What is the relationship between meaningful work and CSR?

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Abstract:

The main aim of this study is to understand the relationship between meaningful work and corporate social responsibility. A major argument for CSR is that it allows employees to experience meaningfulness in and at work, which in turn has many favourable outcomes for both the organisation and the employee. Rather than being linear and one dimensional, it is argued in this study that meaningful work and CSR are mutually dependent constructs. However, the conditions under which CSR policies have the ability to create more or less meaningful work are unclear. In order to uncover these conditions, this study first identifies different sources of meaning and analyses how these sources strengthen or weaken an employee's engagement in CSR. Then different employee types that emerge from CSR engagement are identified and the sources of meaning are combined with these employee types to uncover the true nature of the relationship between meaningful work and CSR. The paper concludes with a conceptual framework which is able to demonstrate the nature of the relationship that exists between an engaged and a disengaged employee and the conditions under which integration of CSR and meaningful work is possible.

Key words: Meaningful work, CSR, Employee engagement.

Assentation of Authorship

I hereby declare that the submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (expect whereby explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

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1. Introduction:

Corporate social responsibility has grown in number and popularity over the last few decades. More and more organisations are reaping the rewards for investing time, effort and resources in CSR. As a result of this peaked interest, CSR has become a serious agenda for many corporations and academics alike. For example, Aguinis and Glavas (2012) conducted an in depth review of over 600 journal articles and 100 book chapters centred around several aspects of corporate social responsibility and discover the growing significance of CSR at the institutional, the organisational and the employee levels, also via their conceptual framework, they summarise the benefits that CSR policy integration into the mainstream core of a company's policies can have. Hence, it is safe to assume that academics and managers, both are starting to believe in CSR's ability to be more than just a side activity. For example, Recent research to understand the direct and indirect benefits of CSR activities has uncovered empirical evidence suggesting that pursuing well planned and purposeful CSR policies improves a company's relationship with the stakeholders (Chang, 2015), enhances its reputation and image in the eyes of the consumers and potential employees (Turban & Greening, 1997) and most importantly allows the firm to gain competitive advantage over its rivals (Chang, 2015). Similarly, several studies also find empirical evidence suggesting that engaging in CSR has a positive impact on the firm's image (Chatterji & Toffel, 2010), its profits(Aguinis & Glavas, 2012) , and its survival (Bai & Chang, 2015).

Going back to the study by Aguinis and Glavas (2012), evidence uncovered suggests that CSR not only improves the legitimacy but also in the long run has a positive impact on the financial performance of the firm (p. 941). This is important because, Sharma and Vredenburg (1998), in an older study, suggested that proactive engagement in CSR helps in the development of firm specific capabilities like the capability of stakeholder integration in CSR, and the capability of continuous innovation. Using the resource-based view as a base for interpretation, they go on to say that these capabilities being valuable, rare and hard to imitate allow the firm to gain competitive advantage over its rivals (Sharma & Vredenburg, 1998). Hence, CSR indirectly has a positive impact on the financial performance of the firm (Sharma & Vredenburg, 1998; Surroca, Tribó, & Waddock, 2010) and this positive impact is largely mediated by a firm's intangible resources like its rate of innovation, its investment in human capital, its reputation and goodwill and lastly its unique culture (Surroca et al., 2010, p. 482).

For example, in a study about CSR in Greece, Chatzoudes, Papadopoulos, and Dimitriadis (2015) found that when Greece was in a financial turmoil, most of the business corporations were perceived as corrupt, dishonest and exploiters by the majority of the population. This perception was strengthened by three important reasons like, manufacture and sale of inferior products by some of these corporations, poor consumer service infrastructure and a weak feedback system. Having said that, the product and services offered by CSR-oriented companies were valued highly. The consumers/end-users were more tolerant with the operations of a socially responsible company and were willing to pay premium prices for the product from the company with a good CSR engagement track record (Chatzoudes et al., 2015). Hence, based on this case study, it is validated that CSR not only improves the financial performance of a firm but also strengthens its legitimacy.

Moving on, a recent trend has seen studies trying to examine a more direct impact that CSR policies can have on the organisation, with employees being the focal point of their investigation. These studies have explored the impact of CSR policy designs on top level executives (Vlachos, Panagopoulos, & Rapp, 2014), the middle managers and supervisors (Godkin, 2015; Jenkins & Delbridge, 2013) and most importantly on the front line employees (Raubenheimer & Rasmussen, 2013; Singhapakdi, Lee, Sirgy, & Senasu, 2015) to suggest that the implementation of CSR practices creates more meaningful work and that as a result organisations attract higher quality employees (Greening & Turban, 2000), ensure stronger identification (Munn, 2013; Raubenheimer & Rasmussen, 2013) and obtain greater employee commitment (Preston, 2004). Adding to this, Raubenheimer and Rasmussen (2013) also suggest that employees enjoy working for a "responsible company" and if they perceive their CSR values are congruent to their organisation's CSR orientations, these employees experience improved quality of work life (Singhapakdi et al., 2015) and excel in their given CSR related roles and tasks (Vlachos et al., 2014). Such an array of benefits and impacts that CSR has on an organisation and their wider communities has made it increasingly difficult to define the concept in a balanced way. However, some key characteristics about CSR have emerged from the literature that make grasping the concept a lot easier and a lot less abstract. These characteristics are discussed below.

Glavas and Kelley (2014) see CSR as an activity that can create value for the business. This value can be both tangible and intangible meaning it can boost the financial performance of the firm implementing CSR and at the same time have a positive impact

on the reputation of the firm. Further, Berger, Cunningham, and Drumwright (2007) suggest that CSR is an outward oriented process of giving back to the community while taking responsibility for the organisation's impact on the environment (Bansal & Roth, 2000). Kulkarni (2015) defines CSR as a voluntary and ethical act on the part of the companies that contributes to the wellbeing and economic development of the society (p. 17). She adds that CSR is also a continuous commitment on part of the organisation to improve the quality of societal life. These characteristics have some empirical evidence behind them as discussed in detail in the previous paragraphs. In the following chapters, several aspects of CSR discussed here and previously are broken down and reanalysed in conjunction with an employee's experience of meaningful work.

The main purpose of this research is to understand the relationship between CSR and an employee's experience of meaningful work. As already mentioned briefly above, one of the outcomes of an employee's engagement in CSR is their ability to experience meaningful work from such an engagement (Fairlie, 2011). Organisational behaviour (OB) literature has long shown that MFW is an important intrinsic motivator which has a significant effect on employee motivation and well-being (May, Gilson, & Harter, 2004; Pratt & Ashforth, 2003; Rosso, Dekas, & Wrzesniewski, 2010). Raub and Blunschi (2014) further report that when employees experience their work to be meaningful, they perform assigned tasks better and work with a positive attitude. For example, Rosso et al. (2010, p. 104) suggest: "work that promotes a sense of purpose and positive impact on others contributes to more meaningfulness" and "organisational missions serve as sources of meaning insofar as employees perceive congruence between their core values and ideologies and those of their organisations". However, while this research points towards the possibilities of CSR providing MFW, it is not clear on the conditions under which it may do so. Therefore this is the specific focus of this literature review. Rising level of global awareness and literacy about the social and environmental impact of a firm's actions has seen a greater interest from the employees to work for "responsible companies" (Raubenheimer & Rasmussen, 2013). Hence, this study will try to outline the impact CSR can have on an employee's experience of meaningful work, the pre-requisites to such experiences in a bid to uncover the nature of the relationship between CSR and meaningful work.

Research question: what is the relationship between CSR and Meaningful work?

2. Meaningful work and the map of meaning framework:

According to Pratt and Ashforth (2003)

"Meaning is the output of having made sense of something, or what it signifies; as in an individual interpreting what her work means, or the role her work plays, in the context of her life. Since meaning is an experience, it can be positive negative or neutral" (in Rosso et al., 2010, p. 94).

The above definition perfectly holds the crux of meaning in work and by extension in life together. Allan, Duffy, and Douglass (2015) identify meaningful work as a subset of meaningful life and argue that experiencing meaning in one's work can make one's life meaningful by bringing balance between work and non-work domains. When an individual is able to understand the be all and end all of his/her actions, at work or outside of it, then he/she becomes aware of his/her purpose at work and in life. For work to be both meaningful and responsible, it needs to offer the employee a degree of freedom and control over the organisation's formulated plans; it needs to serve a worthwhile purpose and it needs to promote work life balance. These elements of meaningful work are discussed in detail later on in this research.

The concept of meaningful work is too broad to have a universally accepted definition, however, meaningful work as an objective construct requires a structure, content and outcome for meaningfulness to be experienced. At a subjective level, "work is perceived by a person to be significant, one which facilitates personal growth and contributes to the greater good" (Allan et al., 2015, p. 324; Steger, Dik, & Duffy, 2012). The subjective and objective constructs need to balance each other for an individual to experience meaning. However, Michaelson, Pratt, Grant, and Dunn (2014) suggest that "meaningful work always requires some degree of objective autonomy to pursue one's subjective aspirations (pp. 85-86)". This means that to experience meaningful work at a subjective level, an individual needs to experience it at an objective level, however the trade-off between the two may depend on situations at hand (Michaelson, 2011; Michaelson et al., 2014).

Meaningless work, unlike meaningful work, occurs when an individual's purpose is unclear and he/she is unable to complete everyday tasks. To simply put, the individual's mind and spirit are no longer able to function as one (Lips-Wiersma & Morris, 2009; Rosso et al., 2010; Steger et al., 2012). Meaningless work is the polar opposite of meaningful work and is embedded in activities that fail to help others or in activities that fail to have a positive impact on others (Grant, 2007). Further, Michaelson et al. (2014)

propose that meaninglessness in life or work can be identified by spotting patterns that don't add to the purpose of one's life or when individuals lead a life that is inauthentic (McShane & Cunningham, 2012). For example, when individuals pursue values that harm others or when they ignore their responsibilities at hand to live a life that they perceive is meaningful, then pursuing such values and living such lives are meaningless and unsustainable. When it comes to CSR, the distinction between meaningful engagement and meaningless commitment lies in the ability of the CSR programs being perceived as authentic and the ability of such programs to bring harmony and balance in the personal and professional lives of employees. Before delving into the deeper meanings behind an employee's engagement in CSR, it would be helpful to get an overview behind an employee's motivation for CSR engagement. For this, Glavas (2012)'s employee engagement model is looked at in great detail below.

