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EFFECT OF CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES ON EMPLOYEE ENGAGEMENT IN THE LEBANESE PHARMACEUTICAL FIELD

Abstract

This paper seeks to explore the interrelationship between corporate social responsibility (CSR) and employee engagement; first theoretically by reviewing the literature and secondly by surveying different respondents from across Lebanon working in different pharmaceutical fields. The aim of this paper was to seek a correlation between corporate social responsibility and how it would impact employee engagement and enthusiasm and if it would result in better return towards society. The data collected from the surveys was computed using SPSS program and the results in hand were analyzed in order to seek out the relation between the two studied factors. The results showed how different pillars of employee engagement and CSR are interrelated using Turker and Gallup scales. This study had affirmed the theories in previous literature showing the links between employee engagement and CSR and the impact of each in organizational performance. This study showed that there is no employee engagement in the pharmaceutical field as there is a significant relation between CSR and employee engagement.

Keywords

Corporate social responsibility, employee engagement, organizational performance, pharmaceutical, Lebanon.

1. INTRODUCTION

The Pharmaceutical sector is passing through a critical phase, blockbuster-drug era period has ended. The discovery of new pharmaceutical molecules has decreased lately, and this could be due to the decreased level of investment on R&D by pharmaceutical companies. Historically, pharmaceutical companies moved from easy job to very difficult job to attain. Pharmaceutical companies should evaluate their positions and be prepared to take advantage of future opportunities. In the past period companies were used to be more concerned about increasing their profits based on their capitalism strategy and philosophies (Applbaum, 2009). Recently new concept was introduced that shifted their focus to solve other problems such as ethical problems and trust, this concept was corporate social responsibility (CSR). So, businesses need to concentrate their activities toward society services that could be done through charitable activities this has been the new trend where the biggest pharmaceutical companies have adopted it under the umbrella of CSR.

Employees reflect the company image, companies pay wages and benefits for their employees to offer their customers the best service, so any investment for employees starting from trainings to benefits or intensives and bonuses should motivate them and consequently it will be reflected as positive outcomes for the company. The right investments reduce financial loses such as employee turnover or absenteeism (bryant, 2013). CSR is a brand-new management idea that could be oriented toward either employees, stakeholders, or society. Employees as a vital key of a corporation desire a decent motivation, so they can work as well as possible. Hence, organizations should take into consideration different factors that are related to CSR from different perspectives, company, and employees. So, engagement of employees and CSR became a strategic goal for each company, through implemented internal CSR activities that could be a stimulator to increase employee engagement.

On the Lebanese scale the studies around CSR and employee engagement are barely existing despite the need to understand the specificities of pharmacists in the Lebanese market, and the effect of CSR on organizations and employees and at the same time, the link between employee engagement and CSR. For that reason, in this study, we are going to highlight the importance of employee engagement and CSR in the pharmaceutical field and the link between the two parameters especially that the pharmaceutical field is saturated with competition either in pharmaceutical companies or in community pharmacies, such that there are too many community pharmacies in one hand and on the other hand there is a lot of brands for the same active ingredient. This high number of pharmacies and suppliers saturated the pharmaceutical field. The importance of this study is to focus on the effect of CSR and its impact on the pharmaceutical organizations. We want to show the level of engagement in the pharmaceutical field and the possible causes of either being engaged or not, and if it is related to their need's satisfaction.

2. LITERATURE REVIEW

Employee engagement is not a new concept and leading companies believe that employee engagement drives business outcomes. If you refer to different literatures' employee engagement has different definitions, and it is closely related to job satisfaction, commitment, organizational citizenship, satisfaction, enthusiasm, and motivation. For that reason, there are different explanations for employee engagement. (Markwick, 2009)

Engagement is a two-way relationship between employees and employers based on trust which is easy breakable. Employers have the choice to choose to what extend they want to engage their employees and what engagement tools they want to offer. And at the same time the employees have the choice to choose if they want to be attached to the organization and can decide whether or not their job continues to interest them sufficiently to stay in it and develop it and get the opportunity to succeed and grow. Employees should believe in their organization, in the product and services they offer (D Robinson, The Drivers of Employee Engagement, 1998).

