

Do Thi Truc Ly

CORPORATE COMMUNITY INVOLVEMENT

Effect on employee outcomes

Thesis

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ABSTRACT

CENTRIA UNIVERSITY OF APPLIED SCIENCES Kokkola	Date March 2016	Author Do Thi Truc Ly
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<p>Corporate community involvement is a beneficial policy of organizations. It brings professional as well as social benefits to the company. Usually companies practice corporate community involvement in order to contribute into societal development. The report studies five cases of big companies Apple Inc., Nestle, Mac cosmetics, Samsung and McDonalds to identify effects of corporate community involvement on employee outcomes. It is concluded that McDonalds gain highest benefits from CCI projects and causes. The contribution made by other companies enhance their good image and attract more customers to be a part of societal development within the same cost. Some workable recommendations are given at the end of project that would add to effectiveness of concept and related efforts.</p>		
Key words Job morale, satisfaction, turnover rate, motivation, job security		

CONCEPT DEFINITIONS

Corporate community involvement (CCI): a company's involvement in projects and causes that are specifically aimed to develop the community

Corporate social responsibility (CSR): activities of company to take part in social projects for welfare of whole society and its well-being

Brand loyalty: when a customer sustains its buying decision to one brand, the term is called as "brand loyalty"

Consumer buying decision: process of decision making of customer on whether to buy a product or not

Corporate image: image of organization in industry as well as society

Social sponsoring

ABSTRACT
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1 INTRODUCTION

Corporate community involvement (CCI) is a key to gain customer trust. CCI is a part of social engagement which is aimed to return customer's contribution to the business. Corporate community involvement is an excellent tactic to portray company's image as a considerate and empathetic organization that has concern over societal development. Corporate community involvement is an integration of corporate social responsibility. Every company is obliged to indulge in community development activities in order to share earned profit with society. Corporate community involvement is a plain and simple technique to gain or strengthen competitive edge. The ideology behind corporate community involvement is to retain customers and maintain a good corporate image in the industry. In company's internal environment, employees also gain benefit from community involvement plans. Being a part of organization, employees get affected by good or bad image of organization. Involvement in community projects and causes minimizes likelihood of company's bad image. Corporate community involvement is a term which is derived from corporate social responsibility. CCI directly refers to company's involvement in those projects that are for community's wellbeing and development. It boosts up creativity and employee motivation and attracts target market to be a part of novel and considerate company.

The concept of corporate community involvement is based upon rationale of business development through community development. Many people think that corporate community involvement is a fake contribution that can earn customer trust and empathy of society. Businesses indulge in corporate community involvement in order to attract more investors and earn more customers' presence. The cost of corporate community involvement is received back through more sales. However, it also affects employee's productivity and performance levels. Employees like to work in that organization that is well reputed and liked by society. A company with bad corporate image is not liked by applicants and existing employees that results in high employee turnover, high job absenteeism, low level of productivity, etc. therefore, it is understood that to get good performance of employees, organizations ought to make efforts as well. Corporate community involvement is one such effort that can add to employee's morale about his employer organization. It sets a good image of organization in his mind for which he can adopt offensive as well as defensive attitude for gaining good productive stature in the society.

In this report, corporate community involvement is studied by a certain research method. The report studies the concept in detail with the help of various sources. A comprehensive research is carried out on the real life examples of corporate community involvement and its impact on employee productivity.

A research question sets up a basic question for research. It needs to be answered by the researcher after conducting research activities. A research question is asked so that researcher moves in specific direction to find its answer. For this report, research question is:

“How corporate community involvement affects employee outcomes? “

The research question narrows down the scope of research. It asks the researcher to quest for effects on employee outcomes only. Now, the researcher has a specific direction to which he would perform research activities. The conclusion section of the report is expected to answer research question clearly with the help of research efforts and their analysis.

The research is aimed to identify the impact of corporate community involvement on employee performance and productivity levels. The aim of research is confined to an employee only that is specifying the context of report. The aim of research is to study the change in employee performance indicators such as motivation, morale, attendance, and productivity, possibility of retention and turnover rate. These indicators are essential to gain required productivity from employee. The aim of research is to find out whether absence or presence of corporate community involvement makes difference in employee outcome or not.

Objectives are direct integration of research question. These objectives break down research's activity plan into many but relevant directions that would together comprise conclusion base for research. Objectives of this research are:

Objective 1: to find out effectiveness of corporate community involvement by general study

Objective 2: to study the influence of corporate community involvement on overall performance of organization

Objective 3: to evaluate effect of absence, presence or intensity of corporate community involvement activities on productivity of employees

Objective 4: to study practical scenario of corporate community involvement and employee outcomes with the help of practical research activities

Objective 5: to draw a thoughtful conclusion that represents real picture of corporate community involvement influence on employees

Expected outcomes

The report is expected to produce results that are helpful to understand impact of corporate community involvement practices on employee outcomes. The report will generate key points through which organization can improve involvement in corporate community activities by using today's business methods. Some workable recommendations will also be drawn that can help existing and new businesses to increase involvement in corporate community involvement projects.

Chapter 1: introduction

This chapter presents an introduction to the concept of corporate community involvement. It also states aim, objectives and research question of report.

Chapter 2: literature review

This chapter studies various authentic sources on corporate community involvement. It would be a background study that takes the form of forefront research elements.

Chapter 3: research methodology

The chapter sets out basic research methodology. It presents structure of research activities that include research type, design, tool, data collection method, etc.

Chapter 4: data collection and analysis

This chapter is the crux of research activities. The chapter collects data, interprets and analyzes it. This chapter would gather all necessary data that can sets up a base for research conclusion through authentic facts.

Chapter 5: conclusion and recommendations

This is the final chapter of research. It presents conclusion of research which is based upon facts and figures obtained from previous chapters' research activities. The chapter answers research question, accomplishes research objectives and fulfills the aim of research. At the end of chapter, report is furnished with few recommendations that can help companies to make progress in corporate community involvement activities.

2 LITERATURE REVIEW & THEORETICAL FRAMEWORK

Corporate community involvement is a useful concept for businesses. The concept is introduced in organizations so that they can impart earned profits back to society and help in its development. The literature review studies various aspects of corporate community involvement that can help understand background of research question and its further implications on organizations.

The review is based upon following variables that would work in theory and practical research as basic parameters:

1. Job morale
2. Job security
3. Motivation
4. Employee turnover

Corporate community involvement is defined as organizations' involvement in community development projects and causes. It is abbreviated as CCI i.e. Corporate Community Involvement. The concept of CCI is based upon sharing company's profits to society in order to improve it, develop it and retain it for business. Corporate community involvement improves business processes and enhance company image in the industry. It encompasses investment, efforts, policies, manpower and most of all "organizations' will" to start CCI. The concept of CCI is a sub category of term corporate social responsibility. Where corporate social responsibility is a comprehensive term that involves every kind of social responsibility; corporate community involvement is direct involvement of organizations in community development projects, causes and campaigns. These projects can be reduction of global warming, spreading awareness about social issues such as rape, injustice, women rights, child labor, any issue that is injustice to humanity and society comes under umbrella term of community issues. Developmental issues are different than these issues. These developments pertain to physical development of society such as road making, education, healthcare improvement, electricity provision, sanitation and hygiene management, global warming, all such issues come under category of community development to which an organization can contribute and play its part in prosperity of society.