An employee's experience of meaningful work from CSR depends on his/her contribution to CSR policy design and his/her role in policy execution (Glavas, 2012). When employees get embedded in the process of CSR, they are able to attach different meanings to their engagement. For example, Glavas (2012) characterises employees into four groups depending on their intensity of engagement in CSR: the disengaged employee, the peripheral employee, the lone ranger and the embedded employee. The intensity of their engagement depends on the amount of meaningfulness they are able to experience at work and in work. Meaningfulness at work is experienced by the features of one's work context, be it the organisational structure, culture or climate. High meaningfulness at work improves the quality of work life experienced by an employee (Singhapakdi et al., 2015). They work with a positive attitude and form a deeper bond with their place of work. Simply put, it is the meaning that the employee is able to experience outside of his/her main job (Glavas, 2012). Meaningfulness in work, on the other hand, is the meaning that employees attach to their main job roles or assigned job roles. High meaningfulness in work improves the work role fit and reduces an employee's intention to quit (Munn, 2013). So when it comes to CSR, disengaged employees experience low meaningfulness at work and in work from CSR engagement, while embedded employees experience high meaningfulness at and in their work from CSR engagement. The lone rangers and the peripheral employees are positioned in between the disengaged and the embedded employees, with the former experiencing high meaningfulness in work but low meaningfulness at work while the later experiences the opposite (Glavas, 2012). The lone rangers may see CSR as a calling while the peripheral employees may find it a mere job

to be completed. So, it is vital to understand the motivation behind an employee's level of engagement or disengagement in CSR, to uncover the true nature of the relationship between CSR and meaningful work. While it is helpful to know that an employee can experience low or high meaningfulness at or in his/her work, it is however not clear the priorities he/she places on different sources of meaningful work at any given situation in his/her life. It is hence, very important to understand the rationale of the employee behind his/her experiences of high or low meaningfulness in work. This is where the map of meaning framework brings clarity and balance by enabling us to understand the deeper meanings behind an employee's engagement in CSR. In the map of meaning framework, Lips-Wiersma and Morris (2009) present four distinct elements of meaningful work. These are developing and becoming self, unity with others, serving others and expressing full potential. Each of these elements have sub themes which are looked at in detail in the next few sections. The map of meaning framework is perfect to grasp the deeper meanings that employees derive from or look for at their work because it places these sources of meaning together and next to each other. Such an organisation of the sources of meaning makes it easier locate the ongoing tensions between each individual source and the struggle an employee may face at different points of their lives in balancing their reality and inspiration, their needs to do vs their needs to be and their motivations behind engaging in activities for self vs for others (Lips-Wiersma & Morris, 2009; Lips-Wiersma & Wright, 2012). The paragraph below looks briefly at the different sources of meaning from the map of meaning framework and sets the base for a more detailed discussion later on in this research.

"Developing and becoming self" highlights the meaning that employees experience from being true to their inner selves, from their value-alignment and from various achievements. The self-concept of an individual has been the focus of many recent studies (Grant, 2007; Pratt & Ashforth, 2003; Singhapakdi et al., 2015; Steger et al., 2012; Truss, Shantz, Soane, Alfes, & Delbridge, 2013) and most of them agree on the fact that when employees work in roles that align with their self-concepts, they experience meaning in their work. Adding to this, the importance of value-alignment and an individual's need for achievement, perfectly demonstrates an employee's continuous quest for "developing and becoming self" (Lips-Wiersma & Morris, 2009). This is examined further in relation to CSR in the next section. It is assumed that the human need for unity and service is intrinsic because Grant (2007) and Rosso et al. (2010) both suggest that whether at work or away from it, human beings look for a feeling of belongingness and harmony. By

working together towards the achievement of a common objective, Steger et al. (2012) comment that employees believe they are a part of something greater than themselves. This feeling of working for a greater good is meaningful because it allows employees to share their values with others without the fear of being judged or criticised (Lips-Wiersma & Morris, 2009). The meaning in service comes from an employees' desire to make a pro-social difference. Simply put, when employees are able to see the positive impact of their actions on other people, they value their work and attach a sense of social importance to their actions (Grant, 2007). When organisations formulate adjoining job designs that tap into an employee's motivation to engage in pro-social behaviours, then work is perceived as meaningful from being able to "meet the needs of humanity" (Lips-Wiersma & Morris, 2009; Lips-Wiersma & Wright, 2012). Service is naturally aligned with CSR, as at the core of any CSR program lies the opportunity to uplift those affected by dire situations. CSR is a pro-social activity that requires a unified effort to minimise social and environmental problems. This is looked at in sections four and five. An individual will always look to engage in activities whereby they can better themselves and sustain their level of optimum performance. This internal desire to constantly improve is meaningful as it signals progress. Lips-Wiersma and Morris (2009) more specifically define it as an employee's ability to realise their true potential at work. Hence, when CSR activities are perceived by the employees as a source to constantly improve and achieve set targets, then it is meaningful and the engagement is seen as worthwhile. An employee's ability to be more creative and innovative via CSR engagement has been the focal point of many different studies (Amabile & Kramer, 2012; Jenkins & Delbridge, 2013; Kaplan, 2008) and so the key for an employee to realise their full potential from participation in CSR lies in their ability, for example, to create useful products that are useful to many than a few or adopt new, more efficient ways of production. Other pre-requisites to expressing full potential are discussed in detail in section six of this study.

Since, employees play an integral part in CSR success, Raubenheimer and Rasmussen (2013) advocate that CSR policy designs should be more employee centric. The four constructs of meaningful work discussed above and in the subsequent sections heavily rely on CSR policy design, integration, execution and participation to be meaningful. So, for the purpose of this dissertation, an employee focussed CSR program is defined as follows:

"*Employee focused CSR is about treating employees well e.g., working conditions, development opportunities, meaningful work as well as being explicit with employees about the company's CSR agenda (Raubenheimer & Rasmussen, 2013, p. 38).*"

To sum up, employee categorisations are the wheels on which I hope to navigate and uncover the true nature of the relationship between meaningful work and CSR, using the map of meaning framework as a means for interpretation. The conceptual framework presented at the end of the discussion is a combination of two models and explains the nature of the relationship between an employee's engagement or disengagement in CSR policies and the meaningful or the meaningless work they experience from such an engagement or disengagement. In the next four sections, each source of meaning from the map of meaning framework is individually analysed in relation to an employee's engagement or disengagement in CSR and the pre-requisites required to either make such an engagement meaningful or meaningless are looked at in detail.

3. Developing and becoming self:

An individual's drive in life comes from his/her principles, beliefs and values. Depending on one's worldview, developing the inner self can be based on simply wanting to be a good person, striving for the self to get out of the way or trying to be our best selves. It is met at work through 'personal growth', such as getting an opportunity to take on more responsibility, 'moral development' through developing inner qualities such as patience or detachment, and 'staying true to self' such as speaking up in spite of the costs to one's career (Lips-Wiersma & Morris, 2009; Lips-Wiersma & Wright, 2012).

Values at work develop through Co-workers and Leaders/supervisors (Ramus & Steger, 2000) while values outside work take shape by the employees' association with various groups and communities (Rosso et al., 2010). Monahan (2013) defines values as "one's beliefs, needs, goals and preferences (p. 99)" and goes on to add that an employee's values shape the orientation they adopt towards certain issues at work. For example, if an employee values the societal and environmental impact of his/her organisation's actions then he/she is likely to look for opportunities to engage in the company's CSR program. Adding to this, Singhapakdi et al. (2015) suggest that congruency between an employee's values and an organisation's CSR programs can improve an employee's quality of work life, their affective organisational commitment (Vlachos et al., 2014) and their experience of meaningful work from CSR engagement (Glavas, 2012). Value alignment is key for employees to enjoy their work and experience meaning via day to day practicing of their beliefs and principles at work.

Employees can experience meaningfulness if they are able to express their true selves at work. When employees can express their "*true self*" at work, they bring their mind, body, emotion and spirit to work (Chalofsky & Krishna, 2009, p. 195). Similarly, Rosso et al. (2010) suggest that activities that allow employees to continuously reinforce their work values enable them to experience meaning and as a result they are motivated to complete assigned tasks. As such, employees look for experiences that are authentic and maintain meaning in work by engaging in activities that allow them to maintain consistency between their beliefs and their behaviours (p. 96) Having said that, Scroggins (2008) also advocates that employees participate or engage in activities that allow them a sense of self-consistency. This feeling of self-consistency enhances the employee's self-esteem and as such work is perceived to be more closely aligned to their self-concepts (Scroggins,

2008). Hence, an employee's ability to stay true to their inner selves is integral to their experience of meaning in work.

Rosso et al. (2010) suggest that work becomes meaningful if it commands an employee's personal engagement. Personal engagement is the ability of a job task to submerge an employees' physical, mental, emotional and spiritual self in work (Chalofsky & Krishna, 2009). This leads to a feeling of affirmation where employees experience meaningfulness by engaging in job tasks that agree with their self-concept (Rosso et al., 2010). Hence, an employee's self-concept is an important barometer that mediates the relationship between job tasks performed and meaningful work experienced (Scroggins, 2008). Scroggins (2008) researches about the antecedents to meaningful work and concludes that an employee's self-concept consists of a perception of general self as well as several other dimensions like the beliefs the employee "may possess about his personal characteristics and traits" (p. 68). Employees form perceptions of self and the job tasks that produce judgements and feelings that are similar to their perception of self, make work desirable and meaningful (Scroggins, 2008). So, when it comes to CSR policies, environmental or social, an employees' engagement is determined by the alignment between such polices and his/her self-concepts. Taking everything into consideration, CSR policies need to tap into the "developing and becoming inner self" construct to be considered meaningful by the employees. This happens with the integration of CSR policies at every level of the organisation. However, for complete integration these policies, they first need to be included in the firm's mission and vision statements. Inclusion in the mission statements makes value-alignment between the CSR orientations of the firm and the employee's self-concept possible (McShane & Cunningham, 2012). The scope and size of the CSR policies are also vital as it sets the parameter for employee participation and for an employee's ability to experience meaningful work. If the policies are too broadly designed then it becomes difficult to keep track, maintain and sustain such policies. These pre requisites are discussed in detail below.

3.1 Integration of CSR policies with employee values and self-concept:

Employees will only take CSR seriously if the organisation takes it seriously. Bansal (2003) suggests that the mission and the values of the firm play a vital role in selecting the orientation it has towards certain activities and policies. As discussed above, an employee's values, beliefs and preferences at work are an integral part of their self-concept and shape their experience of meaningful work. Employees will value CSR if it aligns with their inner self. In their research, Vlachos et al. (2014) suggest that when employees strongly believe in CSR, "they find the notion of CSR intrinsically rewarding, and congruent with their value system (p. 999)". So, it is vital that the top management include the CSR agenda in its mission and vision statement. This will mark out the organisation's seriousness towards CSR for the employees who value the environmental and societal impact of their firm's activities and make value alignment between such employees and organisation possible. However, just the inclusion of CSR in the mission can be meaningless if the CSR policies and programs don't have the conviction to match ambitions. For this, organisations need to work in consultation with the ethically responsible employees to set the size and scope of a possible CSR plan. Echoing the same, Bansal (2003) discusses CSR scope, policy formulation and responsiveness to suggest that these factors depend on two important indicators:

1. Individual employees' concern for CSR

2. The congruence between the organisational agenda and individual concern about CSR.

CSR policies are able to make work meaningful by its scope and scale. Bansal (2003)'s research on organisation's responsiveness to CSR policies suggest that employees influence the scope of a CSR policy by playing the role of an issue seller while the organisations' own mission, values and agenda sets the scale of the potential CSR policy (Bansal, 2003). The speed and the scope of responsiveness comes from the ability of the employees not only to sell the importance of issues to the top management but also down and across the departments. So supervisors who adopt CSR with more seriousness, press the top management to take into account the environmental and social impact of the company's actions while also engaging employees across and below them to speed of CSR response and policy formulation process (Bansal, 2003).