2.1. Employee Engagement

2.1.1. Theories

Different theories mentioned employee engagement and how it is affected. A theory of differentiated job demands, and resources has shown that job resources have positive relationships with engagement and how these resources help employees to cover job demands (LePine, 1990). Another theory discussed four different types of engagements: work engagement, task engagement, organizational engagement, and team engagement (Saks, 2014).

Social determination theory (SDT) stated that there are two types of motivation: intrinsic and extrinsic. Intrinsic motivation reflects the desire of the employee, such that he does things for his own sake and interest. Extrinsic motivation is represented by the desire to get rewards, increase one's ego or avoid feelings of guilt. According to SDT, these are forms of autonomous regulation in which they considered it one of different components of engagement. And this theory has been used for more than 30 years in field research (Meyer, 2008). SDT is a metatheory since it is a fusion between mini theories offering a clear understanding of the human motivation and well-being. Based on SDT humans are naturally oriented to grow and improve their skills through new experiences, where they get their needs and target their interests. It is a dynamic interaction between the individual and his external environment or in other words between employees and their organizations, where the employee is in a continuous striving for his needs satisfaction, which ends in two options, either he satisfies his needs and he'll be engaged and involved or he will be deprived from his needs and he'll be demotivated and disengaged (Legault, 2017). GALLUP has been highly related to employee engagement. The mostly used standards to measure engagement is Gallup in which employee engagement is measured and correlated to business outcomes. According to Gallup, employee engagement is presented through involvement, commitment, and enthusiasm. To engage your employees, you should meet their basic needs, create meaningful opportunities, and provide chances to grow. When engagement is established, every employee will accept a specific challenge and work in favorable way to reach his goals which are the organizational goals. The employees' willingness increases, and successful outcomes will be attained (James K. Harter, 2004).

They created a new model they called "Hierarchy of engagement" which is similar to Maslow's need hierarchy model starting with basic requirements of salary and benefits then the need of management support to what employee is giving for the organization. The third level is related to the teamwork and the company culture and finally the opportunities the employee is offered must improve and develop his skills.

2.1.2. Components

Some researchers considered engagement as psychological or affective state, companies see engagement as an outcome: reflected commitment, loyalty, dedication, and others says that employee engagement is a further step over satisfaction and motivation. Academic definitions added that it is a two way beneficial relationship between employees and employers. As a conclusion, all definitions considered engagement as an outcome and an additional interest for the organization and in the same time they invest their skills in this organization. (Markwick, 2009) (schneider, 2008).

Employees are classified into three categories: engaged employees, not-engaged, and actively disengaged.

Engaged employees are passionate, seek innovation, willing to go for an extra mile and push the business forward (Reilly, January 7, 2014). They are more likely to perform 20% more than others, more loyal for their jobs, more innovative, have increased self-efficiency and positive impact upon health and well-being. According to literatures, there are different factors affecting employee engagement such as biological and personality characteristics, career level (the more senior level the easier for the employee to get engaged), nature of work, available opportunities, etc. (Markwick, 2009).

Disengaged employees cost organizations, they are less productive can affect customer satisfaction, and they increase absenteeism rates (Markos, 2010).

Performance outcomes were compared between engaged and disengaged employees, the results showed better outcomes with engaged employees (Gallup, meta-analysis, 2013).

Engagement pillars are involvement, commitment, enthusiasm, dedication, vigor, satisfaction, motivation and organizational citizenship behavior.

Employee involvement is the process of involving your employee in decision making processes through the flow of information (downward and upward communication) (Gifford, 2005). Literatures proved that increasing employee involvement is reflected by increasing employee engagement, where they both have a strong relationship. Many factors can cause employee involvement or engagement to be disconnected to performance (Jr., 1996).