2.1 Difference between corporate community involvement and related terms

Corporate giving is a concept in which an organization simply “gives” something and do not expect return for it. Corporate giving can be small or big, depending upon the intention of giving. Corporate community involvement is different than this concept. CCI expects return after giving. In corporate giving, money, a photo, a statement, an article, a word, a show, or anything similar to them is given to somebody or some project. Organizations do not expect return for this act. In corporate community involvement, organizations get involved with community projects and anticipate for “return”. Return can be good corporate image, competitive edge through more sales, customer increase, customer retention, etc. (Lakin 2010).

Some people confuse corporate community involvement with social sponsoring. On the contrary, corporate community involvement is a different concept that involves social sponsoring but is not confined to it. In social sponsoring, organizations only sponsor an event or a cause. It is usually aimed to get marketing advantage such as gaining customer attention, product positioning, launching a new product, etc. Social sponsoring display logo of company all over the event or a cause to show sponsorship of company. In this way, company gains customer attention and achieve advantage. Corporate community involvement is not only this practice. It can be for many reasons but with direct involvement. CCI does partnership, owns a cause, participates in a cause, etc. rather than just sponsoring it and expecting display of logo all over the event.

Many people argue that corporate community involvement is similar to corporate social responsibility. Corporate social responsibility is a wide term than corporate community involvement. In social responsibility, an organization can be into environmental, societal, educational or any other cause. It cannot be in community development projects only. The concept of corporate community involvement is direct involvement in those projects that are aimed for community development only (Kiran 2011).

After considering differences and confusion with different terms, it is important to settle the factors that can affect an employee and change his perception about job. It can be his motivation, satisfaction level, job security or planning for leaving organization. All these factors can be the reason on why employees dislike his job or intend to leave it and apply for another one. Employees are asset of every organization. They need to be handled with wise HR policies to stay retained and committed to the organization. It depends upon expertise of HR department as how they use organizational policies to improve employee

management. Corporate community involvement is one of those policies that can be utilized efficiently to manage employees and make them committed to their jobs.

Employee motivation is significant to attain higher productivity. An organization cannot achieve targets unless workforce is motivated to perform at required momentum. Motivation, whether intrinsic or extrinsic, works as a catalyst to perform better. Employees can seek motivation by either having psychological or physiological enforcement or by rewards, cash, benefits and compensations. In either case, motivation is always the best factor to gain higher productivity employees. Corporate community involvement increases motivation and triggers employee performance. Some critique sees as a dodging tactic of organization in which employees are psychologically and emotionally trapped to perform better. But, the picture is different than this. In fact, corporate community involvement is a sincere effort of organization which is planned to achieve various benefits. Out of these benefits, employee motivation is the one which is perk of CCI. Actually, CCI is basically aimed to gain good corporate image and contribute to societal development. The use of CCI concept is made by organizations to gather more customers and retain existing ones. In the line of achieving this aim, employees also get motivated from the concept.

For example, when an organization sends employee to provide free books to needy students, they thank employees and express gratitude towards the company. A sense of warmth and honesty strike to employees and he feels confident about his employer's honest efforts to improve literacy rate and make contribution to society. In this way, he gets motivated to perform better and achieve aim of assigned task. On organizational level, when organizations become partner of society development causes and makes partnerships and investments, people sees the organization which is considerate and concerned about developmental efforts of society. The role of these efforts becomes a reason for people to buy that company's services and products. Therefore, corporate community involvement is influential to motivate employees and customers. Employee role in organization is as important as it is to manage resources and attract customers. Even if a company is doing well but employees are not managed appropriately, profits cannot be obtained. CCI is an effort for society that dramatically provides job security to employees (Nick 2010). Employees are guarded with job security when huge investment is made by big corporations to develop society.

2.2 Benefits of corporate community involvement

Corporate community involvement is beneficial for businesses. It is a projection to company's concern about society in which the business is running and to the customers who are end users of company's products or service. There are some picked benefits of corporate community involvement briefly discussed below:

An organization can achieve financial success through corporate community involvement. The concept of CCI can be regarded as invest less, receive more. Corporate community involvement concept invests one time e.g. does partnership, signs an agreement, sends team to plant trees, launches clinics, builds hospitals, etc. but receives long term benefits from it. People remember this effort every time they see the result of that effort such as seeing more trees, reduction in diseases, more doctors available, nearby hospital for emergency treatment, etc. this impact is always long term for customers. They become overwhelmed by company's gesture and become loyal to company's product or service. Thus, financial success is achieved and company enjoys fruit of customer retention too (Hansen 2011).

Corporate community involvement can result in customer satisfaction. Customer satisfaction is a needed concept to determine success of organization. When a company practices corporate community involvement, customers feel satisfaction to be a part of that organization through purchasing. For example, when companies manifest CCI via causes such as buy a drink and donate \$3 for medicine of a patient; customer tend to gain more than one benefit from buying decision. He will opt for that product so as to accomplish need as well as donate something to a needy person within the same cost. This satisfaction is admired by customers and next time they would look for the same option to earn double advantage.

Corporate community involvement portrays good image of company. Society perceives that business as a kind and supportive organization that has understanding of societal problems. Efforts made to help society combat with issues, make difference in people's minds about that organization. Kindness, humanity and understanding are three prompt factors that are perceived by society about that business. Therefore, a company should always embrace corporate community involvement in order to get good image in society (Hansen 2011).

Brand loyalty is another advantage of corporate community involvement. The term corporate community involvement makes difference in consumer buying decision too. Customers like to purchase that item that is bringing benefit to someone within the same cost. Consumer buying decision sustains when company offers contribution in corporate community involvement in their advertisements. They tend to

sustain their loyalty with same brand rather than going for another brand. Thus, brand loyalty is another advantage achieved by corporate community involvement efforts.

Brand differentiation is a perk of practicing corporate community involvement. A company that practices corporate community involvement is expected to have a different image in society than others. Brand differentiation is gained when companies stand out from other companies of similar industry to help out society and contribute in its development.

These, and many other advantages of corporate community involvement, give numerous reasons to organizations for practicing CCI in their business policies. It has many benefits for organizations to invest one time and receive benefits for long time.

