Leadership and Employer Branding Impact on Corporate Social Responsibility (CSR) in the Public Sector of the United Arab Emirates

تأثير القيادة والعلامة التجارية على المسؤولية الإجتماعية للشركات في القطاع العام لدولة الإمارات العربية المتحدة

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Abstract

The purpose of this dissertation study is to examine and understand the impact of Leadership and Employer Branding on Corporate Social Responsibility (CSR) in the Governmental and Semi-Governmental entities of the Emirate of Abu Dhabi, United Arab Emirates (UAE), through quantitative methods of primary and secondary data such as questionnaires, face-to-face interviews and extensive academic literature research and theoretical frameworks.

Given the fact that today's leaders in local and international organisations are eager to amplify their CSR initiatives into the social media channels, the findings of this present study would provide practical and realistic answers based firstly on understanding the current status of these organisations, secondly, understand the impact of leadership practices and styles on CSR and finally, understand the mediating role that Employer Branding plays in promoting CSR. The current study aims to shed some light on how the effective provision of CSR using the right set of leadership skills and the synergy with Employer Branding could play a potential Human Resources (HR) tool to increase the favourable image of the organisations towards current and potential employees, and further develop the active CSR engagement of leaders towards the society and community as a whole.

The results and analysis of the study based on the collected questionnaires and interviews indicated that there is a strong and positive correlation between the three mentioned variables (Leadership, CSR and Employer Brand) as stated below:

- Leadership practiced in the Public Sector of Abu Dhabi has a positive impact on the organisation's CSR initiatives
- CSR has a positive effect on the organisation's Employer Brand
- There is high perception of the role on which CSR plays in Employer Branding in the UAE.

ملخص

الغرض من هذه الإطروحة هو اختبار وفهم تأثير القيادة والعلامة التجارية لأصحاب العمل على المسؤولية الإجتماعية للشركات في الجهات الحكومية وشبه الحكومية في دولة الإمارات العربية المتحدة، وذلك من خلال الأساليب الكمية للبيانات الثانوية والرئيسية مثل الاستبيانات والمقابلات الشخصية وتحليل ودراسة المؤلفات الأكاديمية الشاملة.

ونظراً لواقع أن قادة المنظمات المحلية والدولية هذه الأيام حريصون على تضخيم مبادرات المسؤولية الإجتماعية لشركاتهم في وسائل الإعلام الإجتماعية، لذلك فإن نتائج هذه الدراسة قد تقدم إجابات عملية وواقعية تستند أولاً على فهم الوضع الحالي لهذه المنظمات، وثانياً فهم تأثير الممارسات والأساليب القيادية على المسؤولية الإجتماعية للشركات، وأخيراً فهم دور الوساطة الذي تلعبه العلامة التجارية لأصحاب العمل في تعزيز المسؤولية الإجتماعية للشركات. كما تهدف الدراسة الحالية إلى إلقاء بعض الضوء على كيفية توفير المسؤولية الإجتماعية الفعالة للشركات باستخدام المهارات القيادية الصحيحة والتآزر مع العلامة التجارية لأصحاب العمل قد يشكل أداة محتملة في الموارد البشرية من أجل زيادة الصورة الإيجابية للمنظمات تجاه الموظفين الحاليين والمحتملين، ومواصلة تطوير مشاركة القادة الفاعلة في المسؤولية الإجتماعية للشركات تجاه المنظمة والمجتمع ككل.

وقد أشارت نتائج وتحاليل الدراسة بناءً على الاستبيانات التي تم القيام بها والمقابلات إلى أن هناك علاقة قوية وإيجابية بين المتغيرات الثلاثة المذكورة (القيادة والمسؤولية الإجتماعية للشركات والعلامة التجارية لأصحاب العمل)، وهذه النتائج:

-   التأثير الإيجابي للممارسات القيادية في القطاع العام لإمارة أبوظبي على مبادرات المسؤولية الإجتماعية للشركات.

-   التأثير الإيجابي للمسؤولية الإجتماعية على العلامة التجارية لأصحاب العمل والمنظمات.

-   هناك إدراك عالٍ للدور الذي تلعبه المسؤولية الإجتماعية للشركات في العلامة التجارية لأصحاب العمل في دولة الإمارات العربية المتحدة.

Dedication

This dissertation is dedicated to my caring family and loving fiancé for their endless love and support.

To my loving Father, who is watching down on me from heaven, hopefully so proud.