Commitment is considered also another pillar of engagement. It is the willingness to persist to reach the goals and reluctant to change. Commitment is considered complete when it is rational and emotional, so that people dedicate their time and energy to do their job expecting in return something of value (Vance, 2006)

2.2. Corporate Social Responsibility

2.2.1. Theories

Several theories have discussed CSR, they are categorized as: instrumental theories, political theories, integrative theories, and ethical theories. Instrumental theories considered CSR an instrument to achieve economic objectives through first maximize the shareholder value and it is reflected by the short-term profits, second gain competitive advantage which will lead to long term profits. Political theories included political considerations and analysis in their debate, and they focused on the interaction between any business and society. Integrative theories considered that the growth and existence of business is based on the society, so it measured the extent of how it integrates with social demands. Finally ethical theories who considered that the relation between business company and its society should be based on ethical codes as they believe that CSR should be accepted as an obligation above other considerations (Garriga, 2004). In this study we wanted to detect the most used CSR types of the Lebanese pharmaceutical field and its effect on the employees.

In this study Turker scale is considered to measure CSR, it measures in detail the effect of CSR on stakeholders (including environmental factors, society, coming generations and NGO's), employees and customers. Turker developed this scale based on previous observations and he used it in his study on a sample of different professionals in Turkey (Tomina Gabriela SAVEANU, November 2014). Turker scale has been used in several studies in various fields and in different regions and it has been used in recent studies and considered valid and reliable scale to measure CSR.

CSR is categorized according to its responsibility into four types: economic, legal, ethical and philanthropic responsibilities. Companies seek for profits for its stakeholders, to pay salaries for the employees, taxes and other obligations while balancing economic decisions with the overall effect on society and business to ensure its continuity and long lasting for examples: using recycled products to reduce the price for customers and benefit society by consuming less resources this is called economic responsibility. To benefit a society, companies should adhere to different laws that are applied in the industry regulations example, labor and tax law; this responsibility is called legal responsibility. After covering economic and legal responsibilities we move to ethic responsibility which includes higher wages, fair labor practices for the employees, and job opportunities to those with special conditions that can't find job easily. Finally philanthropic activities would be implanted, and it varies from donating time, money, and resources to repair a hospital or educational supports (Krohn, september 2017).

2.2.2. Components

From another perspective, another topic has gained interest and researchers have concentrated on its influence on organizational outcomes. Corporate social responsibility is the process of taking into consideration the society and the environment when making decisions in which organization works within a transparent and ethical standard (.S), 2015). Nowadays companies are more attentive to CSR although it is a new management idea, they are organizing activities based on codes of conduct to measure the effect of their activities on employees, customers, and stakeholders. However, some companies have used CSR as a tool to support their personal growth, although researchers insisted that CSR should be considered an investment to build good relations with stakeholders. Previous research showed that CSR has a positive effect on employees' commitment and enhancing the organizational performance and increasing employee engagement. (Aditya Pratap Singh, March 2015). A study conducted by Servaes and Tamayo showed that CSR increase the value of the firm with high customer awareness rather than advertising expenditure. CSR should be conducted across the employees in the company in different branches and in different areas to increase the bond between them and enhance team spirit (Tamayo, 2013).

2.2.3. Examples

Some examples of CSR in major pharmaceutical companies; Pfizer the largest pharmaceutical company worldwide, had organized a volunteer program in Philippines, and invested in awareness campaigns. J&J supported the nursing profession through professional nursing association, colleges, and universities. Their objective was to highlight the shortage in the number of nurses in the United States, so they launched the 2002 campaign for nursing's future. They used different tools such as advertisements, special events and website, spending twenty-five million dollars to improve the reputation of nursing profession to end up in increasing the enrollment in nursing schools by 8% (Nussbaum, December 2008). Roche Lebanon partnered with the Ministry of Public Health to launch the 2014 National Breast Cancer Awareness campaign titled: "She reminds you of everything...Remind her for the Mammography". The campaign was launched in collaboration with the National Breast Cancer Committee in order to raise awareness of breast cancer among men and women alike and to eradicate the traditional thought that breast cancer is a "women issue" it also can affect men as well. The success of the campaign has been greatly reflected in the commitment of men in Lebanon in spreading awareness of the disease and supporting women. A total of 62 hospitals were included in the campaign from different regions in Lebanon, in addition to 54 radiology centers and 24 governmental hospitals, to reduce the cost of mammography examinations for women. Governmental hospitals offered free mammography screening for the period of the campaign (three months) while private hospitals and centers offered significant discounts. So, it is expected that CSR activities have a positive outcome on business achievements, through increasing the stakeholder expectations and creating profits (Chin-HuangLina, February 2009). Similarly, what was done by Hikma Pharmaceuticals in November 2018, they launched iron deficiency awareness campaign. They targeted patients specially females that are more likely to suffer from anemia. They distributed flyers in clinics, hospitals, and dispensaries. They measured level of ferritin (iron stores in the body) for free. To help patients recognize that they have anemia, they educated patients on the signs and symptoms of anemia, as they recommended the best lifestyle that should be followed to prevent anemia. Even pharmaceutical industries should warn about the side effects of their drugs, communicate, educate, and increase awareness regarding the risks and the adequate use of their products example

