

The impact of Corporate Social Responsibility on employee's engagement: Exploratory study of IT companies in Morocco.

L'impact de la RSE sur l'engagement des salariés. Cas des entreprises des nouvelles technologies au Maroc.

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Abstract

Research in management science has offered a body of work focused on the theme of corporate social responsibility (CSR) and that of organizational behavior. However, research seems limited on the interaction of these two variables. The concept of CSR appears relevant because it questions organizational functioning and the role of human resources management (HRM).

We opted for the case of Information Technology (IT) companies in Morocco as a field of investigation. Our research focuses on the question: Can employee's perception of CSR have an effect on their attitudes and behaviors as organizational commitment?

This article highlights the effect associations that tie our two variables through the analysis of nineteen qualitative interviews. The results enrich the understanding of the impact of the perception of CSR on the behaviors and attitudes of employees in terms of organizational commitment.

The exploratory nature of our research leads us to choose a qualitative methodology with a comprehensive aim. Semi-structured interviews with 19 individual made it possible to explore the different perceptions of employees and the resulting organizational commitment behaviors.

Keywords: Corporate social responsibility (CSR); sustainable development; human resources management (HRM); organizational behavior and commitment; Information Technology Sector; Morocco.

Résumé

Les recherches en sciences de gestion ont proposé un ensemble de travaux centrés sur la thématique de la responsabilité sociale de l'entreprise (RSE) et celle du comportement organisationnel. Toutefois, la recherche paraît limitée sur l'interaction de ces deux variables. Le concept de la RSE apparaît pertinent car il interroge le fonctionnement organisationnel et le rôle de la gestion des ressources humaines (GRH).

Nous avons opté pour le cas des entreprises des nouvelles technologies au Maroc comme terrain d'investigation. Notre recherche est animée par la question suivante : la perception de la RSE par les collaborateurs peut-elle avoir des effets sur leurs attitudes et comportements en matière d'engagement organisationnelle?

Cet article souligne les liens d'effets qui relient nos deux variables au travers l'analyse de vingt entretiens qualitatifs. Les résultats permettent d'enrichir la compréhension de l'impact de la perception de la RSE sur les comportements et les attitudes des collaborateurs en matière d'engagement organisationnelle.

Le caractère exploratoire de notre recherche nous amène à choisir une méthodologie qualitative à visée compréhensive. Des entretiens semi-directifs avec 19 personnes ont permis, d'explorer les différentes perceptions des collaborateurs et les comportements d'engagement organisationnel qui en découlent.

Mots clés : Responsabilité sociale de l'entreprise (RSE), développement durable, gestion des ressources humaines (GRH), comportement et engagement organisationnelle, entreprises des nouvelles technologies, Maroc.

Introduction

From both a theoretical and a practical point of view, corporate social responsibility (CSR) is a legitimate, convincing and increasingly important means to attract and retain employees (Coldwell, Billsberry, Van Meurs & Marsh, 2008). Whom, as members of a company, are concerned about CSR actions and they assess and respond to their company's CSR activities (Rupp et al., 2006; Wood & Jones, 1995). Employee's perception of CSR activities dictate their reaction (Aguinis & Glavas, 2012; Rupp et al., 2006), which may be wrong, so CSR practices may not be as widespread as employees believe (Fleming & Jones, 2013; Glavas & Godwin, 2013). This article aims to analyze the link between CSR or organizational ethics strategy and organizational commitment.

This paper work plan involves three main parts as follows:

- A literature review on CSR, employee engagement and the impact of CSR on the latter;
- Present and discuss the results of our exploratory study, which deals with IT companies.
- Develop the limits and perspectives of this work in conclusion.

A review of the literature, based on defined criteria, is particularly justified in the context of this exploratory study. It will allow us to synthesize the state of knowledge, guide future research and better understand the links between organizational commitment and CSR. More specifically, it is about linking organizational commitment and CSR actions, which include organizational ethics. We therefore seek to answer the following question:

Does CSR actions in IT companies have an impact on employee's organizational commitment?

We were able to cite several hypotheses:

H1: CSR influences affective engagement.