2.3 Organizational development through employee engagement in CCI

Organizations develop when employees are engaged in their jobs. Higher productivity levels are achieved from employees when they are committed to their jobs. Organizational development can only be gained through good performance of employees. Sometimes employees cannot produce desired outcome that leads to failure of organizational mission. To avoid this, companies design suitable policies to retain good talent and achieve targets through their performance. Corporate community involvement is one such effort that supports organizations' effort to seek high productivity from employees. Employee engagement is mandatory for running successful CCI projects. It is undoubtedly said that organizations plan to practice CCI in order to contribute to society and make a difference in people's thinking about business. It is also used as a tool to enhance performance of marketing activities. It is a common observation that big companies plan for mega events such as shows, programs and campaigns to which celebrities are invited for supporting a societal cause. Such efforts are made to increase charity amount and achieve the settled target for donations. This sort of CCI activities develop organization and highlight its name among other companies in the industry (Mirvis 2012).

However, it is difficulties and issues in successful CCI are always under estimated. Organizations gain various benefits from CCI but also face hardships to conduct it successfully. There are ethical, environmental and societal challenges to organizations for practicing CCI. Critiques and competitors both are always in hunt to find something problematic and negative associated with CCI causes of company. It is not an easy task to develop organization through CCI. It is even more difficult to get benefits related

to employee outcomes and management through CCI. With growing awareness among people and use of technology in everyday life, even a layman understand the underneath purpose of organization. Sometimes this understanding and awareness takes a return to company and instead of receiving appreciation or customer attention, company receives heavy criticism and failure. Organizational development, is thus, failed for employees as well as organizations. Employees of organization also get affected by it and feel dejected from their employer organization.

Social response to CCI projects and activities also affect organizational development and employee morale for their jobs. Employee engagement foster CCI activities and affect business revenue. Sometimes companies make wrong decisions about CCI concerns and make bad choices. CCI needs to be in accordance with culture, norms and values of society. For example, in conservative cultures, companies cannot speak about feminine issues openly. People do not like to discuss hidden matters of relationships openly or to support a cause in front of people to spread awareness. On the contrary, in contemporary organizations, supporting such causes does not offend people. Therefore, it is necessary to understand people's choice, culture and values first before initiating a cause of CCI. Being in contradiction with society can lead to organizational failure rather than development (Mirvis 2012).

Employee engagement and CCI are mandatory to be related with one another. No matter how much resources an organization can put into CCI cause, if employees are not engaged to it, it will become a failure. Similarly, if there is no planning for CCI, organization cannot get desired benefit from it. Employee engagement for organization is also necessary to run CCI cause successfully. If workforce is not committed to their jobs, CCI projects will also be failed. Engaged employees can achieve purpose of both organization as well as organizations' CCI projects. An organization can develop only when employees are engaged. CCI projects can be one of those efforts that can engage employees to their jobs and produce desired outcomes.

2.4 CCI, employees and competitive edge

CCI is a way to achieve competitive edge. As mentioned above, CCI can differentiate a brand from other brands. It can also bring and retain brand loyalty from customers. Competitive edge is also determined by seeing company's preferred liking by customers over other brands. A company with strong competitive edge is successful and financially more profitable than other companies. Such companies' shares

are sold at higher rate than other companies. Employees of that company are also invited by other companies to join and bring them competitive edge. This is because companies strive to get competitive edge in the industry. CCI brings that competitive edge along with other advantages mentioned above.

Employees who work with company having competitive edge are confident, retained and satisfied with their jobs. CCI boosts up morale of employees regarding company. Employees attain advantage from CCI to present their performance as an efficient and dedicated effort to gain employer's good opinion. Competitive edge and CCI are often confused. Some critiques see CCI as a fraudulent practice that just dodges customer as well as society for attaining customer attention. They claim companies to try some other method than to dodge people with fake efforts and attempt to resolve issues. However, it is not true for real CCI strugglers. Companies do gain benefit from CCI but not for societal purpose only. Some organizations put serious efforts to really solve problems with their support than to just achieve other benefits from it. It is also a responsibility of organization's not to leave any CCI project or cause incomplete. People usually feel dejected from a company if it proves fake efforts by leaving cause in the middle of nowhere. Such companies are a source of shame for sincere companies that are really contributing to society's development.

2.5 Sustainable development and CCI

CCI protects organization from failure in long term. Strategic planning of CCI influence organizations' business image and persuade customer to stick to his choice of business. Sustainable development, then begin with customer loyalty and constant consumer buying decision. Voluntarism and stakeholder's interest in CCI makes sustainable development possible for companies. Organizations launch plans to help societal development. People and nonprofit organizations volunteer the cause and help organization to achieve aim of CCI project. Sometimes, due to extreme public response and successful outcomes of CCI projects, organizations extend the plan of CCI cause. They extend the deadline, improve workforce performance, add agenda points and invest more resources to gain sustainable development. Societal development and sustainability is then achieved by the help of employees (Temiz 2008).

Sustainable development of CCI goes with intention to constantly improve society. Resources, time, effort and employees are lodged in CCI projects so that more improvement can be brought. Such prolonged causes make difference in consumer perception about company's image and bring more customers to the organization. The plan of CCI should be developed with that possibility in mind. Sustainable

development should be kept in mind while planning for CCI. Organizations should make intention to linger on CCI projects if it bringing them profit and customer attention. Sustainable development enhances company image more effectively. A customer trusts that CCI move which is being run from years and now taken a shape of mandatory effort to remove issues from society. Employees also seek that organization which is constantly making an effort to improve society. Sustainable development does not necessarily need hard core efforts and intense resources. It can be a slow and steady move which can take organization towards mission to be successful. Sustenance is a key to show company long term interest in development of society. It portrays social, ethical, economic and business interests of company to keep the mission moving and bring success to business.

2.6 Resource management and CCI

Corporate community involvement enhances company's resource usage and makes good use of existing ones. Resources are invested to contribute in societal causes and make prosperous decisions. The use of resources in CCI projects harvest long term success for company by achieving customer loyalty. Resource management and economic arrangements may appear heavy on budget with initial cost but with long term objectives in hand; companies gain a lot more than what they invest in. resource management in CCI is kept on contingency basis. Every company cannot be sure of providing resources as and when needed by CCI projects. Employees involved in CCI projects can feel demoralized and demotivated due to lack of resources. It is recommended to organizations that resource management should be planned wisely so that running projects do not stop. It is a priority or organizations to make decisions regarding customers and products first. CCI is never a priority for organization. Usually, it is kept on third point for allocating resource in emergency. However, CCI people should monitor need of resource and report shortage or need of resources on time (Muhammad 2015)

CCI improves operational efficiency of organization for welfare of society. It makes changes in company's priorities and expel chances of corruption. Usually CCI is seen as a fabricated effort to overcome organizational deficiencies. However, organizations can incorporate concept of CCI into business policies and maintain a steady motion to keep contribution in societal welfare. The steady and constant movement improves organizational image and give competition to competitors with steady efforts. It gives alarming sensation to competitors that company is not moving back from its agenda and constantly trying to achieve objectives than to give up. The operational efficiency of CCI projects is what decides future of organization and employees in terms of image and productivity.