companies that manufacture opioids it is also considered a type of CSR to prevent lawsuits and other consequences such as what happened in USA with opioids epidemic (Rebecca Haffajee, 2017).

As we see in the previous examples, CSR started previously worldwide which led to the desired outcomes, which allowed the Lebanese companies to implement this strategy in Lebanon seeking similar expected outcomes.

CSR can influence the customer perception on a product, and it should be at the expected level or else it won't lead to customer satisfaction and the product quality won't be well perceived, leading to negative results. Customers mainly buy from companies with good CSR rather from other companies with bad CSR reputation.

2.3. Impact of Employee Engagement and CSR

The main reasons for companies to be engaged in CSR are to enhance the corporate image, to increase employees' attraction, motivation, and retention to increase sales and market share, strengthen brand positioning, and decrease operational costs. In conclusion, CSR is not an option anymore; all firms are responsible for not only the ethical conduct for their operations but also for their impact on their stakeholders. Employees are also motivated and committed to deliver effective CSR practices.

As we mentioned different types of CSR; CSR could be categorized into external and internal CSR, literatures showed that internal CSR could affect employee engagement more than external CSR and consequently enhance organizational behavior (Sharma, 2016). A certain model showed that when CSR is involved in the employees' job, it may increase his engagement, which is not the case if the CSR is an extra job such as volunteering (Glavas, 2016). In 2007 Kenexa Research Institute, who has previously showed in an earlier study that CSR would increase employee engagement, the institute again evaluated 1,000 U.K. workers' perceptions for the CSR activities done by the company. This study showed that employees' pride, satisfaction, and willingness to recommend the company as a good place to work, increase if the employees appreciate the CSR activities that are done by the company. Another survey "Sirota survey" showed employees who appreciate their organization's CSR commitment viewed other factors positively which are important to its success, including:

- 86% showed high levels of engagement,
- 82% considered their organization is very competitive in its field
- 75% admitted that their employer cares for their well-being
- 71% described their senior management with integrity
- 67% describes their senior management with good leadership. (Wagman, May 2009).

3. RESEARCH METHODOLOGY

In this part, we will discuss the research design, area of study, population, sample of the population, sampling technique, and instrument for data collection, validation of the questionnaire, administration of the instrument and method of data analysis.

The topic for research was selected in order to analyze the relationship between corporate social responsibility activities, employee engagement, commitment and satisfaction, among pharmacists in Lebanon.

The type of analysis which will be utilized in this study is quantitative analysis.

This study is conducted to analyze the effect of CSR on employee engagement in the pharmaceutical field for that reason questionnaires were filled only by pharmacists working in different pharmaceutical positions. This is an exploratory research since it is highlighting a marginalized problem (employee engagement) starting from a general idea to reach certain results which recommend narrower researches in the future (link between CSR and employee engagement). Data is collected from pharmacists working in different pharmaceutical fields. A sample of 160 employees a total of 101 usable survey questionnaires were returned leaving a response rate of 63%. 86 responses were collected in the first two months of September and October 2017.

The sample included respondents from both genders, different pharmaceutical fields, ages, so that results can be generalized.

The survey was conducted in two phases, in first phase the self-explanatory questionnaires were distributed among respondents. In second phase the questionnaires were collected from respondents after a reasonable time.

The data collected was analyzed through a program called SPSS in order to find significant relationships between different variables linking employee engagement and CSR activities within the given companies. We started by calculating each respective mean related to each set of questions and then describing the tested population, gender, career levels....concluding in general the level of engagement and degree of CSR activities.