H2: CSR influences normative commitment.

H3: CSR influences the calculated engagement.

H4: CSR has no influence on organizational commitment.

The conceptual model is the following:



1. LITERATURE REVIEW:

1.1. Definitions of corporate social responsibility (CSR)

Dejean and Gond (2004) argue that definitions of CSR are quite varied. According to the two authors, there are two categories of definitions, academic and customary, making it possible to give great value to commitments that go beyond the legal framework. It is apparent that all of these definitions share the discretionary aspect (Decock-Good, 2000), and take into account the existence of a deep bond between the company and the company going beyond any purely economic orientation (Gond, 2006).

In order to shed light on the debate faced with the ambiguity of the CSR concept and the diverse interpretations it can give rise to, we propose to present the main approaches, in particular those inherent in the field of HRM. The definitions presented in the table below show that the term “social” is more or less broad. Therefore, the definitions have variable geometry as well (Laarraf, 2010).

Table 1. Definitions of corporate social responsibility (CSR)

Bowen (1953)	“Corporate social responsibility refers to the obligation of businessmen to implement policies, make decisions and follow guidelines that meet the objectives and values considered desirable by our society.”
Chamberlain (1953) ¹	“Action that is expected from company management and unions in respect of their supporters in a given situation (actions that can be or are requested) as a legal situation, whether legal or not legal”
Davis (1960)	“Corporate social responsibility refers to “decisions and actions taken for reasons that go beyond the direct economic and technical interest of the firm.”
Friedman (1962)	“Nothing is more dangerous for the foundations of our society than the idea of a corporate social responsibility other than generating maximum profit for their shareholders”.
McGuire (1963)	“The idea of social responsibility assumes that the company not

¹ Cité par Zenisek (1979, p.361).

	only has legal or economic obligations, but also has responsibilities to society, which go beyond these obligations.”
Backman (1975)	“Social responsibility refers to the objectives or reasons that give a soul to business rather than the search for economic performance.”
Ackerman & Bauer (1976)	“By the term social responsibility, we mean the obligation to take responsibility for something. However, an approach in terms of responsiveness is fairer because it makes it possible to respond to social demand rather than deciding what to do.”
Carroll (1979)	“Corporate social responsibility encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at any given time.”
Jones (1980)	“Corporate social responsibility is the (idea) notion according to which companies have an obligation towards societal actors other than shareholders and beyond legal or contractual requirements”.
Capra & Spretnak (1984) ²	“Social responsibility: includes the economic domain; social justice; The social contract; social and civil rights, especially for women and minorities.”
Wartick & Cochran (1985)	“Social responsibilities are determined by society, and the tasks of the firm are: (a) To identify and analyze changing expectations of society in relation to the responsibilities of the firm; (b) Determine a holistic approach to be accountable in the face of changing societal demands; (c) To implement appropriate responses to relevant social problems.”
Anderson (1986)	“The social responsibility of a company is exercised in three main areas: 1. Full respect for international, federal, state and local laws; 2. Moral and ethical standards and procedures within which firms operate 3. Philanthropic donations.”
Wood (1991)	“The basic idea of social responsibility is that business and society are intertwined rather than separate entities; thus, society has certain expectations in relation to the specific behavior and results of companies.”
EU GreenBook (2001)	“Being socially responsible means not only fully meeting applicable legal obligations but also going beyond and investing more in human capital, the environment and relationships with stakeholders.”
Triomphe (2002)	Corporate social responsibility is about taking on, on a voluntary basis, responsibilities that go beyond the law and regulations.
Gond & Igalens (2003)	“Social responsibility refers to the nature of interactions between business and society, and formalizes the idea that the business, because it operates in an environment that is at the same time social, political and ecological, must assume a set of

² Cités par Gray, (1992, p.407).