Acknowledgments

Even though it is my name that appears on the cover of this dissertation, I have been blessed with endless support from professors, friends, and family throughout the process of completing my dissertation.

First, to Allah, who has given me the strength and power, as without him nothing would have been possible.

My sincere gratitude goes out to all those who have supported me academically and professionally throughout my years at BUiD. Namely;

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Abbreviations

AADC	Al Ain Distribution Company
ADAEP	Abu Dhabi Award for Excellence in Government performance
ADDC	Abu Dhabi Distribution Company
ADFEC	Abu Dhabi Future Energy Company
ADNOC	Abu Dhabi National Oil Company
ADWEA	Abu Dhabi Water and Electricity Authority
Agency	Environmental Agency – Abu Dhabi
ALDAR	ALDAR Properties PJSC – Abu Dhabi
BITC	Business in the Community
BSR	Business for Social Responsibility
Bureau	Regulation and Supervision Bureau
CCL	Centre for Creative Leadership
CFP	Corporate Financial Performance
CIPD	The Chartered Institute of Personnel and Development
CRB	Centre for Responsible Business
CSER	Corporate Social and Environmental Responsibility
CSP	Corporate social performance
CSR	Corporate Social Responsibility
DAFZA	Dubai Airport Free Zone Authority
DCCI	Data Management and Research Department of the Dubai Chamber of Commerce and Industry
DCCV	Dubai Centre for Corporate Values
DERC	Dubai Ethics Resource Centre
DIFC	Dubai International Financial Centre
DNATA	Dubai National Air Travel agency
DTMFZA	Dubai Technology and Media Free Zone Authority
Dubal	Dubai Aluminium Company Limited
EA	Emirates Airlines
EAD	Environment Agency – Abu Dhabi
ECHO	Environmentally Conscious Hospitality Operations
ECPC	Emirates CMS Power Company
EDRMS	Electronic Document Record Management System
EEG	Emirates Environmental Group
EFQM	European Foundation for Quality management
EHSMS	Abu Dhabi Environment, Health and Safety Management System
ENOC	Emirates National Oil Company
EPFI	Equator Principles for Financial Institutions

EPPA	Environment and Protected Areas Authority
GCCI	Global Corporate Citizenship Initiative
GDP	Gross Domestic Product
GE	General Electric
GERN	Global Education and Research Network
GFT	Gulf Food Trading
H&S	Health and Safety
H.H	His/Her Highness
HP	Hewlett Packard
HR	Human Resources
HRM	Human Resources Management
HRMS	Human Resources Management System
HSE	Health, Safety and Environment
HSEMS	Health, Safety and Environment Management System
IBLF	International Business Leaders Forum
ICT	Information and communications technology
LEAD	Leadership Excellence Applied Diploma Program
MENA	Middle East and North Africa
MLQ	Multi Leadership Questionnaire
MNC	Multi-National Companies
NBAD	National Bank of Abu Dhabi
NGO	Non-Governmental organisations
NME	Nestle in the Middle East
OECD	Organisation for Economic Cooperation and Development
PBUH	Peace Be Upon Him
QFD	Quality Function Deployment
RBV	Resource-based view
ROs	Research Objectives
RQs	Research Questions
RSB	Regulation and Supervision Bureau
SME	Small-to-Medium Enterprise
SRA	Sector Regulatory Authority
UAE	United Arab Emirates
UK	United Kingdom
UNGC	United Nations Global Compact
UNPRI	United Nations Principles for Responsible Investments
USA	United States of America
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum
WWF	Worldwide Fund for Nature

Chapter 1
Introduction and Background

Long gone are the days where leaders of different business genres swipe their access cards in and out of organisations unaware of societal welfare issues, health and safety policies, environmental conditions and employees' welfare and well-being.

Corporate Social Responsibility (CSR) as a notion was typically shelved by many organisations in the developing world until the recent recession which has finally awakened the leaders from their procrastination and traditional way of thinking and gave rise to responsible business leadership.

CSR is broadly defined "as a company's obligation to exert a positive impact and minimize its negative impact on society" (Pride and Ferrell, 2006 in Wagner, Lutz and Weitz, 2009, p. 78).

A company's drive towards CSR is mainly influenced by the community itself with customers shifting purchasing habits towards companies that provide safe products and conduct business in an ethically responsible manner. Potential talent nowadays is also seeking job offers from organisations that are active and involved with community affairs and Stakeholders, with increased interest in an organisations' reputation management as this is recognized as having a positive impact on future profits as a result of a greater desire by Stakeholders to be associated with such responsible organisations. Employees, themselves also want a sense of belonging and meaning to their work which can be achieved through CSR since they would be giving back to the environment and community in which they operate in.

