CSR AND JOB SATISFACTION AT SHEZAN

This study aims to examine the effects of Corporate Social Responsibility (CSR) efforts on employee job satisfaction within the context of Shezan International Limited. To gather data, a combination of survey methodology and qualitative CEO interview was used. The survey received responses from a total of 103 employees, resulting in a substantial dataset that enhances the trustworthiness of the study findings and provides a comprehensive perspective on employee opinions within the organization.

5.1 Overview of Shezan International Limited

Shezan International Limited is a Pakistani company operating in the food and beverage sector. Founded in 1964, Shezan International Limited has established itself as a leading producer of juices, jams, sauces, and related products. The company has gained recognition for its commitment to quality and its focus on corporate social responsibility (CSR) initiatives (Shezan International Limited, n.d.).

The company sells its products to other countries, thereby expanding its market base and expanding its market presence beyond its native roots in Pakistan. Shezan International offers a wide range of product categories, such as pickles, ketchup, jams, and sauces. The company's adaptable strategy and sensitivity to customer preferences are shown in this diversification. When it comes to subsidiaries, businesses of Shezan International's caliber frequently run several business units, establish daughter firms to oversee different operational divisions, or enter distinct market areas. Typically, the company's annual reports or corporate disclosures contain thorough information on this subject.

Shezan International Limited has made a public display of its commitment to Corporate Social Responsibility (CSR) by launching a number of projects that showcase its adherence to moral, ethical, and environmental standards. Shezan International is committed to environmental sustainability and works to put eco-friendly practices into effect. Some of these practices are reducing the company's carbon emissions, improving packaging options to reduce waste, and utilizing energy and water conservation measures throughout the production process. This demonstrates a more general dedication to environmental care. Shezan also actively participates in community-building initiatives, placing a high value on community engagement. The company's initiatives show a deep-rooted commitment to the welfare of the society it operates within, ranging from food donations and health campaigns to educational support. Shezan's CSR strategy also places a strong emphasis on the welfare of its workforce.

The organization promotes fair labor practices, establishes policies that guarantee safe and healthy working conditions, and regularly offers opportunities for professional development, all of which help to create a friendly work environment. Another essential component of Shezan's CSR policy is ethical sourcing. To maintain supply chain integrity, the company is committed to sourcing raw materials from ethical sources that don't involve abusive labor practices or detrimental environmental effects. Finally, Shezan's dedication to social responsibility is demonstrated by its charitable endeavors, wherein it provides assistance to a range of non-profit institutions and causes. In addition to helping those in need, this charity positions Shezan International as a supporter of community development. All these varied CSR initiatives highlight Shezan's efforts to be a socially conscious company that is aware of its impact on society and the moral implications of its business practices (Shezan International Limited, n.d.).

Shezan International Limited follows a functional organizational structure. This type of structure is based on the principle of specialization, with each department or function being responsible for a specific task or area of expertise. The functional structure allows Shezan International Limited to efficiently manage its operations and leverage the specialized knowledge and skills of its employees goods (Shezan International Limited, n.d.).

Within Shezan International Limited's functional organizational structure, the main departments include production department, sales and marketing department, and finance department. The production department is responsible for the manufacturing of Shezan's products. It oversees the production processes, quality control, and ensures the timely delivery of goods (Shezan International Limited, n.d.). The sales and marketing department focuses on selling and promoting Shezan's products. This department conducts market research, develops marketing strategies, manages customer relationships, and drives sales growth (Shezan International Limited, n.d.). The finance department handles the financial management of Shezan International Limited. It oversees budgeting, financial reporting, cash flow management, and ensures compliance with financial regulations (Shezan International Limited, n.d.). The human resources department is responsible for the recruitment, training, and development of Shezan's employees. It manages employee relations, performance evaluations, and ensures the implementation of HR policies and procedures (Shezan International Limited, n.d.).

The marketing department at Shezan International Limited operates within the Sales and Marketing division. It collaborates closely with the sales team to develop and execute marketing strategies that promote Shezan's products effectively. The marketing department conducts market research to

understand consumer preferences, identifies target markets, and develops marketing campaigns and promotional materials. It plays a crucial role in building brand awareness, managing advertising initiatives, and maintaining brand consistency across various channels (Shezan International Limited, n.d.).

By aligning its efforts with the overall business objectives of Shezan International Limited, the marketing department contributes to the company's success by attracting customers, driving sales, and enhancing the brand's reputation. The functional organizational structure of Shezan International Limited allows for clear lines of authority, specialization, and centralized control, enabling the company to focus on its core competencies and achieve its business goals (Shezan International Limited, n.d.). However, Shezan International Limited should also be aware of potential challenges such as communication gaps between departments and the need for flexibility in response to market changes.

5.2 Interview with the CEO

In April, two interviews were conducted with the CEO of Shezan International Limited, focusing on the topics of corporate social responsibility (CSR) and job satisfaction. Here is the summary of the interview results.

Regarding CSR, the CEO stressed how seriously Shezan takes it and how it is a key component of the company's business plan. The organisation is committed to creating a positive influence on society and the environment through numerous projects. Some of the significant CSR actions that Shezan has conducted include: Shezan has shown remarkable endeavors in the field of education through the creation of multiple schools in rural areas of Pakistan. These educational institutions have shown to be particularly advantageous for students who previously faced limited opportunities to obtain a high-quality education. Simultaneously, within the realm of environmental preservation, the corporation has taken aggressive measures to engage in various initiatives aimed at mitigating its carbon emissions. Included in these initiatives are strategies to recycle waste materials and integrate renewable energy sources into the organization's activities. Moreover, with an emphasis on comprehensive community development, Shezan has undertaken initiatives designed to enhance the quality of life for persons residing in the areas where it operates. Significantly, these initiatives have effectively enhanced the community's general well-being by providing increased accessibility to clean water and medical facilities. The CEO emphasised that Shezan's CSR initiatives are a sincere attempt to benefit society rather than merely a way to enhance the company's image or reputation.