Once the scope and size of the CSR plan aligns with the values and beliefs of the organisation and employees, it is possible to meaningfully engage employees by policy

integration down and across departments. Integration is key for employees to experience meaningfulness in work and meaningfulness at work. Glavas (2012) gives the example of the peripheral employee to demonstrate how disintegration can lead to disengagement and experience of low meaningfulness in work. A peripheral employee is someone who finds meaningfulness at work but not in work (Glavas, 2012). The employee in such a case has a positive perception about the CSR image of the company and derives meaningfulness by being attached with the image of the company (Glavas & Kelley, 2014). However, such an employee is not directly involved in CSR policy formulation and implementation process. These employees may be working in a different department or their main jobs may not have much to do with CSR. Even though CSR appeals to their beliefs and principles and even though it is something that they value and care about, lack of integration is the difference between their engagement and disengagement, and to the subsequent experience of meaningful work from their value alignment. Similarly, McShane and Cunningham (2012) suggest that for CSR policies to be authentic, they need to be integrated throughout the organisation and every department should have adequate knowledge and role in CSR implementation and even formulation. Knowing that the organisation is trying to diffuse knowledge about CSR policies inspires passionate employees to take leading roles in CSR engagement and implementation while increasing awareness can motivate CSR neutral employees to accommodate firm's missions and policies into their self-concepts (Glavas, 2012, p. 24).

Moving on, even though when the policies are integrated at all levels of the organisation, these policies may be perceived as meaningless if they don't align with the employee's self-concept. Singhapakdi et al. (2015) suggest that "when CSR orientations of the firm don't align with an employee expectations, it damages their idea of self-concept role fit and as a result they may experience a breach in their psychosocial contracts" (p. 64). When an employee experiences a breach in his/her psychosocial contract then he/she experiences isolation and a feeling of betrayal which in turn makes engagement at work less satisfying and meaningless.

An employee's work values are largely influenced by their judgements and the perceptions. Employee judgements are influenced by the amount of social information they receive at the work place from their supervisors while employee perceptions depend on the alignment between their self-concept and the organisation's CSR image and orientations. These are discussed in detail below.

3.2 Employee judgements and perceptions:

An employee's judgements about CSR are partly shaped by volume of social information that they receive from their supervisors and middle managers and partly by the strength of alignment between their inner selves and the organisation's CSR orientations. When it comes to perception, Glavas and Kelley (2014) earmark the alignment perceived company's CSR image and actual image vital for an employee's ability to sustain their sense of self. An employee will engage in CSR if he/she believes in the program. For this to happen, as discussed above, the program needs to align with his/her values and beliefs (Glavas & Godwin, 2013) and needs to be integrated though the departments. An opportunity to interact and participate in CSR is the gateway to form a positive and negative perception. Ghosh and Gurunathan (2014) report that when employees participate in CSR and experience value alignment, their affective commitment increases and their intention to quit the organisation decreases. Moving on, perception of a company's CSR image by the employees can have an impact on them experiencing meaningful work if the perceived image is at equilibrium internally and externally (Glavas & Godwin, 2013). In simple terms, when employees perceive that outsiders view the organisation similar to how they view themselves, it allows for employees to maintain their sense of self or self-concept. Thus, with a perceived external image of being socially responsible could be seen as not only prestigious to the employees but also help fulfil their need for self-validation (Glavas & Godwin, 2013). Perception of an employee is also mediated by their superiors. Vlachos et al. (2014) suggest that if the supervisors have a negative perception about the organisation's CSR agenda, then this negative perception is likely to be spilled over and adopted by the front line employees. In such a case, any amount of investment in and promotion of CSR programs within the organisation by the top management is likely to fail if the social information that employees receive from their supervisors doesn't change. These perceptions quickly transform into judgements depending on the "tickle down effect" identified by Vlachos et al. (2014). "Tickle down effect" refers to the spill over of CSR related perceptions from those enjoying positional power into the perceptions of their sub ordinates. These spill overs transform perceptions into judgements (Vlachos et al., 2014). Employee judgements, like their perceptions, make work meaningful or meaningless by appealing to the employee's self-concept or by facilitating value alignment. This is discussed in depth below.

An employee's CSR judgements are in part shaped by their supervisor's CSR judgements. Ghosh and Gurunathan (2014) add that there will be alignment between the

CSR orientations of the firm and the employee's self-concept when their supervisors positively perceive CSR and misalignment between the two if the supervisors or the middle managers negative perceive the organisation's CSR agenda. These alignments depend on the spill over of the supervisor's judgements into the employee's self-concept. Positive perception spill overs make work meaningful as it fosters value alignment and meets an employee's needs for internalisation while negative perception spill overs can make work meaningless by engaging employees out of compliance or identification. Employees comply with their organisational policies and support their supervisor's perceptions about CSR because they expected to be rewarded for their compliance. It is perfectly possible that CSR, in such a case, doesn't appeal to the individual's self-concept. Any kind of engagement in CSR may come from they expected reward from compliance. Employees will also adopt their supervisor's perceptions about CSR as their own out of their need for identification. This means that even though the employees do not believe in CSR they are likely to engage in it for the sake of maintaining a positive and healthy relationship with their supervisors. Supervisors have positional power over their employees and as such they may respond to power and engage in CSR out of fear of their supervisors or even out of threat of their position. Thus, engagement from internalisation is meaningful and engagement through compliance or identification is meaningless.

To sum up, if CSR policies are a means through which an employee is able to stay true to their inner selves then such policies have deep meaning and significance. However, as discussed above, this alignment is not easy to achieve. From the review it is evident that, there are many factors that can negatively influence an employee's CSR alignment and discourage their participation in the process but a company can make alignment easier by including the CSR agenda in its vision and mission statements. This small shift in orientation, on its own cannot make work meaningful for the employees from CSR engagement nor it can allow them to develop and become self. Inclusion merely brings recognition to CSR. To generate the seriousness required to make CSR meaningful, it needs to be integrated at all levels of the organisation. Integration makes value alignment possible and presents opportunities for CSR engagement. Whether or not these opportunities are taken by the employees, depends on their judgements and perceptions about CSR, its image and its execution.

4. Serving others:

Individuals are intrinsically motivated to have a positive impact on the lives of their colleagues, their communities and their societies. This pro social behaviour of the employees at the work place has been the focus of many recent motivational and commitment studies (Evans & Davis, 2014; Fu, Ye, & Law, 2014; Gonring, 2008; Grant, 2007; Lee, Kim, Lee, & Li, 2012). Grant (2007) suggests that organisations that provide opportunities for their employees to realise the impact of their actions, can make them value their jobs further and reduce their intentions to quit. However, perceived impact is strengthened if the employees are also able to connect with those positively affected by their actions at work and outside work. When it comes to CSR, Glavas (2012) adds that when employees become aware of the interconnection between actions and outcomes, they experience meaningfulness at and in work whereby they enjoy working for the company and experience a strong identification with the CSR image of the company as well as they enjoy their involvement in CSR planning, execution and its outcomes/impact (pp. 20-21). So, service can be channelled to be meaningful, if the organisations make job designs more relational, i.e. by including the opportunities to connect with the beneficiaries who are positively affected by the employee's actions while at the same time providing a telescopic view of the impact of the employee's actions. Discussed below is the "serving others" construct of the map of meaning framework.

"Serving others" has two elements or sub themes that make work meaningful for the employees in an organisation. First is the meaning that comes from serving others at work or outside work (Lips-Wiersma & Morris, 2009). Employees who are motivated to "serve others", often look for and pursue opportunities that allow them to make a difference at work and at the same time make a positive contribution in other people's lives. With purposeful strives, these employees are able to see the economic and social impact of their activities and feel significant as their activities are able to "meet the needs of humanity". This sense of service creates meaning in the lives of such employees. Further, when employees progress through their careers and gain a proper understanding of their true selves, they tend to engage in activities that allow them to be transcendent (Rosso et al., 2010). To simply put it, in the state of transcendence that an employee may experience, meaningfulness is influenced by the willingness to sacrifice self for the greater good. Further, employees will look to engage in activities that serve others and help to fulfil their non-financial motives (Lips-Wiersma & Morris, 2009). There are two elements to this:

a) Interconnection: when the employee is able to contribute to something other than his tangible self.
b) Self-Abnegation- when employee is able to deliberately sacrifice self-interests for an organisation's vision.

Continuing on, recent research agrees with the fact that if the employees identify their actions having a profound impact on humanity (Pavlish & Hunt, 2012) and that their actions are actually making a difference in the society (Bolmsjö, Strandberg, Midlöv, & Brorsson, 2015; Raub & Blunschi, 2014), then their work is meaningful and has high significance (Lips-Wiersma & Morris, 2009). While, at some level, the need to serve can always be met as everyone can make a small difference, it can be met to a greater extent by working for organisations that contribute to causes (e.g. through volunteering) and an even greater extent when such an organisation has a worthwhile purpose. There are two distinct elements to a worthwhile purpose i.e. a worthy outcome and the ability of the employees to be able to co-create and develop practices that best serve customers and clients. These elements are interlinked closely as co-creation, while an important condition for MFW, does not automatically lead to MFW, in the sense that it does not, by itself, answer the question "why am I here"? For work to be meaningful, it also needs to be pursue worthy outcomes. This is discussed in detail in the following paragraph.

Cuilla (2012) argues that work is meaningful only to the extent that the organisation strives for worthy outcomes: "Work is worthy because there is some real or potential good in doing it. The most worthy jobs are those that have worthy purposes, for example there are some careers (like nurses, police officers, firemen, lawyers, teachers) in which people are dedicated to help others either by alleviating their level of suffering or by eliminating difficulties, or by making someone healthier and happier, or by aesthetically or intellectually enriching people, or by improving the environment in which we live (Cuilla, 2012, p. 127). These jobs can be considered worthy because they naturally have worthy outcomes.