The study included a population of 101 pharmacists from a total number of 3500 practicing pharmacists. The aim of the study was to measure the level of pharmacist engagement and the level of CSR in the pharmaceutical companies, and the link between employee engagement and CSR.

As mentioned before, the major pillars that was tested to measure employee engagement are: enthusiasm, involvement, and culture. The population was divided into males (35, 34.3%) and females (67, 65.7 %). The majority of the sample was aged from 20 to 30 years old (81%). A minority has exceeded 40 years old. To study employee engagement in our pharmaceutical field the study involved different levels, roles, and jobs a pharmacist may do, we accessed pharmacists with different job roles; sales, marketing and community pharmacists with different experience levels which ranges from entry levels to managerial positions. In consideration to different job functions, 41% of the surveyed pharmacists were at entry level, 50% mid-level and only 9% at managerial positions. Moreover 40.6% had 1-3 years of experience, 37.6% had 3-5 years of experience, 13.9% had 5-10 years of experience and finally 7.9% had more than 10 years of experience.

The type of company is an external factor that can affect the study variable, half of respondents were working in local companies, 20% were working in regional companies and 30% were working in a multi-national company. The respondents were from different regions in Lebanon, with the majority was from Beirut area.

Different pillars were measured, enthusiasm, involvement, organizational citizenship, and the level of CSR in the pharmaceutical companies through a detailed questionnaire filled by the respondents.

3.1. Research Sample

3.1.1. Study design

At first exploratory research through a pilot study was used in order to focus on the discovery of different ideas and point of view to collect statistically accurate data. It is mainly used to detect areas for potential growth, or other choices for action, and prioritizing areas that requires support by statistical research. And focus on the effect of CSR on the employees, organization, and society.

Second, descriptive research is considered conclusive due to its quantitative method. It is considered descriptive research due to the availability of selective choices. This allows measuring the significance of the results on the overall population studied, as well as any change that may happen which may affect the respondents' opinions.

3.1.2. Study population

This study was conducted on a sample of male and female pharmacists either working in a pharmaceutical company or in a community pharmacy. Respondents had to specify whether they are at entry, middle or managerial level in the company and how many years of related experience they had. The population sample involved respondents aged between 20 and 50 years old or more, working in local, regional, or multinational companies based across Lebanon.

3.1.3. Research instruments

The sampling approach used in this study is a non-probability sampling technique, in particularly convenience sampling in which the population identified consisted of pharmacists. The sample frame involved pharmacists working in pharmaceutical companies and community pharmacies, who answered a questionnaire about their engagement in their respective workplace and the CSR activities done there. The questionnaire also included questions related to respondent's profile (age, gender, organizational tenure...).

The demographic part is answered based on multiple choice basis and the other section is answered based on a five-point Likert scale ranges from strongly disagree represented by 1 to highly agree represented by number 5.

The questions within the engagement part of the questionnaire were divided into three categories the first being about the engagement of the respondents in their work. The second part is about the inclusion of the pharmacists and the last part is about organizational culture and their way of thinking. The questions involving the CSR part were also divided into three main scales being: CSR to stake-holder, CSR to employees, and CSR to consumer.

Dependent variable is employee engagement, and the independent variable is CSR level. Employee engagement is measured based on three main pillars; the level of enthusiasm employees see themselves engaged, second level of inclusion and the last pillar is about the culture and the way of thinking. As for the CSR it is measured based on three scales, CSR to stakeholders, to employees and to consumer. As we see in figure 1, we used different dependent variables (organizational engagement, job engagement/involvement) and independent variables CSR to stakeholders, employees, and customers) as we took into consideration such as gender, and organizational type (local, regional, or multinational).