The CEO acknowledged that job satisfaction is a crucial factor in employee retention and productivity. Shezan has implemented several measures to ensure that its employees are satisfied with their jobs and feel valued. Key initiatives in this direction include the following: Shezan prioritizes employee involvement by creating a strong business culture through the regular hosting of various events and activities. These programs foster a sense of inclusion and connection among employees, thereby enhancing their affiliation with the organization. In addition to these engagement initiatives, Shezan demonstrates a strong commitment to fostering the ongoing professional development of its employees by providing them with frequent training and development prospects. This strategy guarantees that the personnel stays updated on the latest industry standards, thereby improving their skills and knowledge progressively. In addition to these growth measures, the corporation upholds a dedication to ensuring equitable remuneration. Shezan prioritizes the provision of competitive remuneration to its team members, complemented by comprehensive benefits packages, so ensuring equitable compensation for their respective efforts. The CEO also emphasised the value of honest feedback and open communication in preserving a positive work environment. Shezan encourages employees to express their issues and ideas and maintains an open-door policy.

5.3 Results of the Survey

Shezan International Limited employee job satisfaction was examined in relation to Corporate Social Responsibility (CSR) efforts. 103 of 300 employees completed the survey. Many of these respondents recognized CSR's importance in the company's reputation and job happiness. The primary findings indicate that a significant proportion of employees hold the belief that corporate social responsibility (CSR) plays a pivotal role in shaping the reputation of the organization, while also exerting a beneficial influence on their overall job satisfaction. The consensus among employees was that Shezan International Limited demonstrates ethical practices and is well regarded for its commitment to environmental sustainability. Significant levels of consensus were seen in relation to the efficacy of corporate social responsibility (CSR) programs and their impact on work satisfaction. In general, the findings suggest that the corporate social responsibility (CSR) endeavours undertaken by Shezan International Limited are favourably received and have a good impact on employee work satisfaction. However, there is potential for additional improvement in this area.
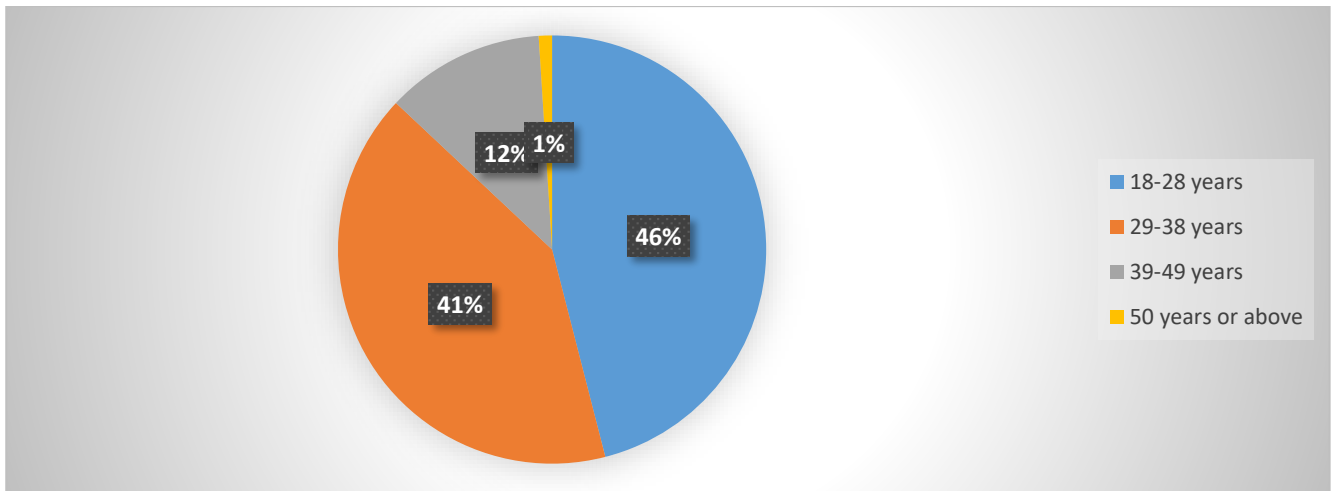
FIGURE 1. Age Group of the respondents (n=102)

Figure 1 displays the demographic distribution of the survey respondents who have completed the questionnaire, categorized by age group. The initial inquiry on the questionnaire pertained to the demographic category to which the respondent's age corresponds. The provided selections encompassed age ranges of 18-28, 29-38, 39-49, and 50 years or older. The poll found that 46% of participants were 18–28 years old and 41% were 29–38. Additionally, 12% of the respondents were found to be between the ages of 39 and 49, with a mere 1% representing individuals aged 50 years or older. The survey findings suggest that the age group of 18-28 exhibits a higher level of representation within the staff of Shezan International Limited in comparison to other age cohorts. This observation may indicate that the company holds a unique appeal for younger staff.
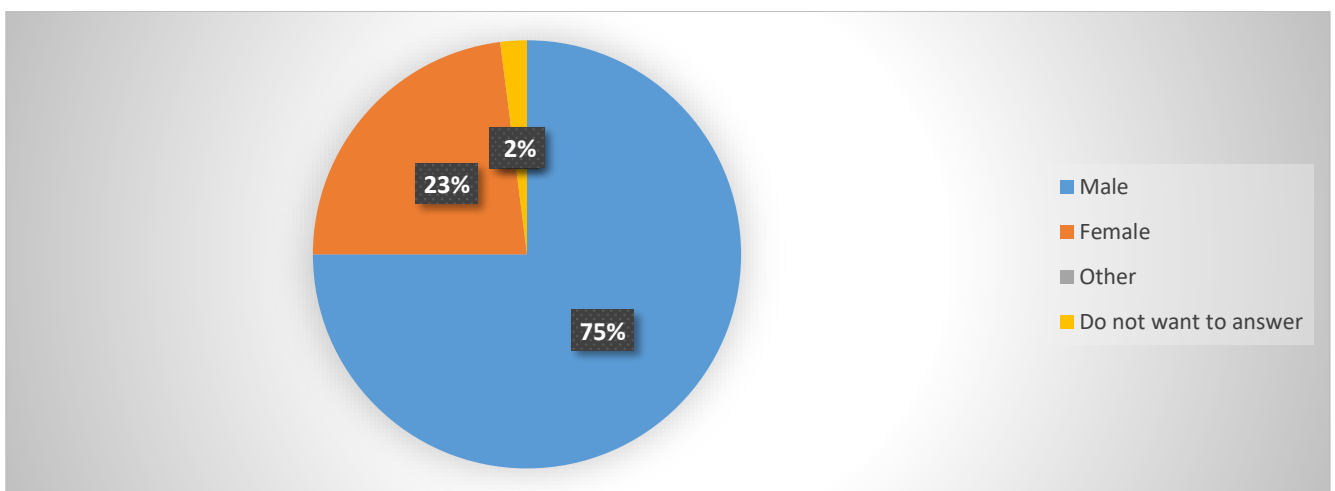