	responsibilities beyond its purely legal and economic obligations”
World Bank (2004)	the World Bank defined corporate social responsibility (CSR) as “the commitment (or obligation) for the business community to contribute to sustainable economic development, by working with employees, their families, the local community and society at large to improve the quality of life, in a way that is good for development and for business”
Capron & Quairel-Lanoizelée (2004,2007)	-“The social responsibility of the company is circumscribed at the level of the company as the application of the values of sustainable development” -“CSR is" the set of speeches and acts concerning the attention paid by companies to their impacts on the environment and society “
Pasquero (2005)	We understand by "corporate social responsibility" " 'all the obligations, legal or voluntary, that a company must assume in order to pass for an imitable model of good citizenship in a given environment”
Boidin (2008)	However, we can delimit this term by distinguishing between two ways of defining it. The first conception of CSR is positive: it is presented there as the way in which economic actors (and in particular companies) understand and engage their responsibility in various fields. The second perspective is normative: CSR is seen as a goal to be achieved through the prescription of actions, methods, benchmarks
ISO Normes 26000 (2010)	Responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behavior that: - contributes to sustainable development including the health and well-being of society - takes into account the expectations of stakeholders - complies with the laws in force and is compatible with international standards and - is integrated throughout the organization and implemented in its relationships.

Source: adapted from Christelle Decock-Good (2000)

1.2. Definition and demarcation of the concept of organizational commitment

Organizational commitment has been the subject of several definitions (Table 1). This concept describes the quality of the relationship between the individual and the organization. The higher the commitment, the stronger the bond that binds the person to their organization. The reverse is also true. The weaker the engagement, the weaker the relationship. For Mowday, Porter and Steers (1979), engagement helps understanding organizational behavior.

Meyer and Allen (1991) define engagement as "a psychological state which characterizes the employee's relationship to their organization and affects the decision to remain or not a member of the organization."

For Meyer et al. (2002), commitment is a force that pushes the employee to initiate actions beneficial to the organization. R.T. Mowday et al. (1982) define organizational commitment as "the degree of identification and involvement in a given organization, characterized by a strong belief in the goals and values of the organization, a willingness to make considerable efforts in favor of the organization and a strong desire to remain a member".

For some authors, it is not enough for the individual to accept the values and goals of the organization; they must be adopted (C.A. O'Reilly and J. Chatman, 1986). For Gara and Gaha (2009), similarity between the norms and values of the organization and those of the individual is essential for the development of organizational commitment.

J. Chatman (1989) uses the expression "the person-organization fit". Mowday, Steers and Porter (1979) evoke two important notions that characterize commitment: identification and attachment to an organization. A third concept of the active commitment consists of the contribution of the individual to the achievement of organization's goal.

We retain the following definition, which seems to us to be complete and in line with our research subject: According to Porter, Steers, Mowday and Boulian (1974), engagement is defined as "The identification of an employee with his organization and his involvement in it. Individuals who demonstrate commitment are characterized by a sharing of organizational values, a desire to remain of service and a willingness to give effort on behalf of the organization."

Thus, organizational commitment has three components, namely affective commitment, normative commitment and continuity or calculated commitment (Meyer et al.

Allen, 1991; Meyer and Herscovitch, 2001).

The affective component corresponds to the desire to belong, the normative component is based on a feeling of obligation and the calculated component is attached to the start-up cost of the organization (Meyer and Allen, 1997).

Affective engagement results in an emotional connection to the organization, in which the individual identifies with the values and goals of the organization.

Two key elements distinguish affective engagement from other forms are identification and attachment to the organization as well as the internalization of its values.

Identification and attachment catalyze the desire to belong and enhance an individual's sense of pride in being a member. As for internalization, it involves both acceptance and adoption of the values of the organization (O'Reilly and Chatman, 1986, Caldwell, Chatman and O'Reilly, 1990, Hunt and Morgan, 1994).

Normative or moral commitment results in a relationship based on a moral obligation to the organization, in other words it causes in the individual a feeling of having a moral debt to pay. Employees hired on this basis remain members of their organization by obligation (Meyer & Herscovitch, 2001).

For Wiener and Vardi (1980), the individual feels an obligation to behave loyally to his organization, and conforms to its standards.

The continuity or calculated commitment has more of procedure aspect because the employment relationship is based on the opportunity cost linked to the possible departure.

The process of economic exchange is the basis of the commitment to continuity.