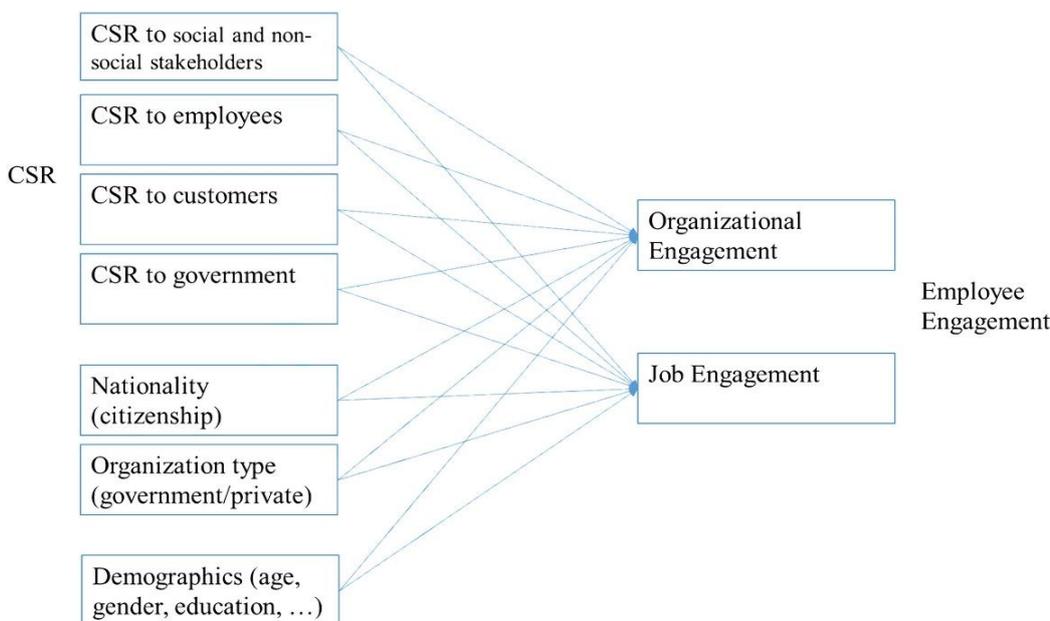


Fig.1: Different Variables (Das, 2019)

4. RESULTS AND DISCUSSION

In his section we are going to link different variables that are measured to detect if there is any relation between the variables. The measured variables were the different pillars of employee engagement as mentioned before, enthusiasm, involvement, and culture. And on the other hand, the different pillars that were tested based in Turker scale as mentioned before; CSR to employees (internal), CSR to stakeholders and CSR to consumer (externally). As there are other factors measured that are listed under the demographics which are, size and type of companies.

Engagement studied across type of companies: the objective of linking these two variables, since multinational companies may be affected by global strategies more than local companies.

H0= There is no significant difference in engagement across type of companies

H1= There is a significant difference in engagement across type of companies

The results showed there is no significant difference in engagement level across types of companies, the mean difference is significant between multinational and local companies (0.627).

Table 1: relation between engagement and type of company (ANOVA test)

		Sum of Squares	df	Mean Square	F	Sig.
E1	Between Groups	2.740	2	1.370	1.831	.166
	Within Groups	72.570	97	.748		
	Total	75.310	99			
E2	Between Groups	.901	2	.451	.488	.615
	Within Groups	89.539	97	.923		
	Total	90.440	99			
E3	Between Groups	2.595	2	1.297	.828	.440
	Within Groups	151.965	97	1.567		
	Total	154.560	99			
E4	Between Groups	.613	2	.306	.258	.773
	Within Groups	115.387	97	1.190		
	Total	116.000	99			
E5	Between Groups	.628	2	.314	.426	.654
	Within Groups	71.482	97	.737		
	Total	72.110	99			
E6	Between Groups	5.642	2	2.821	2.361	.100
	Within Groups	115.918	97	1.195		
	Total	121.560	99			
E7	Between Groups	5.542	2	2.771	2.322	.104
	Within Groups	115.768	97	1.193		
	Total	121.310	99			
E8	Between Groups	7.476	2	3.738	3.586	.031
	Within Groups	101.114	97	1.042		
	Total	108.590	99			

Employee involvement is studied across different pharmaceutical jobs (community pharmacy, marketing and sales). Where E1-E8 represents the different questions that were used to measure level of engagement/enthusiasm. Refer to table 1. And this link was tested by GALLUP, since based on GALLUP scale, it was mentioned that employee involvement was linked to employee engagement. H_0 = there is no significant relationship between employee involvement and pharmaceutical job roles
 H_1 = there is significant relationship between employee involvement and pharmaceutical job roles