FIGURE 2. Gender of the respondents (n=102)

Figure 2 illustrates the proportion of male and female individuals who have engaged in the survey. The questionnaire provided respondents with four response alternatives, namely 'Male', 'Female', 'Other', and 'Do not want to answer'. The percentage of male respondents exhibited a higher volume compared to the remaining groups. In the pictured diagram, it is evident that 75% of the individuals are male, 23% are female, and a mere 2% have chosen not to disclose their gender.
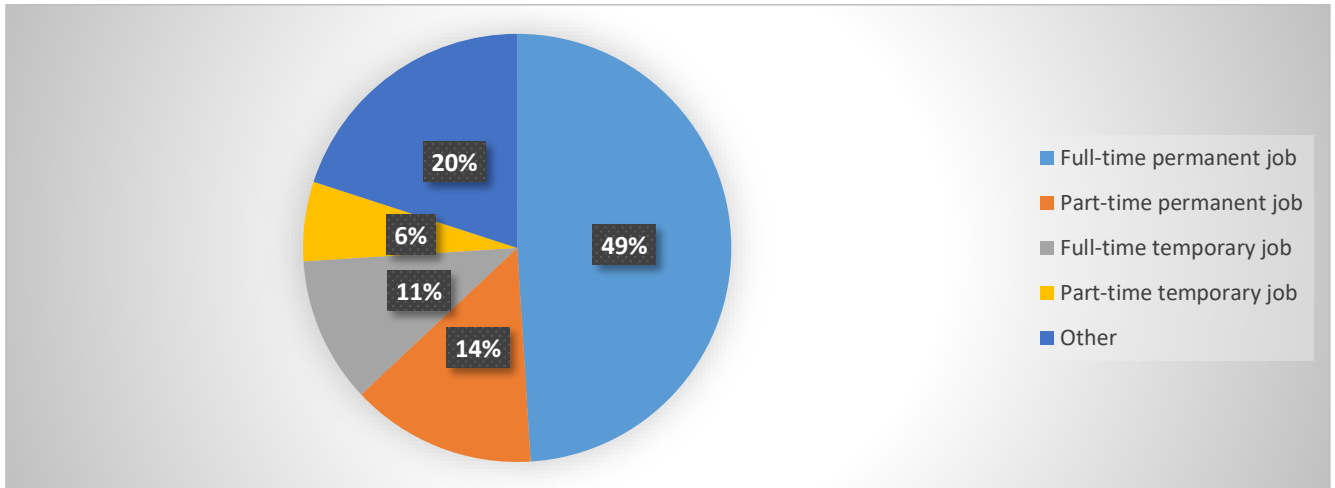

FIGURE 3. Employment Status of the respondents (n=101)

Figure 3 demonstrates that 49% of Shezan International Limited employees are full-time permanent. Part-time permanent positions make up 14%, full-time temporary jobs 11%, and 6%. "Others"—contract employees and freelancers—make up 20% of the workforce. This diversified workforce shows different employee types engage differently with the company's CSR initiatives.
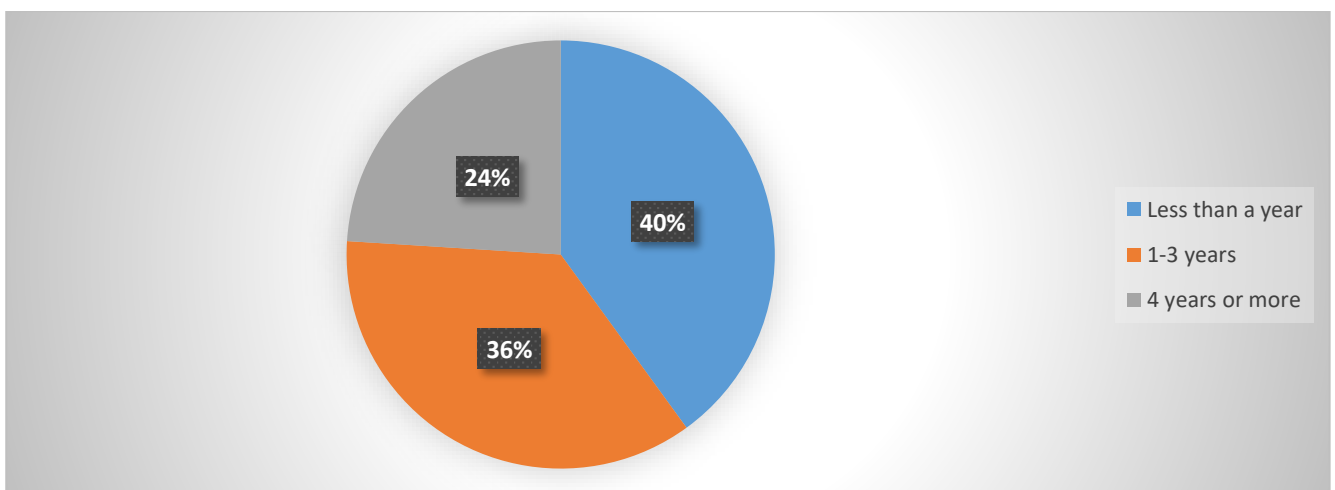

FIGURE 4. Employee Tenure of the respondents (n=102)