The UAE is a rapidly growing hub where emphasis has been on preservation of culture and natural resources which could be exacerbated as a result of rapid growth. One area which requires improvement however is CSR; even though it is in line with Islamic teachings since it focuses on "the need to act as part of the community, and to spread some of your gains for the good of others." It is mainly considered in the UAE as 'Zakat' which is the act of donating quietly and is mandatory on all Muslims. (Qasim et al. 2011 p. 111) It is only recently that lack of CSR has grown to be recognized to the

level it deserves, as it is still abandoned, unknown or at best, rare amongst organisations in the UAE.

Moreover, this paper exposes an equally interesting yet neglected factor which is the role of Leadership and Employer Branding on CSR practices in the Public sector business context. The paper explains the synergy between each of the notions with CSR and how new approaches and aspects dovetail smartly with the whole concept of the Employer Brand which plays a major role today in the shaping of companies' branding and reputation efforts.

The overall motive of this paper is to contribute to the evolving research on leadership and CSR in the developing world, in particular the UAE, and the immense influence of Employer Branding on CSR practices. Despite the globalization in today's fast-pace world, the literature in these areas remains largely West-centric and narrow.

Figure 1 in section 1.5 outlines the dissertation structure which discloses the main chapters of this paper. Chapter 1 covers the Introduction and Background to the topic and points out the overall problem statement, the main research questions and objectives, and the overall significance of the study.

Chapter 2 displays the background and history of the UAE highlighting religious traditions, social norms and the development stage of the economy in the region and the leadership role of the women today which was absent in the past few decades.

Chapter 3 and 4 provides an extensive theoretical framework, concepts and literature review associated with the concepts of Leadership, CSR and Employer Branding and their relevance and essential need to companies in today's world. The chapters also include in-depth analysis and understanding of previous and recent literature on the aforementioned concepts as well as the correlation between them. A representation of real-case examples, case studies and face-to-face interviews from across the world and UAE are also presented in these chapters.

Chapters 5 and 6 discuss the research methodology adopted for this paper to accomplish objectives and provide answers to the research questions set and proceeds to present the

findings of these questions and their analysis. Focusing mainly on the Public sector of Abu Dhabi, the capitol of the UAE, research was conducted in order to establish how and to what extent the CSR and leadership practices are leveraged for Employer Brand success.

Chapter 7 presents the research findings and discussions on the inter-relationship between leadership, CSR and Employer Brand promise and how these are delivered in the Governmental and Semi-Governmental firms studied for the purpose of this thesis. The Chapter also includes the research findings of various organisational roles in Employer Branding development and its management.

Finally, Chapter 8 presents the recommendations on how leaders in Top Management and Human Resources (HR) can strategically align, embrace and manage CSR practices discussed in this paper to inspire CSR engagement and promote a better workforce culture and increased performance.

The Chapter also presents an agenda for exploring and exploiting CSR as a tool for Employer Branding and an effective practice for both HR and Top Management leaders.

1.1 Problem Statement

The last few decades have seen a massive change in the relative power of the Utilities Sector in the United Arab Emirates and specifically in its capital - Abu Dhabi; as the globalization of economy and talent revealed new opportunities for this business sector to expand beyond local and national boundaries.

This expansion of the market capital and international labour together with infusion of best-practices from Multi National Companies (MNCs) globally has played a major role in the unprecedented growth in business activity in every aspect of the UAE's Public sector.

But what does this increase in relative power and greater wealth mean for those leading Governmental companies? The answer is "with great power comes great responsibility".

But the question again is: are organisations' leaders in the UAE reciprocating this 'great responsibility' back to the society and Government which established them? Are these organisations using internal tools to improve the Employer Brand and portray a better image that reflects their promise to current and potential talent effectively?

A study of the Global Education and Research Network (GERN) group conducted by Mirvis et al (2010) has reported that the UAE, amongst other countries such as Chile, South Africa, Brazil, all indicate a common factor: their companies "are expected to address social concerns when the Government cannot". However, every country demonstrates different corporate responsibilities. For the sake of this paper, UAE organisations are considered as being "most concerned with economic efficiency, compliance, and charity; there is neither a tradition nor advocacy for stakeholder engagement and the state lacks institutional capacity to regulate and monitor enterprise in this sphere". (p.21)

However, such a study amongst the others which will be presented in this paper does not focus on a specific sector, whether Public or private and also does not take into consideration the branding concept or any other mediating factor(s) in their study. Hence, this paper will help add to the limited literature available and extend reviews of the CSR and Employer Branding literature from the limited developing economy perspective to develop an inclusive guide for future researchers conducting studies in this area.