The perception of one's task as significant is an important barometer in making work meaningful and an employee's engagement in CSR likeier. Raub and Blunschi (2014) place task significance between an employee's commitment to CSR and their experience of meaningful work. Bolmsjö et al. (2015) suggest that the significance of one's tasks in a job make them more satisfied with their jobs and their work place. Exploring the sources of meaningful work in the nursing sector in Sweden, Bolmsjö et al. (2015) conclude that when the nurses perceived their tasks to be significant, they believed that their actions

were having a positive impact on humanity and they were indeed making a difference in the society. This experience of having a profound impact on others and contributing to the society in a positive way was meaningful for the nurses because it met their need for service while the organisation itself, (in this case the Swedish nursing home) was able to create more meaningful work by pursing noble and worthy objectives that made everyday tasks significant for the employees (Cuilla, 2012). Hence, task significance is discussed in detail in the next section as an important pre-requisite for the experience of meaningful work. Having tasks that are perceived as worthwhile, requires jobs to be designed in such a way that they echo a sense of service and provide opportunities for the employees to realise the importance of their tasks. This is where job designs become pivotal for an employee's engagement in significant tasks. As discussed at the beginning of this chapter job designs emerged as an important pre- requisite. Grant (2007) discusses relational job architectures and their abilities to induce pro-social and environmental behaviours in employees to suggest that jobs are perceived as significant if they provide opportunities to analyse the impact of one's actions. By understanding the gravity of the impact of their actions, employees can talk themselves into CSR engagement or away from the process as a whole (Patkin, 2014; Vlachos et al., 2014).

4.1 Pro social behaviour and Job designs:

Grant (2007) talks about the importance of job design in an employee's motivations to engage in pro social behaviour. He suggests that the relational architecture of their jobs allows them to make a positive contribution in the lives of other people. When employees can see their actions at work having positive, far reaching consequences then they experience meaningfulness from "service" (Lips-Wiersma & Morris, 2009).

The gravity of the meaningfulness or meaninglessness of an employee's actions depend upon the opportunities a job offers to have an impact on beneficiaries and the opportunities a job offers to maintain contact with beneficiaries (Grant, 2007). Grant (2007, p. 395) defines beneficiaries as "the people and groups of people whom employees believe their actions at work have the potential to positively affect." So, if the employees have a relational job design, then they have opportunities to more frequently interact with and analyse the impact of their actions on people directly affected by their jobs.

In a study conducted in the nursing sector in Sweden,Bolmsjö et al. (2015) interviewed several general practitioners (GPs) about their work and their working conditions. In a highly stressful working environment like that of the nursing homes, employees often derived meaningfulness by believing that their work allowed them to "make a difference" while serving others (Bolmsjö et al., 2015). They were able to identify that their efforts towards giving the patients a good quality of medical care directly translated into desirable results. These results, coupled with sustainable working conditions, made work richer in meaning and the nurses were able to understand the far reaching consequences of their actions (Bolmsjö et al., 2015).

In the example above, the nurses have relational job designs, which allows them to frequently work with patients at their workplace. However, most consumer centric jobs have relational architectures where employees get opportunities to interact with beneficiaries and analyse the far reaching consequences of their personal and organisation's actions. Grant (2007) adds that the magnitude and the scope of impact can make work more meaningful for the employees. Magnitude determines the duration of impact of job tasks while scope covers the volume of people affected by the actions of the employee or the organisational policies. So, CSR policies can create more meaningfulness at work for the employees if these policies have job designs that allow them to see the impact of the policies on a large number of people.

When an employee engages in pro environmental behaviour, then they experienced pride at being able to make a pro social difference. Bissing-Olson, Fielding, and Iyer (2016) suggest that this experience of pride fosters subsequent engagement in CSR activities. The study also found a negative relationship between guilt and participation in pro environmental activities. In another study, Afsar, Badir, and Kiani (2016) found strong positive links between an employee's intrinsic motivation to engage in pro environmental behaviour and their environmental passion. However, for passion to translate into pro environmental behaviours, the overall CSR IQ in the organisation should be high. In simple terms, when the organisations work to diffuse knowledge about CSR initiatives down and across departments, then more employees may take CSR seriously and see it as a medium to make a difference in the society. Hence, when organisational CSR policies have specialised job designs that motivate employees to engage in pro social and pro environmental behaviours, then the employees experience more meaningfulness in their work from increased pride and diminished guilt. Grant (2007) adds that when employees are motivated to make a pro social difference then they also experience meaningfulness from enhanced self-worth and determination of their actions.

4.2 Task Significance:

Raub and Blunschi (2014) define task significance as:

"Task significance is the degree to which a job has a significant impact on the lives or work of others in the organisation or in the external environment. When employees perceive their tasks to be significant they believe that their work is able to have a positive impact on the society and their environment.(p. 15)"

If employees perceive that they work for an organisation that helps in the improvement of the society and the environment then they form a positive image of about the organisation and about themselves (Glavas & Godwin, 2013). This positive image formed by the employees helps make their task significant as it delves into the perception of "serving others". As the experience of meaningful work increases, the employee's level of intrinsic motivation strengthens. This leads to the development of OCB's in employees (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Raub and Blunschi (2014) point out two important outcomes of OCB's that can enable employees to experience meaning in their work. They are voice and helping behaviours, which are strengthened when employees perceive their tasks to be significant. According to Raub and Blunschi (2014) helping behaviour are particularly vital to experience meaningful work as they are driven by an employee's need to help and support fellow employees, when they face difficulty with their assigned tasks, work overload and work stress. These behaviours make tasks significant by giving employees opportunities to "serve others" (Lips-Wiersma & Morris, 2009). The perception of task significance reduces the experience of meaninglessness by reducing emotional exhaustion at work and adds to the employee's level of job satisfaction. With this in mind, CSR policies can involve duties that employees perceive to be significant and ultimately be perceived as meaningful.

To conclude, meaningful work via service hugely depends on the organisations willingness to "make a real difference" rather than doing the bare minimum to get by. This is important because the construct of service taps into an employee's intrinsic motivation to make a pro social difference which in turn positively enhances the self-worth and determination of the their actions. CSR is naturally aligned with service as it provides a platform for the employees to engage in pro environmental behaviours. On top of making employees value of their tasks, relational job designs play a vital role in shaping their perceptions about the significance of their tasks.

5. Unity:

Unity between employees develops when they are able to be a part of some desirable social group at work. Being a part of such a group, allows them to share their values and beliefs about issues that are important to them with other members without any fear of being ridiculed (Rosso et al., 2010). This makes work even more meaningful as it allows the employees to develop an interpersonal closeness with their fellow colleagues, which strengthens over time by working together (Lips-Wiersma & Morris, 2009). Rosso et al. (2010) add that when the interpersonal closeness between the employees strenthens over time when they start to believe that they are a part of "something special" and collectively work to solve organisational and outside problems. Hence, meaningfulness via unity develops when employees are able to reinforce their values and beliefs at work with the groups they are a part of.

In order to be perceived as meaningful, CSR policies need to provide opportunities for participation. Participation encourages unity. Ghosh and Gurunathan (2014) point out that CSR activities are a great source for social learning and participating in them allows an employee to form close knit bonds with their team members and the outside communities. A company, therefore, that creates opportunities to work in unity not only creates more meaningful work, but is also more likely to meet its responsibilities towards its employees, society and the environment. Glavas (2012) suggests that when CSR policies allow employees to work together, then they create meaningfulness in work and employees enjoy being a part of the planning as well as the execution of CSR strategies. Working together is an experience that if fruitful makes an employee want to stay in the organisation while when working together doesn't bring unity and meaningfulness, then it increases an employee's desire to quit (Ghosh & Gurunathan, 2015).

Moving on, Raubenheimer and Rasmussen (2013) investigate the characteristics of an employee focussed CSR program and conclude that diversity in teams engaged in CSR planning and execution is an important mediator in engaging employees in work (pp. 50-51). Diversity at the work place and in work groups, acts like a sponge for the diffusion of values between individual employees (Rosso et al., 2010), which enables them to connect with each other and experience the feeling of belongingness. Hence, diversity of CSR teams can create more meaningful work by bringing different groups of people together. However, such meaningfulness is also largely dependent on the opportunities

that employees get to work together during the CSR implementation process. This is explored as the first pre-requisite later on in this review.

In the dimension of unity from the map of meaning framework, Lips-Wiersma and Morris (2009) highlight an employees' ability to share his/her values, his/her ability to work together with others and his/her perception of belongingness as important themes on which the employees' experience of meaning depends upon. Munn (2013) further adds that when employees feel that their organisational roles hamper their work life balance then the meaningfulness experienced from unity in such roles diminishes and vice versa. Further, unity from CSR initiatives can lead to harmony and togetherness, if these initiatives are assisted by a supportive culture and structure at work (Michaelson, 2011; Raubenheimer & Rasmussen, 2013), or can lead to discord if the company adopts an "basic, reactive and segmented" approach to CSR (Raubenheimer & Rasmussen, 2013). Further supporting the influence of structure and culture on CSR engagement, Aguinis and Glavas (2012) find that a supportive organisational culture and work structures can indeed promote meaningful involvement at work by being able to narrow the diversity divide. These are looked at in depth as pre-requisites to meaningful work experience in the following section.

5.1 Diversity of CSR teams:

Perception of an employee plays an important role in the success of CSR policies and also in the sustenance of meaningful work in the organisation. As already discussed in the "developing and becoming self" section, meaningfulness strongly depends on an employees' perception about the CSR image of the company (Glavas & Godwin, 2013). If there is an alignment between what is perceived and what is actual, then employees experience meaning in and at work, irrespective of their level of involvement in the CSR activities (Glavas & Godwin, 2013; Glavas & Kelley, 2014). To add to this, employees also find CSR policies more engaging if these policies allow them to work with others. One of many important outcomes of CSR engagement for the organisation lies in its increased ability to recruit favourable candidates from diverse backgrounds (Aguinis & Glavas, 2012). Engaging in CSR, improves the reputation of the firm, both internally and externally and stakeholders often speak highly about the company to interested potential employees (Bansal & Roth, 2000; de Luque, Washburn, Waldman, & House, 2008). Therefore, it can be rightly assumed that pursuing CSR can indirectly result in a diversified workplace. To meet the ever-changing expectations of various stakeholders, organisations tend to appoint diversified teams to lead CSR policies (Aguinis & Glavas, 2012; Scroggins, 2008). This allows multi-cultural views of different communities within the society to be represented in adequate numbers while deciding on the type of environmental and social policy to be pursued.

For example, the CSR report for the year 2011, for the Volvo group, highlights the importance of diversity in CSR teams to make the company be seen as a globally responsible company (Volvo, 2012). The following is an extract from Volvo group's CSR report underlining the importance of having employees from different cultures on the CSR teams to achieve continuous innovation.

Volvo (2012):

"To create the dynamics required to succeed at a global level we need to recruit and retain a broad spectrum of employees with different backgrounds, experiences and perspectives. Diversity enhances innovation".