Figure 4 demonstrates that 40% of Shezan International Limited employees have worked there for less than a year, 36% for 1-3 years, and 24% for 4 years or more. According to the data, the company's CSR initiatives may have attracted many new workers. varying tenures may indicate varying engagement and perceptions of the company's CSR efforts, affecting employee satisfaction.
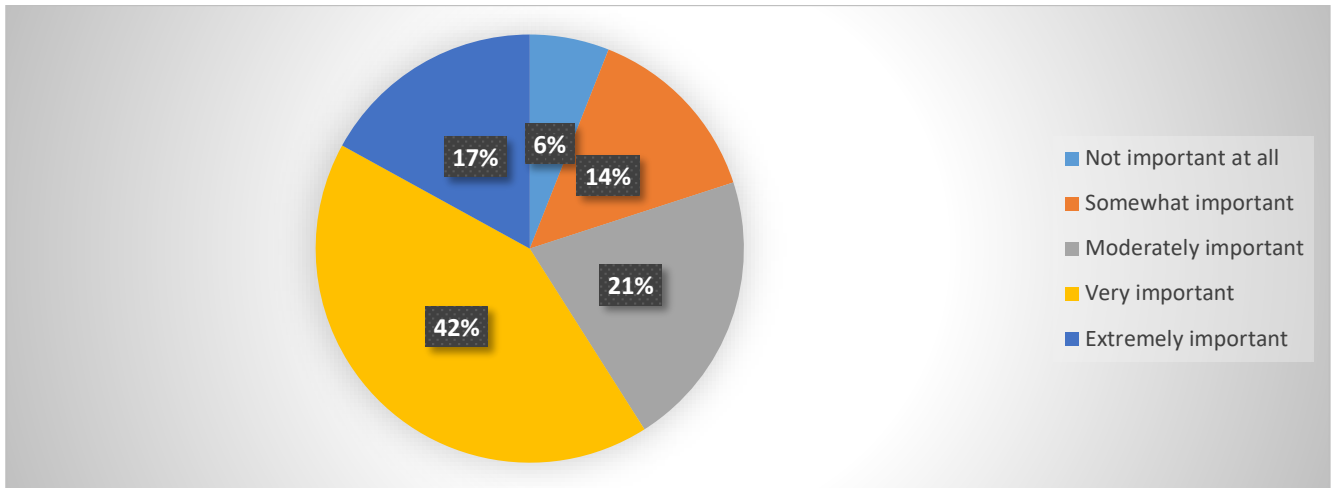

FIGURE 5. CSR Importance of the respondents (n=101)

Figure 5 illustrates that most Shezan International Limited employees value CSR for the company's reputation. 42% believe it's 'Very Important,' 21% say 'Moderately Important,' and 17% say 'Extremely Important.' In contrast, 6% think CSR is 'Not Important at All,' and 14% think it's 'Somewhat Important.' This implies that most employees value CSR for the company's reputation.
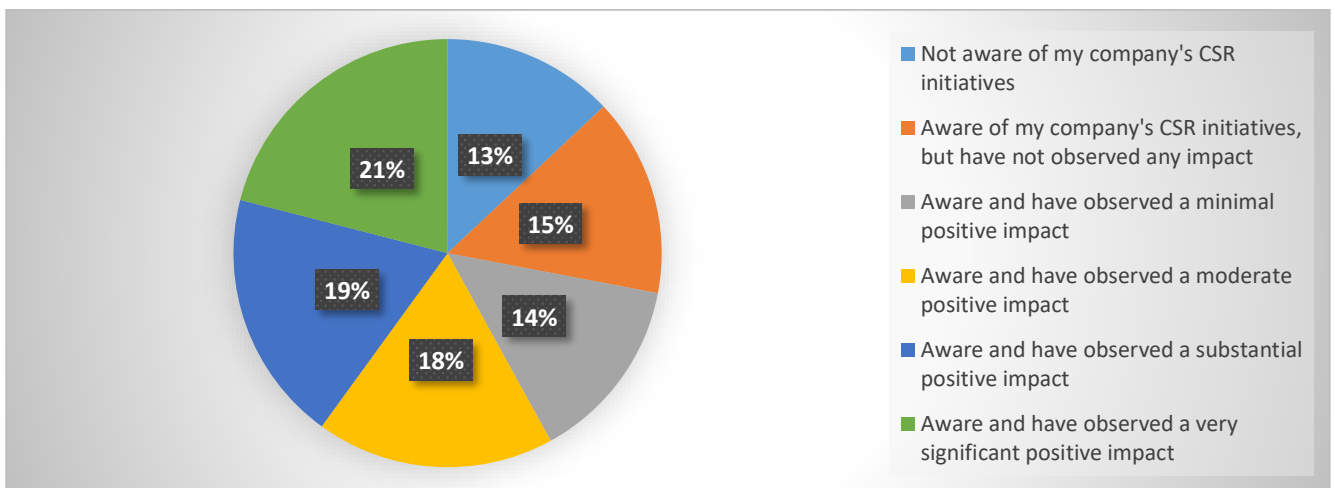

FIGURE 6. CSR Impact of the respondents (n=102)

Figure 6 shows that 58% of Shezan International Limited employees think the company's CSR initiatives have improved their job satisfaction. Most (21%), claimed a 'Very Significant Positive Impact.'

However, 15% are aware of CSR programs but have not experienced a difference in job satisfaction, while 13% are unaware. The data reveals that CSR programs are improving job satisfaction for a large number of employees, whereas a smaller group either doesn't notice or is unaware of the initiatives.
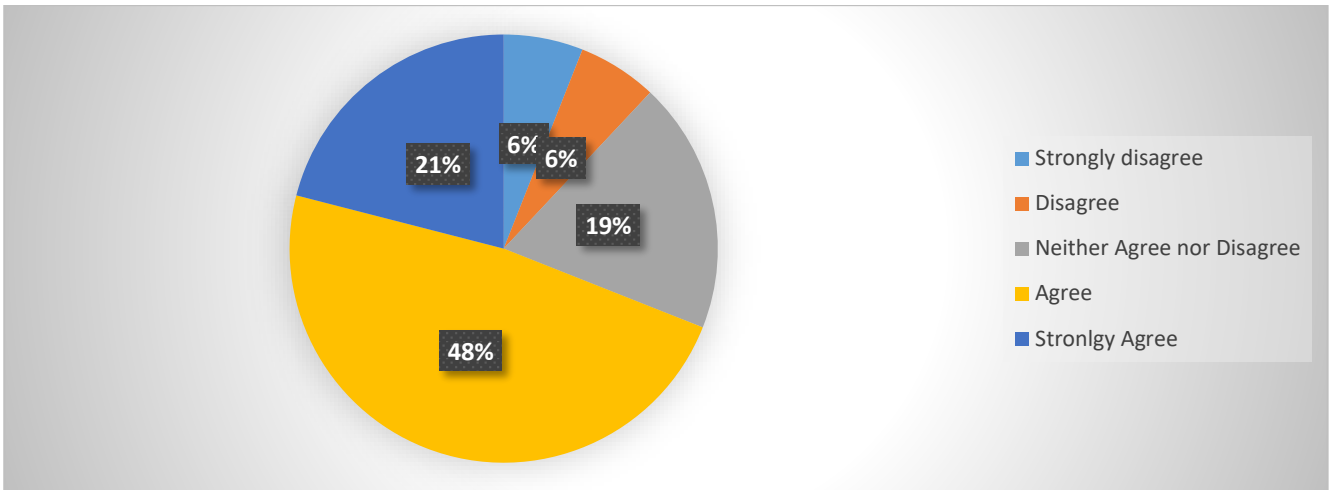