Corporate community involvement and employee outcomes are complex concept. Organizations do not expect increase or efficiency in employee outcomes as a secondary advantage from CCI efforts. Employees do get engaged in CCI activities but rarely get direct benefit from it. CCI involvement brings inner satisfaction to employees and motivates them to perform better at jobs. Moreover, it increases employee motivation to perform better at workplace (Muhammad 2015). Employee motivation makes good performance outcome and boost organizational productivity levels. Talking about other HR factors such as job morale, when an employee sees organization doing intense and sincere efforts to help development in society, it increases their job morale and satisfaction levels. Both of these factors retain employees and reduce job turnover rate. Consequently, human resource management becomes better and overall picture of workforce performance gets improved.

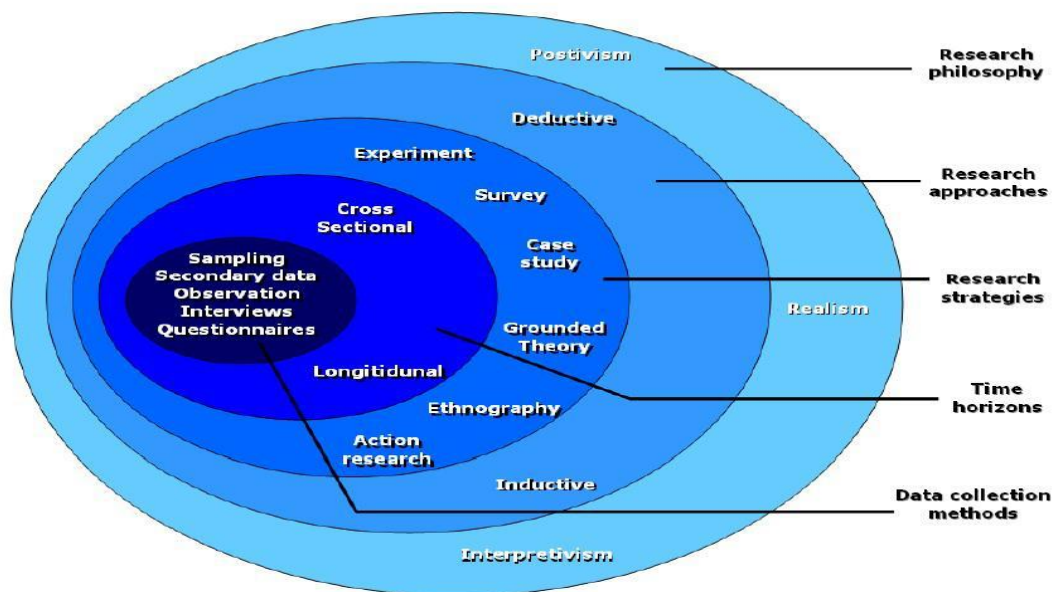
The literature review section studies various aspects of corporate community involvement in order to set out back ground facts for study. Review defines corporate community involvement as a tool to improve employee performance and gain higher productivity levels from them. Employee management and productivity is essential to gain success. CCI projects and causes bring inner satisfaction to employees and increase their positive perception about organization.

3 RESEARCH METHODOLOGY

Research methodology is essential to settle prior to initiate research activities. It is needed to state basic design, method and tool of research so that researcher can chose right instruments and process to accomplish research objectives. This chapter uses Saunders’s onion to determine each step of research and its supportive tools.

3.1 Saunders’s Onion

The research onion model was developed by Saunders, Lewis and Thornhill (2009). The model has been upon excludes the three philosophies of ontology, epistemology and axiology. It shows the steps of how to do to develop a strategy. The outside layers are more in details. It provides an overall image of a research and can be used in many kind of context.



GRAPH 1. The research onion model
(Based on Saunders et al, (2009) research method for business students p.138)

3.2 Research philosophy

The first decisive factor is the research philosophy. It is of two types i.e. positivism and interpretivism. The positivism philosophy believes in measurable responses and data that is always more authentic in results generation than a descriptive data. However, due to research type, we choose interpretivism as the basic research philosophy. The research philosophy collects detailed data and analyzes it according to settled parameters.

3.3 Research approach

A deductive approach is used as the research approach. In deductive approach, top down sequence is followed i.e. theory, hypothesis, observation and then confirmation. This sequence is planned to be followed in this research. The researcher sets the theory and hypothesis and then makes observation to confirm or negate the hypothesis.

The next factor is the research design. Research design is the basic picture of research activities. Like organizations have different types of structures, research has different types of designs. According to the needs of researcher and research requirements, research design is selected. There are different types of research designs such as descriptive (observation method, case study, survey), correlational (case control), semi experimental (quasi experimental), experimental (experiment based), review type (conducting literature review study) or Meta analytic (based upon meta-analysis). This design fits for specific types of research aim and requirements. According to this research, a review method is selected in which various organizations are studied for their impact of corporate community involvement on employee outcomes.

The chosen type of research methodology is the qualitative type. Data is gathered and analyzed by using descriptive means. This technique supports detailed analysis rather than using statistical support. The qualitative methodology collects descriptive data from available sources. The review design of research is supportive to qualitative methodology and helps the data collection and analysis procedure.

3.4 Research strategy

The tool used by researcher is the survey method. Survey method, as the name shows, conducts a survey on the chosen problem/topic. Surveyor visit places and people and asks for their opinion/response against problem of research. The survey method used in this research is dependent upon the research design and methodology.

A detailed survey would provide sufficient data that can be analyzed later. For this purpose, various scholarly sources and available information regarding companies would be collected.

The research tool is expected to study five to six companies that had high or low employee outcome due to corporate community involvement. The survey would be held online to look for available information. Researcher would pick out only those companies that receive visible response from employees through corporate community involvement.

The chosen time horizon is cross sectional as research is time bound. The researcher is bound to complete research in a specific period of time and do not intend to repeat it over extended time period.

3.5 Data collection method and data analysis method

The chosen data collection method is secondary data collection. Researcher will extract relevant data from available sources after conducting a thorough but specific research. The data collection method is expected to provide sufficient examples to be analyzed for research conclusion.

The Saunders' onion established a sequential research framework. Each element of research framework is chosen according to research type. Research does not deviate from selected research elements. Every type is supportive to settled aims and objectives of report in the start. The next determination is of data analysis which is as follows:

The research use descriptive data analysis method. All analysis is made descriptively using theories and models of human resource management and business management studies. The chosen factors of stud-

ying employee behavior are studied through these theories and models in order to gain strength for conclusion formation. The data analysis method is applied on each company that is selected as a case study for research.

3.5.1 Theoretical paradigm

The theoretical paradigm of research is based upon human resource theories and business management concepts. The paradigm intends to develop an argument from researcher that would either support or negate the following hypothesis:

H1: corporate community involvement affects employee outcome

H0: corporate community involvement does not affect employee outcome

The hypothesis statements are meant to be either accepted or denied by the research in conclusion. Employees, being the runner of organization, tend to develop negative feelings about their organization if they do not find indulgence in good activities. Moreover, the theoretical paradigm also entails factors mentioned above to study the collected data through various concepts that can help achieve employee productivity level.