Table 2: relation between involvement and type of pharmaceutical job

		Sum of Squares	df	Mean Square	F	Sig.
CSR example	Between Groups	7.345	2	3.673	1.688	.191
	Within Groups	200.191	92	2.176		
	Total	207.537	94			
i1	Between Groups	8.519	2	4.260	3.198	.045
	Within Groups	121.225	91	1.332		
	Total	129.745	93			
i2	Between Groups	1.426	2	.713	.882	.418
	Within Groups	74.405	92	.809		
	Total	75.832	94			
i3	Between Groups	.587	2	.293	.305	.738
	Within Groups	88.634	92	.963		
	Total	89.221	94			
i4	Between Groups	7.902	2	3.951	5.056	.008
	Within Groups	71.887	92	.781		
	Total	79.789	94			

The results are measured according to ANOVA test, there is no significant relation between pharmacist involvement and their jobs. (Where i1-i4 represents the different questions that were used to measure level of involvement) refer to table 2.

Relation between CSR to employee and employee engagement, (linking different pillars of CSR to employee engagement)

H_0 = there is no significant relation between CSR to employees and their engagement

H_1 = there is significant relation between CSR to employees and their engagement

There is significant relation between CSR to employees and their engagement which is confirmed by the significant p-value at most levels, refer to table 3.

Table 3: CSR to employee's effect on their engagement (ANOVA test)

		Sum of Squares	df	Mean Square	F	Sig.
E1	Between Groups	9.493	4	2.373	3.461	.011
	Within Groups	65.834	96	.686		
	Total	75.327	100			
E2	Between Groups	11.208	4	2.802	3.390	.012
	Within Groups	79.346	96	.827		
	Total	90.554	100			
E3	Between Groups	36.931	4	9.233	7.486	.000
	Within Groups	118.396	96	1.233		
	Total	155.327	100			
E4	Between Groups	37.927	4	9.482	11.292	.000
	Within Groups	80.607	96	.840		
	Total	118.535	100			
E5	Between Groups	25.788	4	6.447	12.469	.000
	Within Groups	49.637	96	.517		
	Total	75.426	100			
E6	Between Groups	33.198	4	8.299	8.978	.000
	Within Groups	88.743	96	.924		
	Total	121.941	100			
E7	Between Groups	3.698	4	.924	.752	.559
	Within Groups	118.005	96	1.229		
	Total	121.703	100			
E8	Between Groups	26.577	4	6.644	7.730	.000
	Within Groups	82.512	96	.860		
	Total	109.089	100			

Effect of CSR to customer effect on employee engagement

H₀ = there is no significant relation between CSR to customers and employee engagement

H₁ = there is significant relation between CSR to customers and employee engagement

There is a significant relation between employee engagement and CSR to customers with a significant p-value. Refer to table 4.

Table 4: relation between CSR to customers and employee engagement

		Sum of Squares	df	Mean Square	F	Sig.
E1	Between Groups	14.815	4	3.704	5.876	.000
	Within Groups	60.512	96	.630		
	Total	75.327	100			
E2	Between Groups	17.309	4	4.327	5.672	.000
	Within Groups	73.245	96	.763		
	Total	90.554	100			
E3	Between Groups	19.218	4	4.805	3.389	.012
	Within Groups	136.108	96	1.418		
	Total	155.327	100			
E4	Between Groups	28.559	4	7.140	7.618	.000
	Within Groups	89.976	96	.937		
	Total	118.535	100			
E5	Between Groups	23.923	4	5.981	11.148	.000
	Within Groups	51.502	96	.536		
	Total	75.426	100			
E6	Between Groups	39.798	4	9.949	11.628	.000
	Within Groups	82.143	96	.856		
	Total	121.941	100			
E7	Between Groups	1.667	4	.417	.333	.855
	Within Groups	120.036	96	1.250		
	Total	121.703	100			
E8	Between Groups	25.401	4	6.350	7.284	.000
	Within Groups	83.688	96	.872		
	Total	109.089	100			