FIGURE 7. Ethical Practices of the respondents (n=99)

Figure 7 indicates that 69% of Shezan International Limited employees say the company's business operations are ethical, with 48% and 21% strongly agreeing. Only 12% disapprove or strongly disagree with the company's ethics. Also, 19% are neutral, suggesting uncertainty or ignorance regarding the company's ethics. The research shows that most employees think Shezan International Limited is ethical, yet a small but considerable group disagrees or is neutral.
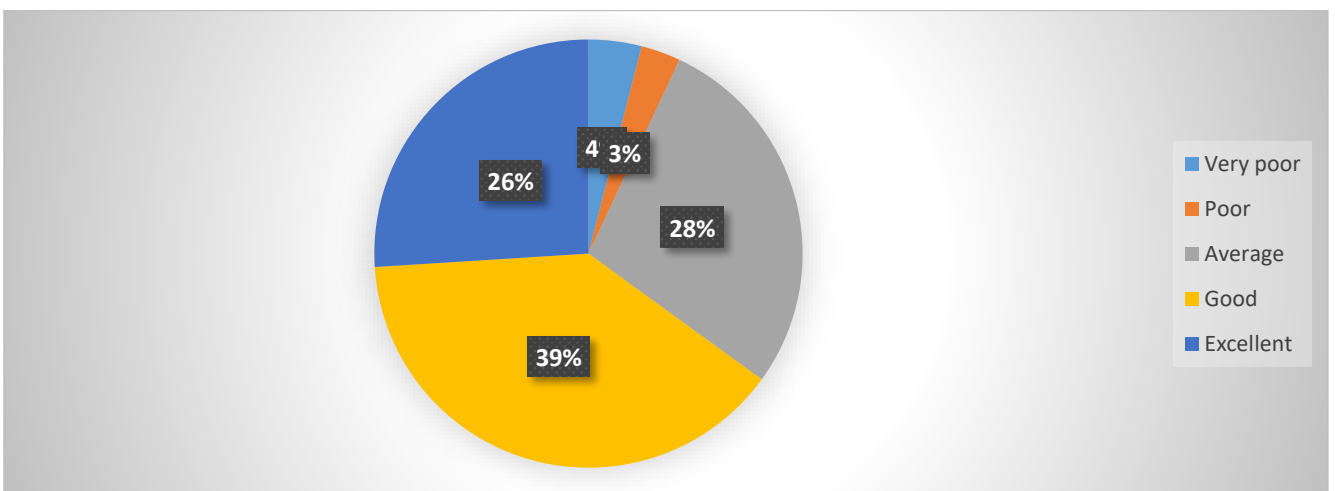

FIGURE 8. Sustainability Efforts of the respondents (n=100)

Figure 8 shows that 39% of Shezan International Limited employees rate the company's environmental sustainability initiatives as 'Good' and 26% as 'Excellent.' Only 7% consider these efforts 'Poor' or 'Very Poor.' Additionally, 28% of employees rate the company's efforts as 'Average,' suggesting opportunity for improvement. Most employees like Shezan International Limited's sustainability measures, although many think they're average.
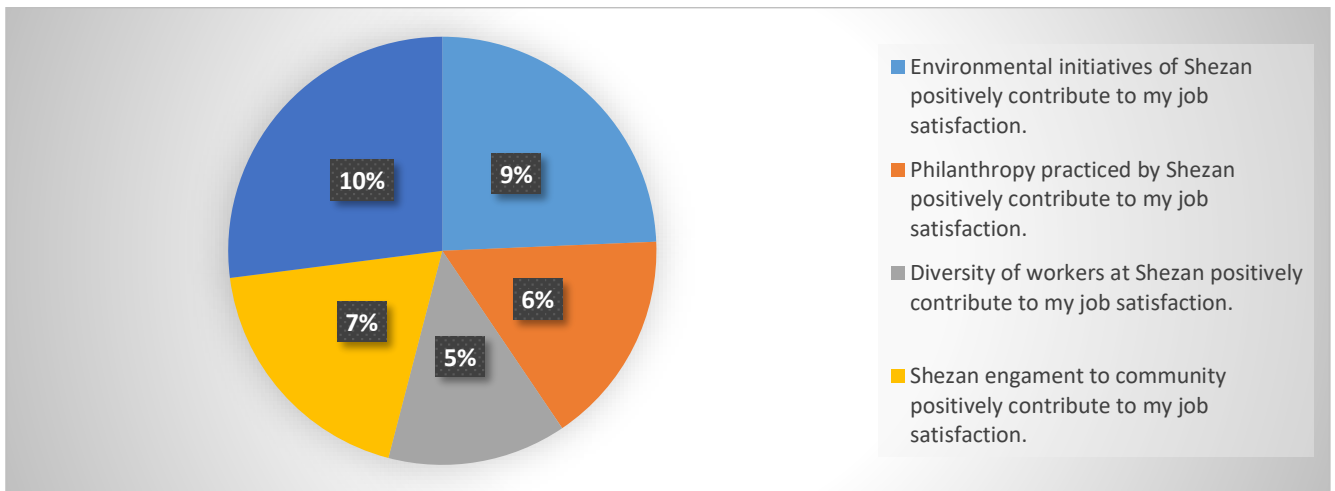

FIGURE 9. CSR Agreement of the respondents (n=103)