4 SUBJECT TREATMENT

Corporate community involvement works both for organization and for the customer. Being a part of society in developmental projects, corporate community involvement makes a clear effort to develop society in which customers are living and thus, dragging their interest towards organization's product/service. However, when this concept is used as a performance booster for employees; its benefits become more fruitful for organization. This section collects the data from globally renowned companies as how their CCI efforts are affecting employee outcomes.

4.1 Apple Inc.

Apple Inc. is world's leading consumer electronic goods manufacturing and selling company. The company is famous for producing customer's most beloved cell phone and computer i.e. Apple iPhone and MacBook. Apple has never been into limelight because of its corporate social responsibility activities. The former CEO of Apple, Steve Jobs, always believed in investing more on technology than on society to increase customers. Apple is always known for its low CSR activities. However, death of Steve jobs changed company's image altogether. Technology industry and customers both started losing interest in apple's products. Then the new CEO Tim Cook, initiate a new strategy for accomplishing CSR and indulging into CCI projects (Chun 2011). The strategy behind this involvement was to gain customer attention and convince him to buy Apple's product and become a part of society development contribution.

Apple's corporate philanthropy is not sufficient to satisfy customers. In fortune 500, Apple was rated as most successful but low in CSR activities. This nomination was enough to gain attention of top authorities for boosting activities. However, the new CEO began CSR movement in which apple contributed millions of investment. The community development projects particularly related to education and healthcare modified image of Apple among customers. Integrity, empathy and zeal are basic factors of Apple' CSR policy. Due to continuous efforts made by new top management, Apple was known to contribute \$50 million in CSR projects that directly welfare the society. After gaining an established and steady speed, Apple launched a new program for employees. The new program intends to make an impact on employees and make them positively influenced by company's CSR activities (Chun 2011).

The new plan is called matching gifts and corporate giving. This program works from employees in order to motivate them for CCI activities and boost their job morale. The CEO announced a program under which 80,000 employees were asked to make their contribution in CCI activities. It is Dollar for Doers program that sets an employee's image for contribution in society (Weigner 2015). According to this program, an employee contributes a part of his income or his effort to community development projects that are for societal well-being. The societal development projects enhanced apple's image and made company highlighted for CSR activities. The role of employees in CCI activities positively influences their morale and boost motivation for higher levels of productivity. The CEO clearly asks employees to be ruler of program and run it as they like. The free hand given by CEO was a good step to motivate employees towards better performance. Apple employees appreciated the initiative and contributed generously to the movement. This movement is taken in terms of morale boosting activity by apple management. Due to heavy controversies faced by apple in china foe human rights violation in Beijing factor, the initiative served as a great job morale booster. Employees felt secured and satisfied enough to defend their company's decision. After long working hours, employees faced severe working conditions and no appreciation or relaxation from management. Such activities increased their morale and brought satisfaction about company. CCI activities made proficient impact on apple employees and make them confident about jobs.

4.2 Nestle

Nestle is world's famous food company. The company was established in 1906 and now globally spread with its high quality products and wise business policies. Nestle deals with food products mainly milk, baby food, breakfast items and chocolates. Since its formation, Nestle has been a prominent contributor in well-being of society. The concept of society's development and welfare is intelligently incorporated in company's vision and mission. Nestlé's tagline "good food, good life" manifests people's health and consequently good lifestyle as major priority of company. Through its high quality products and services, Nestle aims to contribute to community development by encouraging them to use healthy products. Nestle has introduced various projects for community development such as donate a class room, technical skill scholarships, cut and save a tree, street illumination projects and many more (Mirvis 2012). Nestle is also an active participant of global warming plans in both awareness and practical efforts. Nestle products are fully labelled for recycling instructions and health and nutrition benefits. The company is also running an individual project of environmental management that spreads out teams to develop environment and protect it from hazards. Not only this, Nestle also contributes millions into

numerous other community involvement projects such as solid waste management plans, greening the supply chain and air emission transitions. These projects are directly beneficial to society and human beings to live a healthy life. Nestle corporate philanthropy also affects employees in positive way.

According to a research, Nestlé's CCI activities reduce employee job insecurity. Activities related to global warming and becoming an active participant in recycling activities, makes Nestle the safest organization to work with. Consumer's trust is already shown in income of company that is biggest symbol of customer attention. On the top of it, when employees see company investing large amounts of investment in community welfare projects, they psychologically become secure of their jobs. Another initiative taken by Nestle to engage employees in CCI activities makes employees strategically interested in their jobs. Employees like to travel on company's expense for community development projects run by Nestle (Kiran 2011). They enjoy their jobs and become motivated to perform even better than before. Nestle retain employees by communicating value of total quality management to employees which can raise quality of their products that promise health and nutrition to customers. Nestlé's CCI contribution is influential to employees for their strategic retention. Due to customer's responsiveness, Nestle is an ongoing, steady, growing company that has made a name in food industry since a century. Employees are retained by CCI activities when there is minimum likelihood of downsizing due to constant consumer attractiveness for company. Nestle employees have a lowest turnover rate that signifies company's established position. May it seems like an unrelated connection, Nestle does bring consumers back through intense projection of societal development concern through its products? Consequently, employees feel job security, increased morale (for being a part of concerned organization) and retained for long time.

4.3 McDonalds

McDonalds needs no introduction to fast food lovers. The international leader of fast food industry, McDonalds, was launched in 1960s. Today, the company owns more than 36,000 restaurants in 28 different countries. The restaurant is the pioneer of delicious fast food offerings. However, it is prone to various controversies due to unhygienic food offerings that affect people's health and well-being. McDonalds had a hard time for maintaining its reputation as a customer oriented and concerned organization that does not sabotage people's healthy eating habits. The case of McDonalds is particularly interesting because of having a controversial image in the industry. Currently McDonalds has 122 legal lawsuits filed in different courts of various countries for being unhealthy, unconcerned and selfish for food offerings and business policies. However, despite of having extreme negativity associated with

company's offerings, it is due to endless efforts of marketing, management and CCI activities that has still sustained number one position of McDonalds in the industry. McDonalds CSR and CCI activities made the way to win customer's heart and recruit more of them (Weigner, 2015).

McDonalds is operating in numerous countries of the world. The company runs separate CCI activities to contribute to well-being of society. For example, McDonalds has projects running to keep the society clean such as keep the wales clean, keep Britain clean, keep Scotland beautiful, tidy northern Ireland, and daily litter patrols. McDonalds uses 85% of food packaging of reusable and recyclable material. The company strongly believes in the concept of reduce, reuse and recycle for making this planet green and beautiful and play a part in reduction of global warming. Apart from this, McDonalds is also a part of sports activities. It is sponsoring football associations, cricket matches, hockey teams and tennis matches on frequent basis. McDonalds is also an active participant in raising awareness among kids by sponsoring their local awareness campaigns in which children are offered free meals and vouchers for participating in such programs. Education is also among top priorities of McDonalds. Currently McDonalds is investing in various educational projects that can upraise literacy rate and help society prosper (McDonalds 2015).