In a diversified workplace like that at Volvo, employees are able to freely share their values and work with likeminded team members. This creates meaningful work by allowing employee to believe that they belong in the organisation. One top this, Rosso et al. (2010) and Lips-Wiersma and Morris (2009) both point out that when employees truly

feel that there are an integral part of their organisation, they experience greater identity with the company, its culture and its policies, which in turn makes their work meaningful. Employees continue to form perceptions about their work and their organisations from their very first day at work. Their perceptions range between social and interpersonal levels of belongingness. At the social level, meaning comes from being the part of a specific social group and at the interpersonal level, meaning is derived from the perception of being connected with others (Rosso et al., 2010). The feeling of belongingness creates more meaningful work when it promotes or strengthens an employee's desire to stay while when employee's feel isolated at work, they may experience meaninglessness and their intention to quit becomes stronger (Ghosh & Gurunathan, 2014, 2015).

Moving on, in a diversified work place it becomes increasingly difficult to sustain work-life balance. Mazur-Wierzbicka (2015) define work life balance as the individual's ability to balance their personal and professional commitments. In fast paced competitive working environments, individuals strive to be the best and often fail to lead a balanced life. So, many organisations are trying to reduce stress, fatigue and burnout by developing good work life balance programs.

Work life balance is a realistic target that many organisations seek to achieve through their policies and strategies. The increasing popularity of CSR and its ability to bring work life balance has been the focus of recent studies by Podsakoff et al. (2000) and Munn (2013). As modernisation continues to grip the workplaces around the globe, an employees' beliefs and values about "what work should be", are continuously being influenced by a diaspora of national and international factors. Hence, companies are finding it increasing difficult to keep up with the demands and expectations of their globalised workforce by using age old uniform work life balance policies (Munn, 2013). This is where engaging in CSR can sustain work life balance in diversified work places. Mazur-Wierzbicka (2015) highlight that as individuals become more and more individualistic and independent, they find it hard to balance their personal and professional lives. CSR, creates meaningful work by bringing employees from diverse backgrounds and experiences together and offering them a distraction from their hectic work lives. This allows them to focus on something different and engage in something less stressful yet significant. Such a coming together between employees from different departments makes work meaningful by making the organisation culture more accessible,

stimulating and open for sharing values and beliefs (Lips-Wiersma & Morris, 2009) and bringing some degree of balance between their personal and professional lives.

5.2 Organisational Culture and structure:

Organisational culture shapes the way in which an organisation functions. Morais and Graça (2013) explore the impact of the culture on an organisation's adopted leadership styles and decision making processes to conclude that the type of orientations a company adopts towards issues like CSR depend on the culture they adopt and the structure they employ. Supportive cultures are pursue decision making via collaboration while hierarchical cultures rely on a more control oriented approach. Collaboration enhances unity while control encourages centralisation (Morais & Graça, 2013). This is analysed in detail below.

Kim (2014) discusses the impact of clan culture on leadership styles and decision making processes to suggest that in a clan like culture, the structure that the organisation adopts is like that of a closely knit community. Employees as a result have opportunities to form tight bonds with their colleagues and the perceived level of support is high. The structure is flexible and the communication flows both ways. As such, implemented CSR policies are seen as an opportunity to participate and collectively solve problems and the meaningfulness at work and in work is high (Glavas, 2012). On the contrary, a more traditional style of organisation culture is hierarchical in nature. This structure is rigid and most of the decisions are made by the top management and passed down for implementation. Tseng (2011) points out that such cultures reward individualism rather than unity. Hence, when CSR policies are implemented in an organisation having a traditional, more formal, hierarchal culture, not every employee may have the opportunity to participate in CSR initiatives. As individual's are recommended to be more independent, CSR falls below the pecking order and fails to generate the same level of seriousness as other core business activities. Thus, a supportive culture and a flexible structure combine to form a stimulating working environment where employees have opportunities to participate in CSR initiatives.

Role of a stimulating working environment and experience of Unity via CSR:

Sustainable working conditions allow employees to share their beliefs and values at work place without any fear, shame or compromise. Bolmsjö et al. (2015) identify important components of a sustainable work environment in their study. The ability to express one's true self at work depends on the degree of freedom at work and opportunities to work with and for others in harmony (Bolmsjö et al., 2015). These pre-existing conditions along

with an employee's perceived organisational support make work meaningful by creating a sustainable working environment (Bolmsjö et al., 2015; Glavas & Kelley, 2014). Adding to this, Pavlish and Hunt (2012), suggest that, in a stimulating working environment, employees also experience meaningfulness by their ability to connect with others at work and also by being recognised by their supervisors for the work they do. As mentioned above, Caligiuri, Mencin, and Jiang (2013) also point out that CSR programs can be a welcome distraction for the employees from their hectic work lives and allow them to engage in various environmental and social problems that appeal to them via the company's CSR strategies. This is meaningful as employees have the freedom of choice. They engage in policies which they find appealing and choose the people that they want to work and share their experiences with. Thus, the organisations that offer flexibility in choice to their employees in selecting the CSR policies they want to engage in, the teams they want to work for can strengthen their experience of unity and create meaningful work while also reducing their intension to quit (Gkorezis, 2015; Munn, 2013).

Culture and structure can make engagement in CSR meaningful for the employees by providing opportunities for them to get involved in CSR initiatives. However, having a supportive culture and a flexible structure will fail to sustain meaningfulness if the key individuals like the middle managers and the supervisors don't promote unity and collective action. This is discussed in detail below.

5.3 Organisational support and Unity:

Trust is important for any employee as it helps him/her develop a feeling of belongingness at the work place. Trust between fellow colleagues and the management is an important mediator between intentions to quit and the overall level of meaningful work experienced (Ramus & Steger, 2000). Supervisors can also make work more meaningful for their employees by sharing important information with their staff. Information sharing promotes a sense of unity in the department while the exchange of information can lead to the development of firm specific capabilities of higher order learning and continuous innovation as already discussed above (Sharma & Vredenburg, 1998).

Ramus and Steger (2000) suggest that a supervisor's ability to promote justice and fairness can further strengthen the unity of the group. Employees look for psychological safety and availability from their supervisors to experience meaningfulness (May et al., 2004) and by being able to solve conflicts, the supervisors can provide them with that safety and confidence (Ramus & Steger, 2000). This in turn, can make work meaningful for the employees by making them feel important. The employees form a positive

perception of justice which also builds up a healthy, interactive organisational culture (Lips-Wiersma & Morris, 2009; Podsakoff et al., 2000).

For example, the lone ranger employees that Glavas (2012) talks about in their employee categorisation model experience low meaningfulness at work because of perceived lack of support and unity. They are directly involved in CSR however lack of unity between them and their fellow colleagues (McShane & Cunningham, 2012), bad supervision, unsupportive culture and rigid structures (Kim, 2014; Truss et al., 2013; Tseng, 2011) can make them disengaged and their engagement in CSR meaningless.

To sum up, unity is meaningful because it stems from participation and builds on identification. Supervisors and the organisations can make an employee's engagement in CSR more meaningful by making the work culture more assessable, caring and open via information sharing, developing trust and supporting policies of general interest rather than exclusive interests (Munn, 2013; Ramus & Steger, 2000) .

6. Expressing full potential:

Tietjen and Myers (1998) undertake a study to understand the relationship between motivation and job satisfaction and suggest that successfully achieving set goals can make employees confident in their abilities and motivated to complete their tasks, while opportunities to overcome previous failures/mistakes, especially at work, can make them trust their skills and abilities even more to take on difficult challenges and added responsibilities in the future (p. 229). Similarly, Kaplan (2008) writes about individual potential and the ways an individual can unlock "full potential". He writes that when individuals have the ability to sustain a level of performance at work over a period of time, then they have a chance to reach their full potential (pp. 46-47). The ability to sustain a consistent level of performance depends upon an employee's strengths and weaknesses, while engagement in and choice of job tasks also play a vital role in exceling at selected tasks and reaching the level of "full potential" (Kaplan, 2008; Tietjen & Myers, 1998). Hence, employees engage or will engage in activities that allow them to reach their full potential because such activities have the ability to generate work that is perceived both meaningful and progressive.

Lips-Wiersma and Morris (2009) identify three sub themes in the "expressing full potential" dimension of their map of meaning framework. For work to be perceived as meaningful, an employee needs opportunities to achieve set goals or even overcome failed targets. One way this is possible is by allowing employees to have some influence in policy decisions (Lips-Wiersma & Morris, 2009). Also, when an employee is able to come up with creative solutions to difficult problems, then he/she is able to experience meaningfulness in work (Glavas, 2012). Adding to this, Rosso et al. (2010) point out three important constructs that allow an employee to experience meaningfulness via the "expressing full potential" dimension of the map of meaning framework (Lips-Wiersma & Morris, 2009). These are discussed in detail below:

- Self-efficacy: meaningfulness through autonomy or control. Power to influence and create.
- Competence: meaning from overcoming challenges, when the company and the employees work together for a common mission, then their ability to overcome set goals will yield meaningful work.
- Perceived impact is importance for maintaining a strong bond with the organisation. When the employees self-evaluate their actions and the impact of

those actions on organisation and on the community. (Perceived impact can dictate the employee's intention to leave, if negative then the employee may even find his relationship with the organisation meaningless).

The human need to express one's full potential is naturally aligned with CSR which requires the ability to imagine new possibilities and act on them. For example, a positive relationship is found between creativity and idealism (Bierly, Kolodinsky, & Charette, 2009) ethics, creativity and moral imagination (Werhane, 2008) and ethics, creativity and participation (Collier & Esteban, 1999). It is a counterweight to business as usual. So a company that creates opportunities to "express full potential" not only creates more meaningful work, but is also more likely to meet its responsibilities to society and the environment. At the same time, to sustain both CSR and the expressing full potential, new products, services or practices need to be co-created towards a worthy purpose. When innovation does not connect to the needs of the end-consumers and is done paternalistically "for" people rather than co-creating it "with" them, it is neither meaningful nor responsible as it leads to the creation of more things rather than useful things.

Analysing the pre-requisites for an employee's engagement in CSR and his/her experience of meaningful work via "expressing full potential" hinges to a large extent on the top management's CSR leadership styles and the employee's perception of their leaders (Suk Bong, Thi Bich Hanh, & Byung Il, 2015; Vlachos et al., 2014). Conditions under which leaders can create or destroy the experience of meaningful are discussed below. Apart from the leadership style adopted in an organisation to implement CSR, a middle managers ethical attunement to an employee's ethical concerns can also create or destroy meaningful work. Godkin (2015) suggests that by honouring their employee's ethical voice, these middle managers and supervisors can motivate them not only to perform better by inducing creativity but also foster their experience of meaning from CSR engagement. This is looked in in detail as a second pre-requisite to understand the role supervisors and middle managers play in employee's ability to express their full potential. Having said that, Ramus and Steger (2000) believe that most of the employees may struggle to participate and get the best out of themselves even though they have support from the organisation and their supervisors. The reasons being perceived lack of clarity about their roles and the magnitude of their involvement in the CSR programs. Hence, Bates and Weighart (2014) point out that having adequate training and development programs to support well integrated CSR policies can strengthen their

engagement. Kaplan (2008) adds that communicating about CSR programs in general, the benefits and the social importance of such policies can clear out any uncertainties and motivate them to get involved. This is discussed in detail in the following section.