Figure 9 shows that most Shezan International Limited employees have a favourable opinion of the company's CSR initiatives and are highly likely to agree that these initiatives increase their happiness with their jobs. The company's environmental activities have been found to have the greatest impact, as indicated by 41% of respondents strongly agreeing that these initiatives significantly contribute to their job satisfaction. The variables of community participation and ethical company practices are constantly monitored, with a significant 38% of respondents expressing strong agreement that these elements significantly contribute to their overall job satisfaction. The domains of philanthropy and workforce diversity were also met with substantial favorable reactions. The research shows that employees generally like how corporate social responsibility (CSR) affects their job satisfaction.
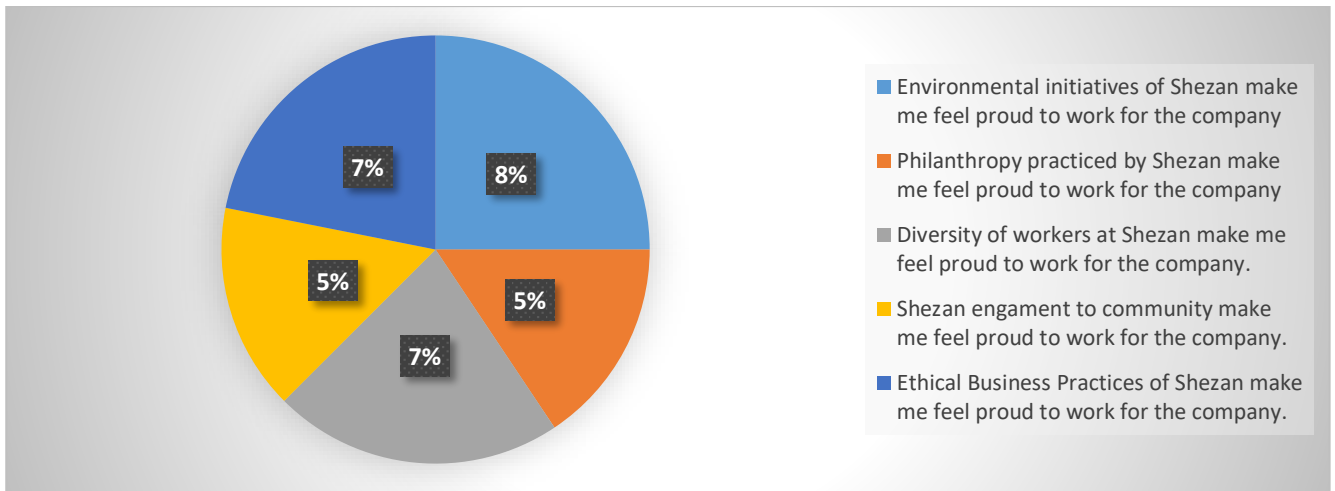
FIGURE 10. CSR Pride factors of the respondents (n=103)

Figure 10 demonstrates how Shezan International Limited's CSR programs significantly increase employee satisfaction. According to the survey results, a significant proportion of employees (43% and 41% respectively) expressed strong agreement with the profound influence of ethical business practices and community engagement on their sense of pride in working for Shezan. Workforce diversity and environmental measures elicit favorable reactions, albeit with relatively lower levels of impact. Overall, research shows that corporate social responsibility (CSR) efforts boost employee pride.
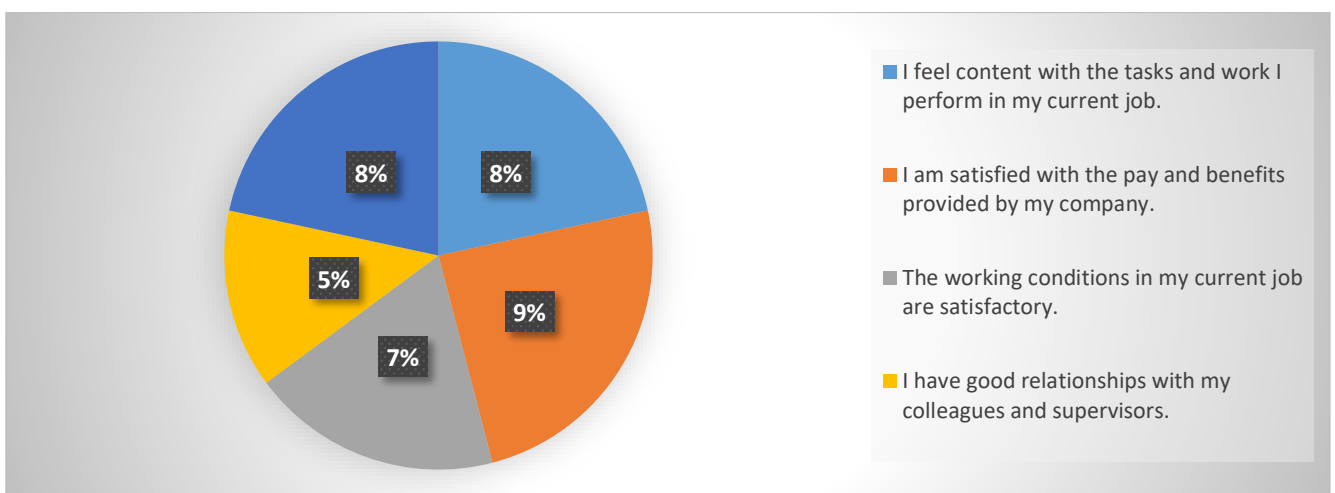
FIGURE 11. Job Satisfaction of the respondents (n=102)