People are primarily concerned with their interests (O'Reilly, 1990, Becker, 1992, Hunt and Morgan, 1994). Meyer and Allen (1989, 1991, 1997) define the continuity commitment as "the perception of the costs relating to the departure of the organization as well as the perception of the lack of alternatives to the departure of the organization".

1.3. Social exchange, link between CSR and organizational commitment

Social exchange theory highlights social attitudes and behaviors resulting from a process of exchange (Blau, 1964). Exchange refers to reciprocal behavior (Konovsky and Pugh, 1994). Social exchange theory shows that CSR actions send signals to employees that their company cares about their well-being is kind, caring and sensitive to their future; in return, they feel obligated to reward the good deeds of their company with positive attitudes and behaviors.

Although the roots of social exchange theory go back at least to the 1920s (Mauss, 1923, 1924), the most widely accepted and cited view today is that of Blau (1964), who defines social exchange as being "*The voluntary acts of individuals motivated by the feedback that these acts are supposed to bring and that they actually bring from others*". The basic principle is that the interactions between two parties are interdependent and sequential: one person provides valuable services to another and in doing so creates a sense of obligation in them. To discharge this obligation and ensure the continuity of the relationship, the second part must, according to the norm of reciprocity (Gouldner, 1960); provide in return favors valued by the

first. This sequence of exchange, repeated successfully, is supposed to create, through a self-reinforcing process, a high quality exchange relationship. Otherwise, it means that “*one person grants another a favor, and although there is an expectation of some future return, the exact nature of that return is never specified in advance but is left to the discretion of whoever brings it*” Blau (1964).

The choice of this theory is justified by the nature of the social exchange relationship, which is based on the reciprocity of exchanges between employees and the company. In fact, we suggest that the latter may develop a sense of obligation following the Gouldner (1960) standard of reciprocity and may engage in organizational involvement behaviors with the aim of strengthening the social responsibility of their company. The social exchange relationship is then based on a long-term exchange of favors which rules out any notion of accounting and which is based on a diffuse obligation of reciprocity according to a logic that had already been highlighted by Mauss (1960).

2. Qualitative study :

To achieve the goals of this study, the qualitative analysis is adopted as methodological approach given its efficiency and flexibility to deepen the subject and acquire a clear vision, which seems suitable for exploratory research (Charreire & Durieux, 1999). Given that our goal is to identify CSR actions that have a positive impact on employee engagement, a qualitative methodology is appropriate for this kind of this research. Furthermore, it is valuable to discuss directly with the individuals concerned in order to understand and gather reliable perceptions.

The data collection of the exploratory qualitative analysis is carried out based on an interview guide, we carried out a manual content analysis based on the counting of recurring themes by focusing on the presence or absence of a theme in the analyzed corpus. We will first present the interview guide and our sample; Then we will present the results from the empirical work. The development of the interview guide is centered on the main themes, namely CSR, organizational commitment and the link between the two.

2.1. Interview guide :

- What do you think is a responsible company?
- How important to you is a CSR strategy in your overall strategy?
- How does CSR manifest itself in your company?
- What are the factors that encourage your adoption of SR behaviors?

- What relationship do you see between CSR and employee engagement?
- Is there a link between your CSR strategy and that of employee engagement?
- If so, can you explain it further with concrete examples or results?
- How does your company see its future in terms of CSR?
- Do you have future CSR strategies to make your staff more engaged?

2.2. Study sample :

The exploratory qualitative study that we conducted had as a corpus a sample of 19 individuals, namely:

- Two CSR Directors (CSR D),
- Six Human Resources Director (HRD),
- Five Operational Manager
- Four Business Development Managers
- Two Operational Directors
- One Chief Happiness Officer

Table 2: Sample presentation.

Sector	Age groups				Total
	20-29	30-39	40-49	50 et plus	
Information Technology	6	8	5	0	19

Source: Authors

Geographically, the employees who made up our study sample (Table 2) come from all over the Kingdom of Morocco. Our sample encompasses individuals who have an average age of around 33 years with extremes ranging from 22 years to 59 years. However, if we do not take into account people in their fifties, the average age becomes 31 years and the maximum age identified is 49 years. 73,68% of respondents are 39 years old or less: 31,57% (20 to 29 years old) and 42,1% (between 30 years old and 39 years old) and 26,31% (between 40 years old and 49 years old). Our sample is mostly young.