Till now, pharmacists are mainly working as community pharmacists, sales, or marketing, the three different roles are included in the survey, and the majority of the participants are from the sales field and in the entry level, followed by community pharmacists in the entry level. When we asked for the type of company the respondents were working at, 50% of the pharmacists are working in local companies and this is reflecting the fact the study included community pharmacists and pharmacies are considered “local”. Participants are mainly from Beirut since Beirut is the capital and most of the Lebanese people tend to work in the center, and pharmaceutical companies are located mainly in Beirut. When we asked the pharmacists to rank the importance of CSR activities to be implemented, more than 50% agreed on the importance of implementing CSR programs in their companies whereas 22% disagreed that CSR activities are important, and they are not aware about the importance of CSR and its effect on the organizational performance, and it is an alarming sign. Responders were asked directly to link their engagement to CSR programs, 75.3% said that CSR programs will highly increase their employee engagement to their companies which is considered an advanced step, and this would be helpful for companies to implement such programs. Moving to a more detailed information they were asked about the type of CSR their companies organize, 41% of the pharmacists chose social education and awareness as a CSR activity which is mainly considered as their responsibility and job to educate patients about the use of drugs, unfortunately 15% of the companies don't participate in any CSR activities at various levels, it reflects the blindness of pharmaceutical companies toward the importance of CSR.

First the level of employee engagement is measured depending on Gallup scale and the means are calculated and the average of means are not high the means are below 4 which indicates that pharmacists are not fully engaged. Similarly for the levels of involvement and organizational citizenship they are also moderate means are not significantly high, and this reflects the unhealthy situation our pharmaceutical field is experiencing since most of our pharmacists in the Lebanese market are not fully engaged and this would affect the level of performance and the organizational outcomes, this would deplete our society from creative and innovative projects which would be helpful for the patient's well-being and health.

This is related to a review of current thinking which described the demographic effects of employees and their link to employee engagement where they linked engagement to gender, but we didn't have any significant relation between gender and employee engagement in our market (Markwick, Employee Engagement a review of current thinking, 2009). Another report had supported our findings and there wasn't any significance between gender and employee engagement and confirmed that the age would be a factor to increase employee engagement (D Robinson).

Moving to CSR activities, CSR to stakeholder, employees, and customers. The levels are calculated the level of CSR to customers are the highest since companies mainly depend on the short-term profit and depend on customers for their continuity and profitability and ignoring the importance of stakeholders and employees' effect on their organizational differentiation. Finally, we can say that SDT theory was confirmed through this study as the employee needs are fulfilled their level of engagement increases, and CSR activities increases the level of employee engagement is also confirmed. As we found that the level of CSR activities is low, and the employees are not engaged, so we can conclude that one factor that may affect the employee engagement is CSR activities. As we can say that there are different factors that affect CSR implementation such as size, type, and the overall strategy of a company.

5. LIMITATIONS AND CONCLUSION

The limitations we had, and we recommend further research to take into consideration are, first we were not able to get high percentage of pharmacist who are above 50 years old, who are with greater experience and could have helped us more in the survey, in addition the concept of CSR is still not spread in our market. The number of respondents could have been higher since the number of pharmacists are increasing. We didn't target the society to know their perception about the companies that are active socially through CSR. Finally, we didn't contact to organizations that are socially active to check if CSR activities affect profits positively. We recommend to study in more details the effect of employee engagement in companies that already implemented any type of CSR activity.

The concept of CSR in Lebanon is still not clear and not well implemented. Pharmacists' engagement levels are low, this could be linked to the low CSR activities executed in Lebanon as one of the causes. So, in such economic crisis pharmaceutical companies should consider competing other companies through CSR, to improve their image for the customers and for their own employees, when their reputation gets better, employees are more willing to apply for a job in such companies and customers will be more loyal and consequently better outcomes will be gained. After three year from conducting this study, we still have almost the same dominant options for the pharmacists to work, but the level of CSR activities slightly increased which might encourage other researchers to repeat this survey to check if the level of employee engagement increased proportionally with the increase in the level of CSR activities.

As mentioned before engaged employees are more productive than disengaged employees, and the pharmaceutical field needs this productivity, CSR activities could be a way to engage pharmacists, increase their motivation and consequently enhance the pharmaceutical field on different levels.

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