Figure 11 demonstrates the high degree of job satisfaction among Shezan International Limited employees across five important factors. A significant proportion (exceeding 60% in each category) of employees conveyed contentment or a high level of contentment with their assigned duties, remuneration, working environment, interpersonal connections with coworkers, and congruence with the organization's principles and culture.
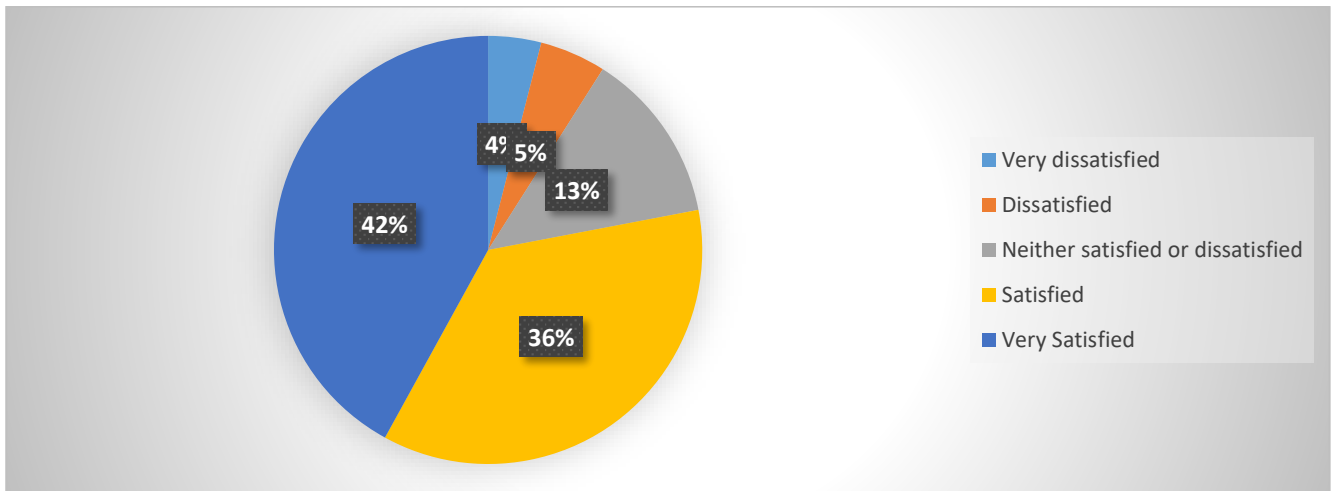
FIGURE 12. Overall Satisfaction of the respondents (n=102)

Figure 12 illustrates Shezan International Limited's general satisfaction. The graph shows Shezan International Limited employees' job satisfaction. Most employees are satisfied with their jobs, with 42% "Very Satisfied" and 36% "Satisfied." This represents 78% of job-satisfied respondents. Few employees indicated negative job satisfaction: 4% are "Very Dissatisfied" and 5% are "Dissatisfied." The remaining 13% are "Neither Satisfied nor Dissatisfied." Shezan International Limited personnel are generally satisfied with their jobs.

5.4 Summary of the Survey Results

The survey study provides a thorough examination of multiple aspects related to employment at Shezan International Limited. The workforce of the organization is primarily composed of individuals who are younger in age and predominantly male. Specifically, 87% of the survey participants belong to the age group of 18-38, while 75% self-identify as male. The demographic data presented prompts inquiries regarding the extent of diversity and inclusion within Shezan International Limited. Additionally, it is worth noting that around 50% of the workforce consists of individuals employed on a full-time permanent basis, with a significant portion of them having a tenure of less than one year. This observation implies the possibility of either a significant rate of employee turnover or a rapid expansion inside the company. It would be advantageous for the organization to conduct a more comprehensive analysis of this pattern to assure the long-term retention and contentment of its employees.

When considering attitudes towards Corporate Social Responsibility (CSR), the available data overwhelmingly reflects a positive outlook. A significant proportion of employees hold the belief that corporate social responsibility (CSR) activities have advantages not just in terms of enhancing the company's brand, but also in fostering job satisfaction among employees. More than 50% of the participants indicate that these activities have had a beneficial influence on their work experience. Nonetheless, a notable portion of individuals remains uninformed or apathetic towards these endeavors, indicating a probable deficiency in internal communication. In a similar vein, it is noteworthy that a significant proportion of employees, specifically 69%, express agreement with the ethical practices of the company. Additionally, 65% of employees evaluate the company's endeavors towards environmental sustainability as either 'Good' or 'Excellent.' However, it is important to acknowledge the existence of a fraction of employees who maintain a neutral stance or perceive these activities as merely average. This observation suggests potential for development in these domains.

Finally, the survey findings demonstrate a significant job satisfaction among employees, as a remarkable 78% of respondents reported being either "Very Satisfied" or "Satisfied." The phenomenon of optimism extends across various domains, encompassing task duties, remuneration, working environment, and interpersonal interactions with coworkers. The domains are widely recognized as crucial determinants of employee satisfaction, and the available data indicates that the organization has achieved significant accomplishments in these regards. However, although these encouraging indicators, it is imperative for the company to not disregard the little proportions of discontentment, particularly because a small fraction expressed being "Very Dissatisfied" or "Dissatisfied." This underscores the significance of ongoing endeavors to tackle aspects that could potentially contribute to employee discontentment, even if they presently constitute a minority.

6 SUMMARY AND CONCLUSIONS

The main objective of this study was to examine the complex relationship between corporate social responsibility (CSR) and employee job satisfaction, with a specific focus on Shezan International Limited, a well-known food and beverage firm in Pakistan. The primary focus of the study was to evaluate the influence of Shezan's corporate social responsibility (CSR) initiatives on the overall satisfaction of its employees. Additionally, the study aimed to identify the specific mechanisms via which these programs influenced the feelings of the workforce.

To explore this relationship, the study was commenced by conducting a thorough examination of relevant literature, encompassing international practices and scholarly perspectives on corporate social responsibility (CSR) and its possible impact on employee satisfaction (Porter & Kramer, 2011). After acquiring the necessary fundamental understanding, a case study was then designed, focusing specifically on Shezan International Limited. The researchers employed two main methods to collect data: a survey aimed at collecting quantitative data from a diverse range of personnel, and semi structured interviews with the CEO of the company, to obtain qualitative insights.

Shezan had sophisticated CSR practices, there were differences in how much the employees are aware of and appreciate these practices. However, a significant proportion of employees hold the belief that corporate social responsibility (CSR) activities have advantages not just in terms of enhancing the company's brand, but also in fostering job satisfaction among employees. The job satisfaction level appears as very good in this survey data. Overall, in Shezan, the CSR practices and high job satisfaction exist in parallel, however, it remains for future research to study whether CSR is the primary reason for higher job satisfaction. According to Crane, Matten, and Spence (2009), who feels a strong sense of purpose, acknowledged, and appreciated the chances provided for their involvement, linked themselves with the organization's positive image, and found satisfaction in the equal pay systems offered by the company.