The total duration of the interviews was 10 h 10 min, corresponding to an average value of around 35.5 min per interview. The people interviewed have an average seniority in the organization and in the position of around 7 years and 5 years respectively.

2.3. Results analysis :

This section is reserved for highlighting the results of the classic processing of the content of the nineteen interviews (CSR / HR managers). The discursive data from our interviews are especially numerous and varied, and one of the reasons appears first in the multidimensional nature of CSR and its perception, then in the concept of organizational commitment.

The results of the content analysis are quite important. We remind you that this research will have to provide answers, successively, to the following questions:

- How is the concept of CSR perceived and organized in IT companies in Morocco?
- How is the notion of organizational commitment mobilized in IT companies in Morocco that practice CSR actions?

Table 3: Appearance of CSR objectives

CSR	Theme	N° of interviews in which appeared at least once	Percentage
Social	• Condition of work.	15	78,9
	• Work-family balance.	13	68,4
	• Promoting the professional development of employees.	17	89,4
			78,94%
Economic	• Productivity.	11	57,8
	• Competitiveness.	12	63,1
			60,52%
societal	• Human and economic development actions.	10	52,63
	• Action of general interest.	10	52,63
			52,63%
Environmental	• Actions in favor of energy efficiency.	4	21,05
	• Optimization of the use of natural resources.	1	5,26
			13.15%

Source: Authors

From the data gathered (Table 3), it is clear that human resources and CSR managers focus more on the social aspect in their CSR practices (quotes from 78,9% of respondents). These companies have already embarked on the implementation of a CSR approach by making

practices affecting working conditions, work-family balance and promoting the professional development of employees, a real performance lever.

A human resources manager indicates, “The social aspect of CSR directly concerns the performance of our employees and their motivation”. He also adds, “For me Corporate Social Responsibility leads to greater employee loyalty and loyalty towards the employer”.

Indeed, 78,9% of respondents mentioned that a socially responsible company must have HR practices that opts for a win-win strategy between employee and company. “It is a company that asks itself the question about the impact of all its strategies on the community in which it operates, which takes care of its employees and those around them.” (Human Resources Director).

The people asked spoke in a large majority of the need to retain the internal customer who is the employee. “CSR occupies a primordial place in the strategy of the company since the company today seeks to retain its internal customers through the adoption of responsible behavior that aims to meet the expectations of both parties Employee/Company” (Human Resources Director).

It translates into a reference to the speeches of leaders that incorporates facts and elements of promise and commitment. “On each occasion that brings us together with top management, his speech is always a reminder of the values shared within the organization. By evoking that our company is a corporate focused on people, socially responsible, constantly working to be attentive and meeting the expectations of its stakeholders, and to consolidate the employment of young people and seniors” (Respondent M3: HR manager in a logistics and transport company).

Most of the speeches of HR/CSR managers seek to categorize CSR strategies as means of employee loyalty and engagement. “Let me give you an example, in coordination with an association we set up tutoring courses for the benefit of the children of our employees. It was the responsibility of the company (transport + course fees each week) throughout the school year, and we noticed that the parents were very happy and did not leave the company despite the turnover rate in the logistics sector” CSR Director.

They also assert that their companies are part of the social aspect of CSR, which means enhancing human potential over time while facilitating the development of skills, recognizing employees in their diversity and ensuring training and skill development. “We try to adjust the CSR strategies implemented by our company with the personality traits to the values and beliefs of our employees, in order to make them more engaged. In addition, we have

implemented employee career management mechanisms to promote their professional development.” Human Resources Manager.

During interviews, Four Development Manager also confirmed, “The diversity of our talents, their support and their training are our priorities. We are more than ever proud of the ability of our talents to join forces to deliver our projects; and even more of their daily commitment, in the service of the common good”. “The factors that encourage our adoption of RS behaviors are: the will of the parent company (CSR is part of the group's overall mission), the commitment of general management as well as we are convinced of its impact on commitment of employees” Operational manager.