Many others CSR activities are planned to make an impact on society and help it gets developed. Consequently, employees also gain influence from them. According to a source, McDonald's employees are greatly influenced for improving communication through CSR activities. By being a part of world's largest yet controversial business, McDonald's employee gain strength from being part of CSR activities planned by company. McDonalds CSR department sees CCI activities as a booster for good business and make strategically influential corporate image in the industry. The officials of McDonalds CSR department incorporate CCI into every employee's knowledge and thinking (Sebastian 2008). They spread significance of CSR among employees through spreading meaning, awareness and knowledge about why McDonalds conduct CCI and what are the basic values for it. The way McDonalds indulge in CCI, makes a huge difference in image of company and employees' morale. McDonald's employees feel secure and motivated to perform better by actually being proud of such an organization that plans every step of business in consideration with welfare and concern of society.

4.4 Mac cosmetics

Mac is world's number one cosmetic brand. It is in intense competition with L'Oréal, Estée lauder and bobby brown. The company is a symbol of perfection, class and magnificence. The glorious make up products of Mac are dream of every girl to own and use. Due to high customer response, Mac understands its responsibility to contribute in CCI activities. The activities of Mac are particularly vast in the field of breast cancer and HIV awareness among women. Mac is a great participant of Aids awareness program. The company donates millions to Aids awareness programs (Dan 2012). The teams of Mac Corporation visit orphanages and teen girls' hostels to donate cosmetics and spread awareness among young girls about sexual matters. Moreover, to increase awareness for breast cancer disease, Mac runs annual campaigns solely to donate huge amounts for cancer patients and spread information about causes and prevention methods from this cancer.

Consequently, due to efforts of Mac in CCI projects, employees also get affected by it. Employees of Mac feel intense satisfaction in being part of concerned and dedicated organization. Mac forms teams to work in different groups and accomplish different tasks. The awareness campaign is held every six months that reinforces the concepts and ideologies presented in previous campaigns. Mac also contributed workforce and \$100,000 in a project that led defamation to Mac products for killing 400 women in brutal way (Dan 2012). Mac runs a famous campaign in which teenage girls were given free lipsticks and distribute informational material to girls about their problems. Mac employees launched the project and become satisfied to alleviate pain and sorrow from families. Spreading awareness among females is a key to help them. By being a part of active CCI projects, Mac has earned a global fame as a considerate organization.

4.5 Samsung

Samsung is an electronic manufacturing company. It is known for manufacturing kitchen appliances, electronic LCDs, mobile phones and music systems. Samsung is a hard competitor for Apple in cell phone manufacturing competition. The company owns a great deal of trust and customer response for product quality and reliability. Samsung is one of consumer's first few choices when buying electronic products. There are more than 35,000 employees working in Samsung who work day and night to make Samsung a huge success. Samsung owns all of them appropriate HR policies. Employees are given chances to become active in CCI activities.

Samsung's biggest corporate community involvement project was solve for tomorrow contest. The contest was held across the country in which 1600 schools participated. The contest was aimed to collect money for charity purpose and spread awareness among children to live and lead a happy and healthy life. Employees of Samsung spread throughout schools and collected tests. The tests were designed on the STEM concept in which science, technology; engineering and math were asked from kids as how they can become contributor to society (Samsung 2011). The contest brought ultimate confidence to employees for being a part of considerate and concerned organization that is willing to help kids develop a good understanding for these subjects. Employees, who were participants of contest in administration, got motivated for high outcomes. They reflected their opinion and interest in the company by showing ultimate trust and affection over company. Another CCI project run by Samsung is on plantation and green planet moves. Samsung works on various global warming projects directly and indirectly. These efforts add to employee morale and make him satisfied with his job. Employees feel satisfied that their job is making a positive impact on people. This factor retains them and reduces job turnover (Samsung 2011).

Employment and community are concerns of Samsung. Samsung heads projects that give permanent and temporary jobs to people in order to lend them a helping hand to earn livelihood. These projects are designed to reduce unemployment rate and serve society. These efforts rise up morale of existing workforce and keep them motivated on their jobs. Existing workforce sees it as a big step towards reduction of unemployment and feels job security. The contribution of CCI among Samsung makes company's image good in the industry. Due to presence in numerous CCI projects, employees regain their trust on organization and thus, perform better at their jobs.

5 RESULTS AND ANALYSIS

The report studies five companies belonging to five different sectors of business i.e. mobile phone, food products, fast food, electronics and cosmetics. Apple, nestle, McDonalds, Samsung and Mac cosmetics are studied respectively to gain the information for their CCI activities and its impact on their workforce. The collected data give sufficient facts to determine each company's impact of CCI on their employees. It is identified that companies indulge in CCI activities in following sequence:

1. Nestle (\$40 million per year) (Mirvis 2012)
2. McDonalds (\$25 million per year) (McDonalds 2015)
3. Samsung (\$20 million per year) (Samsung 2011)
4. Mac cosmetics (\$14 million per year) (Dan 2012)
5. Apple Inc. (\$50 million per year) (Chan 2011)

These estimated investments are derived from websites of these organizations. The cost invested by each organization is dependent upon scale and position of company in the industry. However, the concern for CCI is also portrayed by investment amount such as Apple. Being the leader of mobile phone industry, Apple Inc. has lowest investment in CCI activities that depict the fact that no matter how much a company is earning, it is dependent on their "concern" to invest in CCI or not. Similarly, employees also feel secure or insecure about their company due to their least concern with CCI (Chan 2012).

The analysis of data is based upon four factors i.e. Job morale, Job security, Motivation, Employee turnover. These factors are established in research aim, objectives and question. The studied cases show that more a company indulges in CCI, more employees feel satisfied about their jobs. When nestle spends millions on green projects, educational development and healthcare causes, employees feel rising job morale. Corporate community involvement shows company's interest in the development of society. When customers give response to organization, organizations sustain their trusts through giving back in the form of CCI. The projects run by Apple from employees using the new scheme "gift matching" is also an attempt to show society care and consideration. But Apple plays a double game here! It engages workforce to decide whether to indulge in CCI and to what extent. The program of gift matching is run through employee. This approach empowers employees and increases their job satisfaction. When job satisfaction increases, employees' morale for job also raises. If we analyze it on the scale of motivation, apple has played wonderful HR policy to increase employee motivation, job morale and job satisfaction at the same time. According to Maslow's hierarchy of needs.