Even though Shezan's Corporate Social Responsibility (CSR) programs are admirable, they have room for advancement. According to Esty and Winston (2006), feedback suggests that Shezan should investigate the prospect of expanding its corporate social responsibility (CSR) efforts by participating in a greater variety of community-focused initiatives. This would allow Shezan to better serve the community. In addition, Shezan has the potential to improve its CSR programs by increasing the number

of chances for direct employee participation in various community service projects. In addition, it would be useful for Shezan to investigate the possibility of creating performance indicators that are linked with the CSR objectives that it has set. According to the case of Shezan International Limited, integrating CSR into a company's strategic plan is crucial from an ethical standpoint as well as in terms of raising employee happiness. The universal significance of corporate social responsibility (CSR) is indisputable, and its systematic incorporation in an expanding market such as Pakistan offers distinct perspectives that are highly important for both regional and global organizations. This piece of work serves as evidence of the interconnectedness between conscientious business tactics and the success of a firm. Shezan essentially highlights the benefits of corporate social responsibility (CSR) on employee satisfaction and brand promotion, underscoring the wider significance of CSR in developing countries such as Pakistan. To further grasp the depth of this association, more research is encouraged in the future.

To meet the quality criteria and ethical aspects of thesis writing, following procedures were followed. The literature review was based on reputable academic publications to uphold the honesty and moral rigor of this study. The primary techniques employed for data collection were carefully crafted to uphold participant confidentiality, with informed consent being a mandatory prerequisite for both interviews and surveys. Nevertheless, it is important to acknowledge the inherent limitations of the study, which may introduce bias because of relying on self-reported data and the potential for limited representativeness due to the characteristics of the participant sample (Freeman et al., 2010).

The convenience sample method had benefits in terms of cost and how easy it was to collect data, but it also had some flaws that affected how the survey study turned out. One of the most significant factors to consider is the possibility of sample bias. Due to this constraint, the outcomes of the survey are notgeneralizable to the workforce of Shezan International Limited. Nevertheless, the research yielded significant findings regarding the investigated company, specifically regarding the influence of corporate social responsibility (CSR) on job satisfaction within that setting.

The Shezan International Limited study examines the relationship between corporate social responsibility (CSR) and employee job satisfaction, employing both quantitative data from employees and qualitative insights from the CEO. The study's dependability may be jeopardized by its convenience sample and dependence on self-reported data, despite its thorough methodology. Ethics-wise, it protects participant rights by requiring informed permission and maintaining confidentiality, although it advises being wary of potential biases while interviewing high-level executives.

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APPENDIX 1

Interview Questions

1. How do you define CSR at Shezan International Limited?

2. What motivated Shezan International Limited to implement its current CSR initiatives?

3. Can you describe some of the primary CSR activities and programs currently in place at Shezan?

4. In your opinion, how do CSR practices correlate with employee job satisfaction at Shezan?

5. Do you believe that CSR initiatives have a direct impact on employee retention rates?

6. Are there any plans to modify or expand CSR activities soon based on employee feedback?

7. How does Shezan compare its CSR strategies and its impact on employee satisfaction with industry benchmarks or competitors?

8. In conclusion, what advice would you offer to other companies aiming to enhance employee job satisfaction through CSR initiatives?

APPENDIX 2

A Survey for Shezan International Limited Employees

I am Rizwan Ali conducting a survey as part of my BBA thesis, which is being completed as part of my bachelor's degree program at Centria University of Applied Sciences. The purpose of this survey is to explore the relationship between corporate social responsibility (CSR) and employee job satisfaction. Your participation in this survey is greatly appreciated.

Please note that all responses will remain anonymous, and the results of this survey will be published in an anonymous format. Your privacy and confidentiality are of utmost importance, and no individuals will be identified in the final report.

Thank you for taking the time to participate in this survey.

1. Your Age
   a) 18-28 years
   b) 29-38 years
   c) 39-49 years
   d) 50 years or above

2. Gender
   a) Male
   b) Female
   c) Other
   d) Do not want to answer

3. Employement Status
   a) Full-time permanent job
   b) Part-time permanent job
   c) Full-time temporary job
   d) Part-time temporary job

e) Other

4. How long have you worked for Shezan International Limited?

    a) Less than a year

    b) 1-3 years

    c) 4 years or more

5. How important do you believe CSR initiatives are for a company's reputation?

    a) Not important at all

b) Somewhat important

c) Moderately important

d) Very important

e) Extremely important

6. Have you observed any positive impact of your company's CSR initiatives on your job satisfaction?

a) Not aware of my company's CSR initiatives

b) Aware of my company's CSR initiatives, but have not observed any impact

c) Aware and have observed a minimal positive impact

d) Aware and have observed a moderate positive impact

e) Aware and have observed a substantial positive impact

f) Aware and have observed a very significant positive impact

7. To what extent do you agree that Shezan International Limited's business practices are ethical?

a) Strongly disagree

b) Disagree

c) Neither Agree nor Disagree

d) Agree

e) Stronlgy Agree

8. How would you rate Shezan International Limited's efforts in supporting environmental sustainability?

a) Very poor

b) Poor

c) Average

d) Good

e) Excellent

9. Please rate your level of agreement with the following statements concerning CSR activities of Shezan International Limited. (1=strongly disagree…5=strongly agree).

	1	2	3	4	5
Environmental initiatives of Shezan positively contribute to my job satisfaction.					
Philanthropy practiced by Shezan positively contribute to my job satisfaction.					

Diversity of workers at Shezan positively contribute to my job satisfaction.					
Shezan engament to community positively contribute to my job satisfaction.					
Ethical Business Practices of Shezan positively contribute to my job satisfaction.					

10. How much do you agree with the following statements (1=strongly disagree…5=strongly agree).

	1	2	3	4	5
Environmental initiatives of Shezan make me feel proud to work for the company					
Philanthropy practiced by Shezan make me feel proud to work for the company					
Diversity of workers at Shezan make me feel proud to work for the company.					
Shezan engament to community make me feel proud to work for the company.					
Ethical Business Practices of Shezan make me feel proud to work for the company.					

11. Please rate your level of agreement with the following statements regarding job satisfaction (1=Strongly Disagree…5=Strongly Agree).

	1	2	3	4	5
I feel content with the tasks and work I perform in my current job.					
I am satisfied with the pay and benefits provided by my company.					
The working conditions in my current job are satisfactory.					
I have good relationships with my colleagues and supervisors.					

The corporate culture and values of my company align with my own values and beliefs.					

12. In general, how satisfied are you with your job at Shezan?

    a) Very dissatisfied

    b) Dissatisfied

    c) Neither satisfied or dissatisfied

    d) Satisfied

    e) Very Satisfied

Thank you for your response