The development of the social dimension of CSR, investment in staff and their well-being, family-work reconciliation, are elements that were addressed on several occasions by the people questioned. This can be illustrated by the following statements:

“We have opted for a strategy that is flexible enough for employees to be able to combine their professional and personal life. For that, we have removed the check-in turnstiles as well as the tagging systems; and we have launched the possibility of teleworking, and above all, we are working on stress management for our employees. These changes have positively affected the behavior of our salaried executives. »A Chief Happiness Officer states.

He also adds, “The agreement allows employees to benefit from three days per week of remote working. Part-time work, flexible schedule & the right to disconnect are all arrangements allowing everyone to find the pace that suits them.” A Chief Happiness Officer. Furthermore, 57,8% of responses affirm that CSR allows them to improve productivity; the quality of the work & Talent retention. “We have adopted CSR practices because we have noticed that most employees place the CSR strategy criterion above the salary level; in addition, the improvement in the productivity of our employees is very remarkable after the application of these CSR actions.” Business Development Manager.

“The CSR actions that our company adopts have improved the productivity of our employees as well as our economic competitiveness, given that we have been able to provide our services on a sustainable basis even if the market is in a competitive situation.” Business Development Managers.

Additionally, the results of the table also indicate that 52,63% of respondents affirmed that their companies contribute to the development of solutions responding to social issues.

“We as a leading company in the digital sector are also convinced of the benefits of digital for society. Responsible digital technology has become one of the major axes of our CSR strategy.” CSR Manager.

"We are committed to deploying innovative and human-centered projects, carried out with and for social entrepreneurs and associations. » Chief Happiness Officer.

As far as the environmental component is concerned, the interviewees discussed it only in 13,15% of the citations with 21,05% citing energy rationalization practices applied. “Our company has implemented actions to mitigate the impact of our company's activities on the environment such as: ecological printing, and limit the standby of devices, any device that is not used automatically switched off, reducing the carbon footprint of our tools and services” CSR manager.

“The goal we set for ourselves at COP21: to reduce our greenhouse gas emissions per employee by 30% by 2030 (compared to 2015). As of today, we are training our employees and supporting our customers in reducing their carbon footprint and we are mobilizing our skills to reduce the environmental impacts of our products and services.” Chief Happiness Officer.

Table 4: Appearance of indices of organizational commitment levels

Levels of engagement	Theme	N° of interviews in which appeared at least once	Percentage
Affective	• Affectionately attached to the company.	9	47,3
	• Strong sense of belonging.	15	78,9
	• Personal meanings.	10	52,6
	• Stay in an organization is a desire.	11	57,8
Normative	• Remaining in organization is obligation.	3	15,7
	• Moral or ethical reason.	5	26,3
Continuity	• Stay in an organization is a need.	4	21,1
	• A need to work.	5	26,3
	• Lack of possible alternatives to quit.	3	15,7

Source: Authors

At this point, we deal with organizational commitment and its relationship with CSR. Multidimensional approaches are considered at the concept level organizational commitment

according to Allen and Meyer (1991) consists of three forms (calculated, normative and affective).

Discussing the results (Table 4), we note that the majority of respondents speak of emotionally engaged personnel “An engaged employee is an employee who collaborates, who takes the initiative, is very productive and who rarely leaves the company.” Human resources manager.

“A committed employee is a strong sense of belonging and loyalty to their company.” Operational manager.

However, other respondents evoked very different points of view by pointing out the correlation of engagement with seniority in the organization. “I believe that engagement is linked to seniority, for example employees who working for years within our organization justifies this behavior by the fact that they feel an emotional bond towards it for the duration under normal conditions reinforces the attachment of the salaried executives to their organization but also to their colleagues.” Operational manager.

Through the analytical work carried out on the organizational aspect of CSR, we noted the existence of several very contrasting organizational methods in the companies in our sample.

In some cases, specialized structure within the company, called “sustainable development and / or CSR department” institute, organize and assure the good application of CSR actions.