6.1 Leadership styles and employee perceptions:

In every organisation, there are employees who are serious about the environmental and societal impact of their company's actions. Godkin (2015) interprets this seriousness of the employees as their "ethical voice behaviours". As discussed previously, these ethical employee behaviours can develop out of their self-concept via value-alignment or become stronger with their desires to "serve others". Handling these employees and their ethical concerns can result in their engagement or disengagement in CSR. This is where different leadership styles adopted by the top management can either create meaningful or meaningless work.

Suk Bong, Thi Bich Hanh, and Byung Il (2015) conducted a study among 246 employees in the telecommunication industry in Vietnam and suggest that an employee's perception of their management's leadership styles can have a variety of impacts on them, some leading to greater engagement and satisfaction and commitment. Adding to this, Sully de Luque et al. (2008) say that an employee's perception about the management's ability to lead encourages them to "do more" and this extra effort improves the performance of the firm. It is safe to assume that managers and supervisors have different leadership styles and most ethically concerned employees form perceptions about their leader's ability and vision when it comes to CSR. For example, if the middle managers demonstrate strong leadership while implementing different CSR policies i.e. by giving employees time to adjust and react as required by different situations (Michaelson, 2011) as well as attuning themselves to the concerns of their employees and acting upon them, help employees trust their managers and form positive perceptions of their leading styles (Fairlie, 2011; Godkin, 2015; Suk Bong et al., 2015). However, favourable perceptions of leader's abilities don't automatically translate into an employee's experiencing meaningful work. For that to happen managers and supervisors must adopt an inclusive leadership style.

According to Suk Bong et al. (2015, p. 933)

"Inclusive leaders are always supportive of followers, and maintain open communication with them to invite input. These leaders exhibit concern about the interests, expectations, and feelings of their followers, and are available and willing to provide assistance."

Suk Bong et al. (2015) found inclusive leadership styles to have a positive impact on an employee's level of engagement, organisational commitment and the experience of meaningful work. Hence, if the middle manager and supervisor's nourish an inclusive relationship between themselves and their employees, they can create a culture of

authenticity and clarity (Ramus & Steger, 2000). Such a culture, allows employees to be creative and come up with innovative solutions to environmental problems. When the employees are no longer able to develop themselves or feel stagnant in the organisation, they can experience meaninglessness. This happens when task variety is minimal i.e. employees are programmed to follow a routine (Raub & Blunschi, 2014). CSR can amount to a meaningless conundrum if it fails to inspire employees at all levels. while exploring the reasons behind corporate irresponsibility, Ilieş (2012) find that the top management is primarily responsible for the failure of CSR programmes and policies. For example, Vlachos et al. (2014) examine the impact of directive leadership behaviours on their subordinates' judgements about the authenticity of CSR programs. In directive leadership styles, the top management formulate policies from their own judgements and expect subordinates to support and comply with their decisions. Directive leadership style contradicts the very principles of CSR. To quote Vlachos et al. (2014), "directive leadership reflects values associated with power, rewards and self-interest. These values contradict the ethics underlying CSR efforts (p. 1005)". As such leaders with a directive style have to align their words and their actions to foster employee engagement in CSR. If the employees perceive a possible misalignment, they judge their management's efforts to engage in CSR as hypocritical and meaningless.

6.2 Ethical attunement and the expression of full potential:

Middle managers and frontline supervisors play a lobbying role between the top management and the front line employees. Godkin (2015) finds that when ethically charged employees express their concerns about CSR issues, then their immediate managers/supervisors can create meaningful work for them by attuning themselves to the concerns of ethically voiced employees (p. 19). Ethical attunement of the middle managers plays a big role in influencing the top management to formulate policies that align with the concerns of the ethically charged frontline employees (p. 22). These "concern" aligned policies motivate ethically charged employees take leading roles in CSR engagement while the confidence derived from being able to influence policies creates meaningful work for the middle managers. According to Lips-Wiersma and Morris (2009), employees experience meaning in their work if they have the ability to swing decisions and influence policies in an organisation. This allows them to "express their full potential" meaning they find their impact on the organisation to be significant and the results to be purposeful (Lips-Wiersma & Wright, 2012). Hence, not only the

initial policy design is important for engagement of employees in CSR but also their abilities to experience meaningfulness from job induced self-efficacy behaviours.

If a supervisor has supportive communication and decision making behaviours, then the employees experience an open, more stimulating work environment that enables a culture of exchange between the employees and in between different levels in the organisation (Ramus & Steger, 2000). This culture of exchange facilitates the flow of more innovative, creative and meaningful ideas while reducing the impact of deaf ear syndrome. Deaf ear syndrome can destroy meaningful work by having a negative impact on the flow of communication and clarity in the organisation. May et al. (2004) propose that employees' experience psychological support and availably from the supervisor when they are able to communicate and express themselves. This makes them more engaged in their work and satisfied with their roles. However, when middle managers and supervisors stifle an employee's ability to be heard, their level of experienced psychological meaningfulness declines and disengagement increases (Godkin, 2015)

Managing employee voice behaviours:

Cohen-Charash and Spector (2001) suggest that employee experience procedural justice when their voices are heard and acted upon. This experience of justice makes them believe in their firm's CSR policies. As discussed above, an employee ethical voice depends on the attunement of the supervisors to that voice. When employees are able to influence proceedings and suggest constructive changes during CSR policy execution, they are more capable of coming up with innovative solutions during brain sessions (Jenkins & Delbridge, 2013). Hence, voice behaviours need to be recognised by the managers and the supervisors in order to motivate the employees to be ambitious, think outside the box and realise their true potential. Sometimes, however just having good communication channels is not enough to sustain meaningful work. Having good training structures to facilitate the growth and development of the employee is equally important for them realise and express their true potential. This is discussed below.

6.3 Training and development programmes:

Training employees is an age old management mantra that organisations have used to get the "best out of their employees". Training employees in CSR related issues makes employees more aware about the importance of CSR (Glavas & Kelley, 2014) and helps in the diffusion of CSR related knowledge down and across departments (Zohora & Hoque, 2014). As discussed above, supervisors and employees will take CSR more seriously if engaging in them allows them to experience some level of personal and professional development (Fairlie, 2011; Raubenheimer & Rasmussen, 2013). However, training programmes are equally important for the employees to realise their full potential. While exploring different facets of well received training programs, Latif, Jan, and Shaheen (2013) conclude that employees valued training programs that were well communicated and most importantly delivered by a well prepared trainee. In such training sessions, employees were able to actively participate in discussions and exchange their ideas with the group. As a result, they were able to work on their weaknesses and achieve a sense of progress. Generally, a well-executed and supervised training program made employees realise their true potential which further translated into development with repeated practice and involvement. Supervisors and middle managers, who are directly involved in CSR policy planning, formulation and execution, thus can play a vital role in delivering training programs that are meaningful. In a recent CSR related study in Bangladesh, Zohora and Hoque (2014) find most of the CSR programs failed to engage employees because the trainee was not fully involved in or even believed in the company's CSR agenda. As a result, there was no medium for exchange of ideas and open ended discussions among the members of the training session.

When discussing lone rangers, Glavas (2012) marks them out as employee who experience high meaningfulness from their engagement in CSR. Lone rangers have the skill and the knowledge to diffuse CSR information across the organisation and also help CSR neutral employees to realise their true potential during training sessions. Thus, making CSR engagement meaningful for themselves and the other employees.

These elements are essential in creating meaning and as evident from the discussion so far meaningful work brings clarity and wholeness. It is a subjective experience and one that is purposeful and has existential significance (Lips-Wiersma & Morris, 2009; Lips-Wiersma & Wright, 2012). There is a push pull mechanism that balances an individual's efforts of being and doing and the tensions that exist between self and others. An employee often faces a divide when it comes to balance his/her needs with the needs of

others. Lips-Wiersma and Morris (2009) suggest that a potential imbalance between the needs of self and others can make employees lead stressful work lives resulting in the experience of meaninglessness. Addressing both the needs of self and the other is naturally aligned with CSR. In some organisations, when employees focus too much on clients, they have very less time left for themselves and their personal lives. This type of frantic outward focussed orientation can lead to stressful fragmented life and burnout (Burke, 2009) which is in conflict with responsible business practice. Similarly in other organisations where employees are rewarded to be self-centred, individualistic and independent then such employees disconnect from their self, their families and the community. This is also in conflict with responsible business practice.

In summary, responsible organisations implement practices that enable employees to live a full life. Such practices meet the needs of self as well as the other and the needs for being as well as doing. Attending to both doing and being, as well as self and other, is about working from one's whole self. When people live frantic work lives and become exhausted, they are too exhausted to experience meaning and also struggle to spend time in their communities and neglect basic democratic citizenship activities. Meaning requires systems that allow the person to live fully integrated lives rather than to live frantic disconnected lives.

7. Inspiration and Reality

Inspiration meets the existential need to see a hopeful future for oneself and one's organisation. Reality is the place we currently find ourselves in. Reality and inspiration are usually described in relation to each other in existential literature. Both inspiration and reality are inherent to the structure of being because without either we would not need to make conscious choices to accept responsibility for creating meaningful lives. They are therefore not prerequisites but grounded in the existential structure of man and hence integral to MFW. If the organisation consciously or unconsciously attempts to portray itself without flaws, and this is inconsistent with the employee experience of organisational reality, this creates a sense of meaninglessness (Glavas & Godwin, 2013).

Both inspiration and reality are naturally aligned with CSR. For responsible and sustainable organisations, reality is often seen as the next opportunity. On the other hand, when an organisation lacks inspiration and embraces a more cynical view of humanity, or has too much inspiration and sets unrealistic expectations, or pretends to be better than it really is, employees experience ambiguity and opportunities for MFW as well as CSR are diminished.

To summarise, an employee will be able to experience meaningfulness when he/she is able to balance the needs of self with the needs of others. To achieve such a balance, the dimensions of meaningful work discussed above need to be pursued according to the employee's ability to be or his/her ability to do. Simply put, employees have to prioritize different constructs of the map of meaning framework according to situations and opportunities. when an employee is unable to balance his/her inspirations with the reality at hand, chaos and confusion stem his/her progress and he/she is likely to experience hopelessness by becoming gripped in meaningless conundrums (Lips-Wiersma & Wright, 2012). Similarly, organisations should pursue CSR targets that are realistic and achievable. These targets should allow employees to balance their needs to do and their needs to be. CSR should be able to bring clarity in an employee's mind and stem their mental conflict between self and others. It should inspire them to be a part of something worthwhile while at the same time keeping them in touch with the reality at hand.