A person's esteem needs are vital to survive in an environment. Esteem needs are fulfilled when an individual feels that he is giving power to do something. They are fulfilled when an individual feels that he is being "asked" to accept or deny something. Similarly, when employees of Apple Inc. are asked to provide their opinion or decision to contribute in CCI activities, their self-esteem gets fulfilled. Job morale and job satisfaction levels are increased and turnover is reduced. In data collection section, controversy against Apple regarding employee rights violation is discussed. In the light of that issue, Apple has played double shot to resolve both issues in one go i.e. issue of low CCI and issue of employee rights violation. Employees are empowered with decision making which fulfills their self-esteem and increase morale and satisfaction from jobs (Chan 2012). Consequently, they tend to stay in the organization which reduces turnover rate of employees. On the other hand, CCI is also accomplished by indulging employees into program and gaining their efforts and contribution. This double game makes impact of CCI on outcome of Apple employees positive and strategically effective.

Next comes the case of Nestle. Nestle seeks advantage from multiple CCI activities to retain employees and increase their job security. According to collected data, nestle is an active participant of various types of CCI projects. These projects cost millions of investment to nestle which provides benefits to company, society and employees. Nestle is operating in numerous countries of world. Employees of nestle feel job security by seeing company's vast business operations through huge investment. Through CCI, employees' job morale is also increased when they find themselves being part of a considerate organization. Moreover, when employees are directly indulged in CCI activities, they get satisfied by their jobs that are higher in making impact (Mirvis 2012). Human resource management of nestle believes in employee engagement in all those activities that are developing the society. Employees feel socially responsible to accomplish assigned tasks in appropriate manner so as to be sincere with society and their employer's sincere efforts.

The motivator of responsibility is significant to gain high performance from employees. When employees feel "responsibility", productivity level increases. Therefore, it is evident to evoke sense of responsibility among employees for seeking higher productivity levels. Nestle uses this factor through CCI. Although having multiple types of projects, nestle incorporate responsibility in company's vision and mission. The responsibility to provide that food which is good to maintain human body's nutrition and well-being is the basic step of nestle. In CCI too, nestle incorporate this responsibility among employees and get good performance from them. Nestle send employees on CCI missions and make workforce committed to their jobs. Travelling on company's expense and that too for a good cause, boosts employee's job security and make him feel satisfied with his employer. Nestle uses CCI as an indicator to

appreciate employee performance as well. The company announces “most active participant” at the end of each project which influences employee’s self-esteem. The sense of responsibility gets increased and rest of workforce become motivated to perform better at jobs to gain title. In this way, nestle gains good performance from employees and accomplish CCI responsibilities too.

Another studied case is of McDonalds. McDonald’s’ case is the most interesting case for CCI and employee retention. With a company having controversial image for business policies, processes and products, it is surprising to see the sustenance of top position of company till today. Here, McDonald’s business policies deserve a huge applause from critiques that has helped company through every thick and thin and maintain workforce management. CCI is among those business policies that are designed to satisfy society with “we care” show and maintain employees’ satisfaction level at the same time. McDonalds work in healthcare, sports and education sectors by sponsoring events and directly organizing campaigns to spread awareness and support causes. However, the intensity of CCI activities by McDonalds is in their policy of Reduce, reuse and recycle. McDonalds’ is the biggest supporter of global warming reduction. The company has invested millions to redesign packaging and spread awareness about recycling. As mentioned in collected data, 85% of McDonalds’ packaging that include coffee cups, burger packets, fries holder and paper bags; are recyclable. McDonald’s employees feel satisfied by their jobs by seeing company’s policy of ultimate care for this planet.

McGregor’s’ theory X is the best applicable theory on employees of McDonalds. Although McDonalds seek high employee retention and low turnover rate through CCI activities, still it is applicable to workforce that can leave job if they concentrate on negativity associated with image of McDonalds. According to theory X, employees dislike their work and find ways to avoid it. McDonalds’ controversies are sufficient enough to justify employee behavior and their low productivity levels. CCI activities are designed to avoid employees from unnecessary public wrath and maintain good image of company. With huge investment and ongoing efforts, McDonald’s employees have sufficient rationale to defend their company and feel job satisfaction. Where on one hand employees face huge criticism, on the other hand they see high levels of company’s interest in societal development. McDonalds support causes. It is the sponsor of various sports events that are good for health. Employees are sent to monitor the mission and bring back good results. In education sector, McDonald employees are sent to schools, colleges and universities to distribute free meals and vouchers among students that are to boost student’s morale in participation in educational activities. Consequently, employees tend to ignore controversies and focus on CCI activities planned by the company. These CCI activities increase their job morale. For example, when an employee serves a free meal to a need student, he appreciates it and gives him a compliment.

This small gesture and compliment leaves an impact on employee's psychology and he "likes" his job. Therefore, he sticks to company for retention that reduces turnover rate of workforce. Such employees also feel satisfied and contented with their organization and produce higher level of performances at workplace.

Mac cosmetics is a huge supporter of healthcare causes. The company is known to be actively contributing in projects related to women health. As mentioned in collected data, Mac employees are sent to teen girls' hostels, colleges and universities to spread awareness regarding breast cancer and Aids. These causes are supported by company and spent millions every year. Female employees of mac are sent to distribute mac cosmetics free among girls and make them listen about important feminine issues. This act is not small for a cosmetic leader to distribute products without any cost just for the sake of humanity and protection of human rights. Female employees who run these causes like their job which is making an impact on girls' lives. They like to bring awareness among girls about their issues which is assigned to them as a task. Vroom's expectancy theory fits into this situation. Employees feel motivated to perform at their jobs by indulging into CCI activities. As Vroom suggests motivation as the best expectant for gaining good performance, employees at mac are also motivated through CCI so that employer can get good performance from them. This approach to employee motivation via CCI suffices both CCI cause as well as HR objectives, both of which are fulfilled by Mac appropriately.

Samsung is also one of great contributors in CCI activities. The company invests in causes, projects and programs that support societal development. Solving for tomorrow contest held by Samsung is the most prominent effort of company to analyze students' ability for four main subjects. The contest of STEM readers and assigning temporary and permanent jobs, portray company's interest in societal development. Samsung engage employees in these causes directly. The company influence employee's job morale, job satisfaction and retention levels by giving them sufficient reasons to do so. The investment of effort and money on CCI projects positively affects employees and gain high performance levels from them. Samsung, known for good HR policies, uses concept of "performance management" to determine employee performance. When employees see assignment of temporary and permanent jobs to needy people, their job security level rises. They realize that society's unemployment does matter to company. On the other hand, motivation and job satisfaction levels are also increased due to involvement in CCI activities. Employee feel "good" about their employer who is helping children, students and needy people to educate themselves and earn livelihood to live a good life.

The analysis of data uses HR theories of Maslow's hierarchy of needs, Frederick's motivation and hygiene theory, McGregor's theory X, Vroom's expectancy theory and performance management concept to determine the efficiency of collected data for CCI and employee outcomes. It is studied that companies use CCI to contribute in societal development but also makes a good use of those activities to maintain employees' morale, satisfaction and job turnover rate. All these factors are vital for a good human resource management system. People in an organization need all of these elements satisfied and fulfilled in order to provide good performance in return. Therefore, it is important to understand the notion of these concepts.