However, in other cases, the human resources department takes care of the implementation of socially responsible actions. So there is a kind of coordination and organization between RSE-HR. “Regarding the organization of CSR and HRM, we have a real human resources department which becomes more professional from one day to the next, strongly integrated into the strategy and operationalized on all the processes of the business. For our company, the social aspect of CSR directly concerns the performance of our employees and their motivation in order to make them emotionally attached to the company.” Human Resources Manager.

“Beyond the salary, employees seek to have a balance between private and professional life and the CSR approach responds perfectly to this question since it makes it possible to address well-being at work not as a supplement but as a stimulator for wait for individual and subsequently collective performance.” A Chief Happiness Officer.

On the other hand, according to the managers, the one who has his commitment linked to the realization that a set of personal investments would be lost in the event of departure from the organization is not considered as a hired employee. engaged is the one who gets involved in

the popularization of the values and the culture of the company and not the one who identifies his relations with the organization in which he works in relation to an estimate of what gives him and what 'he withdraws.'" Business Development Director.

The normative engagement approach seems rather marginal, as the study of engagement as a moral duty received the attention of only respondents. Being loyal and grateful to the organization is also mentioned, but all of these elements were mentioned weakly because the word duty is too heavy at first.

Our study found that for some salaried executives, being in the organization is a duty, in the sense that it is necessary to do your job well in order to earn a living and to have relationships with others.

We can explain the CSR relationship and employee engagement by the mechanisms of organizational trust, according to which the individual tends to get involved in organizations that have credibility on their CSR approach. The interviews also reveal organizational commitment behaviors in an emotional posture that is more than calculated but less normative.

We can say that employees who perceive CSR committed by their company will show themselves to be committed and reward their company for its efforts towards all of its stakeholders, the environment, civil society, etc.

Conclusion

The objective of this research work is to identify CSR practices in the companies surveyed, to understand the perception of employees and to identify if CSR practices capable of making employees more committed, case of the IT sector in Morocco. .

The data from our qualitative survey make it possible to understand the following elements: the implementation of a social responsibility strategy, its perception by salaried executives and the confidence they place in it, and finally its effects on their attitudes and behaviors on organizational commitment.

This study also enabled us to highlight the CSR practices implemented by managers, which meet the expectations of employees. These practices are working conditions, work-family balance, promoting the professional development of employees.

These different variables can be grouped according to the literature into three types of expectations: economic expectations, development expectations and ideological expectations (Du et al, 2014).

According to social exchange theory, when CSR programs or implemented CSR activities meet the expectations of employees, they are likely to have a positive attitude and behavior, in the form of motivation & commitment (Tahlil, 2016). Thus, creating a relationship of exchange nature.

As a result, Closon and Leys (2011), Turker (2009) and Peterson (2004) believe that employee expectations, in terms of practices, play a moderating role in the relationship between CSR perceptions and attitudes and behaviors of employees. Indeed, if these CSR practices correspond to real concerns of employees, perceiving them as such will have a stronger influence on their motivation. In addition, we can complement that, “All practices promoting satisfaction, commitment and attachment can only be successful if they are accompanied by the taking into account of the ethical imperative in HRM and the development of the company's responsibility towards of its staff.” (ATTOUCH Hicham, IDOUAARABE Naima, 2020)

The argument of this article brings together relevant research evidence to allow companies to draw inspiration from effective practices to make their employees more engaged, especially as the IT field in Morocco is booming. Without claiming to generalize the results, this study will be very useful for companies and mainly for managers in the development and implementation of their CSR strategies in order to make their employees more committed.

Our modest addition to the body of knowledge is done by attempting to theorize the link between perceived CSR and organizational commitment under the light of social exchange theory, by defining how these constructs can nourish the body of knowledge of HRM in order to improve the performance of the IT sector in Morocco.

From a methodological point of view, this research work has a limit because the results can in no way be generalized: the research is based on interviews with 19 executives from companies within the IT sector in Morocco. The study population was small and its expansion to other sectors may allow us to identify similarities and differences that will enrich our understanding.

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