8. The nature of the relationship between CSR engagement and the experience of meaningful- explained

So far in this research, I have analysed the map of meaning framework in detail to understand different dimensions of meaningful work and also how CSR policies can tap into these dimensions to engage employees with greater intensity. To understand the type of relationship that exists between MFW and CSR, the next section analyses the impact of meaningful work on different employee types. Glavas (2012) identifies four employee types that emerge from engagement in CSR. They are the disengaged employee, the peripheral employee, the lone ranger and the embedded employee. The meaningfulness that these employee types derive from their engagement in work and at work is the basis of distinction between all four categories (Glavas, 2012). Using different dimensions of the map of meaning framework, the nature of engagement that these employees have in CSR can be better interpreted. Once, the nature of engagement becomes evident, the research question can be clearly answered.

8.1The disengaged employee:

According to Glavas (2012), an employee becomes disengaged in CSR policy formulation and implementation when his/her meaningfulness at work and in work is extremely low. This means that the employee neither perceives his/her organisation to be socially and environmentally responsible nor does he/she desires to be directly or indirectly involved in the CSR policy formulation process (Glavas, 2012; Glavas & Godwin, 2013; Glavas & Kelley, 2014). The employee becomes indifferent when it comes to CSR and doesn't believe that the organisation is a socially responsible one.

Using the map of meaning framework for interpretation, it is obvious that CSR activities don't appeal to the employee's self-concept (Glavas, 2012). There is minimal value alignment between the employee and the organisation. As a result, these employees experience low meaningfulness at work and in work because they do not believe that they can morally develop and achieve personal targets via engaging in CSR activities (Lips-Wiersma & Morris, 2009). Similarly, when it comes to realising their true potential, these employees don't see CSR as a medium to do so. They don't believe that by engaging in CSR they can truly "express their true potential". This explains their minimal involvement in CSR based programmes and initiatives resulting in low meaningfulness in work activities.

Disengaged employees are hard to motivate and so the organisations can try to get them involved by designing policies with particular individuals in mind. However, it is unlikely that most organisations have the time and the resources to formulate individual policies. Ramus and Steger (2000) suggest that when dealing with disengaged employees, the supervisors can encourage their participation by communicating clearly the importance of CSR to the organisation as well its impact of on the wider community. Basically, the more aware an employee is about the reason behind an action, the less ignorant he/she is about their roles in the process (Bates & Weighart, 2014). Another way to tackle the disengagement is via providing disengaged employees adequate room to train and develop (Godkin, 2015; Patkin, 2014). Building on increased awareness levels, the organisation can design training routines to develop important skills and build knowledge levels required to participate and contribute in various CSR related activities.

8.2 The peripheral employee:

A peripheral employee is someone who finds meaningfulness at work but not in work (Glavas, 2012). The employee in such a case has a positive perception about the CSR image of the company and derives meaningfulness by being identified with the image of the company (Glavas & Kelley, 2014). However, such an employee is not directly involved in CSR policy formulation and implementation. Their main jobs might not have much to do with CSR and lack of direct participation can turn into indifference and these employees might lose interest in CSR altogether.

Looking at the map of meaning framework for interpretation, there is some level of value alignment between the employee's inner self and the organisation's mission and vision statements, when it comes to CSR. This value alignment results in the employee experiencing meaningfulness with being associated with the image of a socially and environmentally responsible company (Glavas & Godwin, 2013; Lips-Wiersma & Morris, 2009). However, Glavas (2012) suggests that the main job of the employee might be uninspiring and a source of meaninglessness. Simply put, the employee would like to engage in CSR as it aligns with his/her perceptions of self, but is unable to do so because of his/her minimal involvement in CSR policy formulation and implementation. The main job might also be perceived as meaningless if it doesn't meet the employee's needs for unity, service and expressing full potential (Lips-Wiersma & Morris, 2009).

Peripheral employees value CSR and support their company's involvement in such programs. They problem lies in their opportunities to get involved either because they have not looked for ways to get directly involved or because the organisational culture or

structure does not enable them to get involved. Their lack of involvement in CSR planning and execution can also be because of their unawareness or due to perceived lack of skills (Glavas, 2012; Raubenheimer & Rasmussen, 2013). So, organisations and employees need to be willing to work together to get meaning out of CSR engagement. Allowing policy integration at every level of the organisation can translate employee enthusiasm into meaningful participation. However, the employee also need to take opportunities at hand and bolster their engagement. To bridge the gap between an employee's enthusiasm and participation, Glavas (2012) suggests that organisations can allow employees the freedom to choose and participate in CSR initiatives that appeal to them. As a result, employees can access their stand and orientation towards CSR and if possible look to fulfil their needs of unity and service via engagement in CSR (Latif, Jan, & Shaheen, 2013; Lips-Wiersma & Morris, 2009). Further, the organisation can overcome structural rigidity by running information workshops to tackle any doubts these employees might have about their role in CSR (p. 23).

8.3 The lone ranger:

The lone ranger employees are very different from the disengaged and the peripheral employees discussed above. Lone rangers are the employees who are directly involved in or are in charge of CSR policy execution. They find meaningfulness in work but not at work (Glavas, 2012). In such roles, the employees enjoy their work and their values strongly align with their main jobs. They enjoy greater task identity and significance. However, they experience low meaningfulness at work. This may be due to negligible support from the organisation when it comes to CSR. In such cases, CSR is present at the strategic level but the company might not dedicate resources required for the initiatives to be worthwhile and purposeful, whatever the case might be, there is minimal alignment between the mission and vision of the firm and the CSR process (p. 23). The firm doesn't strongly believe in or support the CSR agenda and as such the employees working in departments responsible for maintaining the CSR image of the firm suffer from the perceived lack of organisational support (Amabile & Kramer, 2012).

When analysing lone rangers using the map of meaning framework, it is evident that these employees experience meaningfulness by engaging in sustainable activities and fulfilling their needs to "serve mankind" (Lips-Wiersma & Morris, 2009). These employee are driven by a strong desire to serve others and meet the needs of humanity. However, as mentioned above, they have limited support from the top management and even from co-

workers down and across departments. Apart from an opportunity to "serve others", engagement in CSR is the best way for these employees to realise their true potential. They feel naturally aligned with CSR and often come up with creative solutions to marquee environmental and social problems. Often the lone rangers are best suited to take on leading CSR roles, occupying important positions in the board room discussions, they possess the acumen and the knowledge to influence policies to reach a consensus.

CSR is meaningful for such employees as it appeals to their self-concepts. There is value alignment between the lone ranger and the company's CSR programs and they often see these programmes as an opportunity to achieve targets at a personal level. However, the mismatch in the attitude of the management and the employee can result in low levels of engagement and ultimately lead meaningless work experience while culture and structure of the company can influence their work role fit or conflict. Continued lack of support from the organisation or supervisors can make lone rangers further isolated in their roles and increase their intention to quit. Hence, mere identification and participation in such a case is not the only requirement to sustain meaningful work. Affective participation can be aided by supportive cultures and leadership styles.

One of the ways that the organisations can tackle possible disengagement in lone rangers is via including CSR goals or targets in the mission and vision statements. This inclusion will send out signals to the ethically voiced employees that the organisation supports their agendas and is serious about the company's CSR image. This step will also give CSR the authenticity that comes from the backing of the company's top management. Alignment of the firm's mission and vision statements with the employee's self-concepts is an integral part of developing and becoming self (Lips-Wiersma & Morris, 2009).

Another way to foster engagement of lone rangers is via praising them publicly for their work. In organisations that focus increasingly on achieving financial goals, most of the employee find themselves in a rat race to achieve the set financial targets for the quarter. These employees perceive CSR as a side activity, one that has less value in comparison to other core economic operations of the firm. Patkin (2014) points out that when the top management takes time out from the frantic running of such an organisation and praises a lone ranger employees, they boost their morale to keep going while also positively influencing the mind-sets of the rest of the employees to take CSR more seriously. Recognition and praise can pave the way for a lone ranger's work to be meaningful as they engage in activities with greater intensity and zeal, finally realising their "true potential" (Lips-Wiersma & Morris, 2009).

Finally the organisations can tap into a lone ranger's care and dedication for CSR and make their work meaningful by setting up CSR teams around them. Having other employees to nurture into their CSR agenda, can make work meaningful for the lone ranger employees by fulfilling their needs for unity. Lips-Wiersma and Morris (2009) highlight "sharing values" as important element for experiencing meaningfulness via unity. If lone rangers have teams set up around them then they have the opportunity to share their passion for CSR with the rest of the team. This makes working together more meaningful and easy and ultimately leading to the feeling of belongingness and experience of meaningful work via unity.

8.4 The embedded employee:

Embedded employees enjoy the luxury of experiencing both meaningfulness at and in work. According to Glavas (2012), embedded employees work for organisations that are sustainable or are at least perceived to be so by the employees while congruently, their main jobs also contribute to sustainability in some way. Hence, opportunities to actively participate in CSR makes their jobs embedded (Ghosh & Gurunathan, 2015) while integration of CSR at all levels of the organisation allows other employees from different departments to come up with creative and innovative solutions to social and environmental problems.

The difference between embedded employees and other employees discussed above lays in the fact that no matter where they work, embedded employees have an opportunity to contribute to the sustainability image of the company. In terms of meaningful work experience, these employees are able to prioritise the constructs of map of meaning that they want to live out.

For example, Walmart is well known around the world for its commitment to sustainability. It has "my sustainability plan" as one of its CSR initiatives where it encourages its employees in more than 27 countries, down and across departments to choose goals most relevant to their own lives and break those goals into small, doable everyday actions (Greenbiz, 2013). Hence, more than half a million workers from all departments came up with innovative and creative solutions to their sustainability problems. "Sustainability week" is another such initiative that allows employees to come together and target the social and environmental problems that they want to solve. During the week, some groups exclusively targeted issues with their own jobs and try to find solutions to make their jobs more sustainable and waste free, while others wanted to solve deeper and more serious problems like community education and homelessness.

So, when sustainability is embedded at all levels of the organisations, employees have the opportunity to experience meaningfulness at and in work. They have the luxury to pursue meaningfulness via service, unity or any other construct of the map of meaning. The intensity of engagement in such cases depends upon the situations at hand and the freedom of choice that CSR initiatives like “sustainability week” offer.