Apple, nestle, McDonalds, mac and Samsung are big companies. They cannot afford bad corporate image both as an employer and as a contributor to society development. If image of company is bad, customer will not be recruited or retained that can result in loss. Therefore, all these companies spend money, time, effort and business policies to gain multiple benefits. Employees working in CCI activities designed by these companies get influenced from honesty, sincerity and efforts of their employer organization. They feel high job morale, job satisfaction, motivation and dejection to leave the job. Employer's efforts to develop society build up a soft corner among employees. No matter if company's image is controversial, they appreciate the effort of employer. It is also noted that employees are also motivated to perform better at their jobs when CCI activities are conducted. Employees' inner needs are satisfied that drive them to perform better. CCI activities are influential to gain employee outcome. Pertaining to cases of apple and McDonalds, where companies' reputation is low in CCI activities and over all sincerity of business respectively, the latter seems more successful than the former. McDonalds' case can be taken as an inspiration by other companies. Similarly, it is also a message from Apple that even if company is providing excellent product quality, customers and society always expect a return back from company in sincere form. Rest of companies, Samsung, mac and nestle are also doing well to support societal development but to gain employee satisfaction too. These companies perform at their best to contribute in societal causes and make an influence on customers. Employee outcome is also increased when they realize honesty of employer for society.

Job morale, job satisfaction, turnover and motivation are basic factors of a good human resource management system. CCI activities portray corporate philanthropy and manifest good image of organization. Therefore, the analysis of data summarized that corporate community involvement does influence employee outcome. It positively motivates them and increases job morale. Employees feel satisfied about their jobs and ignore the idea of disliking their jobs or leaving it. CCI and employee management works double for every company. It brings more than one benefit to the company that usually entails employee

management and high performance outcomes as well. Employee outcomes are essential for companies' success. Therefore, it is needed to pay attention to them and help them feel motivated, satisfied, secure and confident about their jobs. All these factors can reduce employee turnover and retain talent within the organization. All big companies, therefore, indulge in corporate community involvement projects that are helping society to develop and make this world a better place to live in.

6 CONCLUSION & RECOMMENDATIONS

Corporate community involvement is a useful concept for businesses. It portrays good image as well as influence customers' and employees' perception about business providers. The report studied corporate community involvement and its impact on employee outcomes. It is identified that corporate community involvement does influence employees and their outcomes. Employees seek influence from corporate community involvement activities and positively see organization as a considerate, honest and sincere commodity that is concerned about development of society. The report shed light on various concepts related to corporate community involvement. Literature review studies advantages of CCI that include brand loyalty, increased customer satisfaction, increased customer retention, good image of business and many more. The secondary data collected in literature review section inform the reader about how CCI, employee engagement, resource management and competitive edge can be useful for organization, all these concepts were studied and deep insight is seen to CCI controversies and critiques. To conduct a practical research, five big companies were selected from five different fields. Apple Inc. was the first choice of researcher that yields good points regarding CCI and employee outcomes. Upon analysis it is concluded that corporate community involvement is being done by apple in a smart way. Productivity of employees is increased than before along with accomplishment of self-esteem needs. Maslow's need of self-esteem and motivation is accomplished by empowering employees in CCI program. Nestle also invest money and policies in different kinds of CCI activities in order to contribute in societal development. Nestle employees feel satisfied about their jobs and their morale increases by being a part of sincere organization. Nestle reduces employee turnover by indulging them into CCI activities that bring them self-sufficiency for imparting honesty and development in society.

McDonalds is concluded as the smartest and most inspirational organization that improves employee outcomes through corporate community involvement. The practices of McDonalds in healthcare, sports, education and most of all, global warming activities, boost up employees' morale, job satisfaction and motivation level. Employees gain strength in all these activities and thus, decide to stick to organization. McDonalds, through CCI activities, gives plenty of arguments and rationale to employees for being confident about their organization regardless of all controversies. Thus, McDonalds is rated as top organization that practices CCI as well as increase employee outcomes via it.

Samsung retains employee motivation and job security and boost job morale by being active participant in educational activities. Employees feel satisfied and motivated about their jobs and contribute to organization through their good performance. Samsung is running CCI causes and providing sponsorships

to events in order to reduce unemployment from society. This action make existing workforce of Samsung feels job security. Mac cosmetics send teams to spread awareness among females regarding feminine issues and satisfy employees for being in a job that impacts people positively. The company retains employees by making them feel that there is job is influential for societal development through CCI projects. Although not directly, but employees of Mac do feel positive influence from CCI projects and causes participation to alleviate health problems of women from society.

On the whole, it is concluded that corporate community involvement impact employee outcomes. Employees feel motivated because of being part of an organization that is taking practical measures to grow society. It brings intrinsic satisfaction to employees that their employer is serious about societal prosperity and shows interest in related efforts. Corporate community involvement also boosts up employees' job morale and job satisfaction levels. Employees feel secure about their jobs and become confident to defend it for gaining public stature. Corporate community involvement is a smart yet intelligent technique that can positively enhance company's productivity. It improves business performance, productivity, image and consequently income and competitive edge. Workforce management is positively influenced by corporate community involvement. Employees are satisfied and retained for long time when CCI improves company image and customer responsiveness. If CCI is planned and implemented wisely, it can bring more benefits for HRM and organization.

Corporate community involvement is beneficial both for business and society. Apple, Nestle, Mac, Samsung and McDonalds are running successful CCI projects. Yet there are some recommended actions that can help companies gain more performance from employees and grow them along with organization's image and profits.

Connect employees with CCI: employees should be connected with CCI. Although companies always involve employees to execute CCI policies, it is recommended to maintain a constant connection with CCI from employee. It can be done either by incorporating CCI mandatory for employees or by keeping its performance in the promotional criteria. In this way, employees would perform better at CCI by being constantly connected with it.

Spread awareness: employees should get reinforcement about concept of CCI so that they can perform better for it. Spreading awareness would improve their interest as well as performance that can improve chances of gaining competitive edge and strengthen it for future.

Spend wisely: every company has a limited budget for corporate community involvement projects. To gain more benefit through less investment, budget for CCI should be planned wisely by organizations. Smart investment is the key to gain financial success along with accomplishment of responsibility.

Take expert advice: experts should be hired to gain advice for corporate community involvement policy. He can better guide about smart moves, wise expenditure and latest preferred problem that needs attention of welfare actions. Expert will be responsible to conduct research and provide useful information about CCI projects and causes that needs attention. It is recommended to hire an expert who is knowledgeable enough to make right decisions for organization's progress.

Understand that CCI is not an "additional expense": it is recommended for organizations to understand that CCI is not an additional expense. Corporate community involvement is best handled by companies and their employees when it is considered as a social obligation not an activity to accomplish selfish targets. When honesty gets involved in CCI, better results are expected.

Do strategic planning for employees in CCI: understand that CCI motivates and retains employees. It brings them job security and ultimate levels of satisfaction. Therefore, organizations should plan strategically for gaining better results from employees. Strategic planning would improve quality of CCI projects as well as help organization reduce turnover rate.

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