9. Discussion:

Glavas (2012) presents four employee models depending upon their level of engagement in the firm's CSR programmes. In reality, employee are not as linear and one dimensional. Between different employee types, there exist a portfolio of emotions, situations or other causes that play a role in their categorization as a lone ranger or a peripheral employee. Rosso et al. (2010), for example, say that the financial situation and the national culture can play a vital role in an experience of meaningful or meaningless work. Hence, when we apply the map of meaning framework to understand the in-betweens of Glavas (2012)'s employee models, it becomes clear that employees are in a constant battle to balance their inspirations with the reality at hand. The ongoing tensions between self and others, and also to be or do, force these employees to prioritise different elements of self, unity, service or potential. In a perfect world, every employee would like to work in a company with embedded sustainability, however in reality they end up working for companies that either allow them to prioritise one, two or maybe three constructs of the map of meaning framework. The map of meaning framework can be used to make employee more embedded by making their work more meaningful. Organisations can work to gather the pre-requisites discussed in this paper for each construct and aim to become more embedded. Individual constructs collectively enforced create embedded sustainability in the organisation. Thus, it is safe to conclude that the nature of the relationship between an employee's engagement in sustainability and the experience of meaningful work, to an extent depends upon the intensity of his/her engagement in CSR. This intensity is mediated by different factors like the employee's financial needs, their experience of work life balance and other pre-requisites discussed in this paper.

Glavas (2012)'s employee categorisation model advocates organisations to achieve embedded sustainability to create the ultimate experience of meaningfulness at and in work for an employee, while the map of meaning is a pathway that the organisations can use to unlock an embedded employee. An embedded employee in a sustainable organisation will not only be able to experience meaning professionally but also in their personal lives. The conceptual framework demonstrates how to transform disengaged employees to be more embedded. The framework, its elements and its outcomes are discussed in detail in the next section.

The conceptual framework:

Disengaged employees experience meaninglessness from engagement in CSR because they participate in CSR programs out of compliance or out of their need to identify with the organisation's CSR policies. When they participate in CSR out of compliance they are expecting something in return for their cooperation and engagement. When the employees engage in CSR out of identification, then they are doing so out of their need to identify themselves with the organisational policies and decisions. They may believe in CSR but their commitment to the programs comes from their need to identify rather than their ability to experience meaningful work from CSR engagement.

Disengaged employees can become more and more embedded in the CSR process when there is integration between the CSR policies that the firm adopts and the dimensions of meaningful work as looked at in the map of meaning framework. Training and communication about CSR initiatives, its benefits and its social importance can tap into an employees' search for internalisation and make them more engaged in and at work.

For the peripheral employee, training and communication can make them directly involved in the CSR programs and contribute to their experience of meaningfulness in work. For the lone rangers, allowing them to train other employees and communicate about CSR programs is a good way to improve their meaningfulness at work and develop unity between different departments, the organisations and CSR. The leap between an employee's ability to experience high or low meaningfulness at and in work from CSR engagement lies on their level of participation in CSR initiatives. If the participation is mere symbolic like the peripheral employee's identification with the CSR image of the company then such participation is a source of meaningless work experience. On the contrary, if participation is more effective and direct, employees are able to experience high meaningfulness in work and at work. Amabile and Kramer (2012) further suggest that employee participation in CSR is hugely influenced by their top management's attitude and leadership styles. The key to effective participation lies in the ability of the top management to reduce "mediocrity signals" which is the alignment between the management's ambitions an actions. When leaders fail to match their CSR commitments, then employees translate this misalignment as mere symbolic participation in CSR, which in turn makes work meaningless (Amabile & Kramer, 2012).

Another important mediator between effective and symbolic participation is "strategic attention deficit disorder", which occurs when the top management abandons initiatives and programs midway (Amabile & Kramer, 2012). An employee's participation need to

be cultivated into meaningful action by remaining fully committed to CSR initiatives and programs. However, Amabile and Kramer (2012) suggest that when leaders and supervisors abandon initiatives mid-way then employees find it hard stay committed to the program. They perceive their participation as symbolic and their workplace as discorded rather than embedded.

Embedded employees can experience meaningful work at an embedded workplace. The dimensions of the map of meaning framework can help create an embedded workplace by

- Having integrated CSR policies can motivate employees to engage in CSR and experience MFW via developing and becoming self.
- Having a supportive organisational structure and culture can foster employee engagement in CSR out of unity.
- Designing CSR policies as such that they are perceived by the employees to make a "real difference" can tap into their need for service and motivate them to engage in CSR.
- Ethical attunement of the supervisors to the ethical voice of their employees can allow them to realise and express their true potential.
- Having a transparent decision making system can allow employees to balance their inspirations and reality. Ambiguity bring confusion and unbalances the ability to do vs the ability to be which in turn dismantles the relationship between the self and others.

Hence, the relationship between meaningful work and CSR hinges on the ability of the organisation to integrate both constructs together. A fragmented CSR policy makes employees disengaged while and integrated CSR-MFW policy makes the employee and the workplace embedded. The framework also shows the features of a discorded workplace. In a discorded workplace, employees experience diminished CSR, which is perceived as meaningless depending on the level of normative myopia, which is the extent to which the top management ignores the values of others affected by the polices. Normative myopia intensifies negative spill overs of disgruntled manager's perceptions into their subordinate's minds negatively affecting their CSR alignment with the organisation's orientations. Adding to this, workplaces where individual achievements are recognised and rewarded, make employees selfish. They try to compete with each other rather than enjoy their work in unity. Individualistic cultures with a directive

leadership style where rewards and incentives are based on creating more things rather than useful things makes engagement in CSR meaningless and boring. In such a workplace, engaging in CSR is not perceived by the employees as the best way to achieve organisational targets. The organisations themselves focus on doing just enough than going all out to make a real difference.

A discorded workplace with a fragmented CSR policy nurtures disengaged employee who perceive CSR as meaningless.

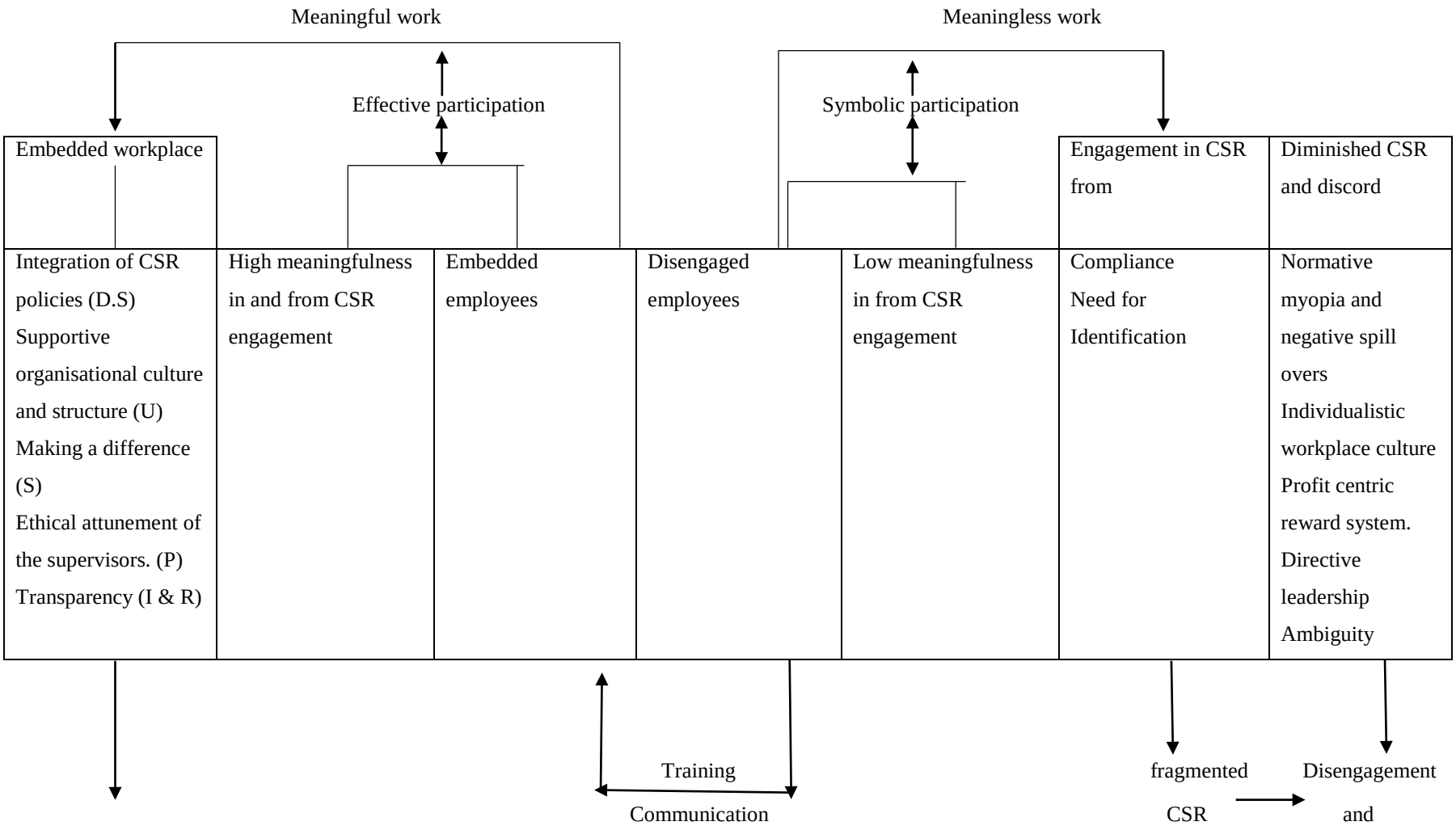
10. Limitations of the study

In this research, an extended literature review is used to uncover the true nature of the relationship between meaningful work and CSR. An in depth literature review is conducted to uncover the pre-requisites to individual sources of meaningful work as identified in the map of meaning framework. Then these pre-requisites to meaningful work are analysed at an employee level using Glavas (2012)'s model of employee engagement in sustainability. The result is a conceptual framework that is able to shed light on the relationship between meaningful work and CSR. The first limitation of this study is that the devised framework is purely theoretical in nature and lacks empirical evidence to validate the framework. Hence, future researchers should look to test the framework for its validity and legitimacy.

In chapter 6, the impact that traditional leadership styles can have on an employee's experience of meaningful work and their subsequent engagement in CSR is analysed in detail. A major limitation here however, is not analysing the impact of alternate leadership styles on an employee's engagement in CSR and their experience of meaningful work. Hence, any future research should look to include the impact of democratic, emergent and distributed leadership styles on an employee's engagement in CSR with respect to their experience of meaningful work from the subsequent CSR engagement.

Although, in the literature review several aspects of organisation culture and justice are analysed in relation to meaningful work and CSR, there are still a lot of elements that were left out. All dimensions of these concepts are difficult to trace under a single study. For example, experience of a strong organisational identity and the development of organisational citizenship behaviours in employees are closely related to the experience of meaningful work, however, the translation of this experience of meaningful work from enhanced identity and OCB's into an employee's engagement in CSR requires further research and any future research can try to find the true nature of the relationship that may exist between organisational culture, identity, justice, meaningful work and the subsequent engagement in CSR.

Figure 1: The relationship between Meaningful Work and CSR: An Employee Engagement Perspective.



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