On a relevant note, the majority of the literature review conducted in this paper has proved that leadership is the number one factor in driving Corporate Responsibility in companies – in forward, neutral or even sometimes reverse and especially through the Top Management leaders and CEOs. Details of the literature review and theoretical framework are presented and discussed thoroughly in chapters 3 and 4 of this paper.

Additionally, the chapters discusses another aspect which focuses on the extent to which CSR practices are leveraged for Employer Brand success and who takes-on organisational responsibilities in Employer Brand development and its management. This is also elaborated in the paper to help provide an understanding of the synergy and relationship between the variables (Leadership, Employer Branding and CSR). This

issue has not been discussed thoroughly and adequately in the available literature resources nor was it explored in the UAE's Public organisations.

Finally, a presentation of an agenda for implementing and establishing CSR as a tool for Employer Branding as an effective practice is discussed thoroughly in the final chapter which displays the overall recommendation and conclusion of the paper to the organisations operating in the UAE.

The next section will highlight the four research questions and hypothesis that will be addressed in depth as the main research queries of this study in aim to put the paper in focus and purpose.

1.2 Research Questions (RQs)

There are two sets of questions to be researched in this study. The first is addressing the two factors: Leadership and CSR (RQ 1) and the second set addresses the two factors and Employer Branding (RQs 2 – 4).

RQ1: Does Leadership play a role in CSR in the Public sector of the UAE?

RQ2: What does CSR add to the Employer brand of the organisation?

RQ3: How do the Governmental and Semi-Governmental organisations in the UAE perceive CSR as part of their Employer branding promise?

RQ4: How does Leadership and internal functions such as Human Resources align and interface to support the Employer Brand?

1.3 Research Objectives (ROs)

The following is a list of research objectives which form the basis of the abovementioned research questions:

RO1: Clarify leadership and its practices and its role in supporting CSR
RO2: Understand the role of Employer Branding in CSR and the synergy between them.

RO3: Explore the CSR practices in the Public sector of the UAE and assess the weaknesses and gaps that have hindered the maturity of their development.

RO4: Provide recommendations on how leaders and HR together can strategically manage the practices that were found from the paper to inspire CSR engagement and development and by highlighting the benefits of CSR implementation.

1.4 Significance of the Study

This paper explores the notions of Leadership, CSR and Employer Branding and whilst the literature research and review on them is vast, it remains very narrow in the Arab World and Middle East, particularly in the UAE. Metcalfe and Mimouni (2011) have stated in their book named 'Leadership Development in the Middle East', that there is a deficiency in literature regarding leadership development strategies and capacity in the Arab world generally. Moreover, the authors also state that the region is still immature with regards to its relationship with other business concepts. As stated by Ronnegard (2010) "…CSR in many other Arab countries in the region is glaring with its absence" (p.3)

Hence, this paper is an effort to shed more light on this imperative topic, examining the UAE Governmental and Semi-Governmental entities practices in these three key areas: CSR, Leadership and Employer Branding. Taking also into consideration the current and future role of Leadership and Employer Branding in the development of CSR in the UAE, in a variety of state-owned industries especially the ones operating in the Utilities Sector of Water, Wastewater and Electricity operating in the Emirate of Abu Dhabi, as found by Lynn (1992), that the organisations and entities operating in the utility sector of the emerging economies have provided more CSR involvement than the banking and property firms.

The study also contributes in spreading awareness and understanding of the main concepts via an in-depth literature review of theories, concepts and studies conducted recently by leading scholars. Understanding Leadership practices, characteristics and traits of leaders and its contribution towards CSR aids organisations on how to steer it towards Corporate Social Responsibility (CSR). It is worth noting, that there is an awareness of the term "Corporate Social Responsibility" and its significance to both the

organisation and society in the Public sector of the Emirate. However, many lack the knowledge of what CSR requirements are, particularly from an HR perspective and how to align the CSR initiatives strategically with their Employer image and branding.

A study by Rettab et al (2009) was conducted to evaluate the state of CSR across the seven Emirates of the UAE. A survey was distributed across 2000 companies which covered four main areas of CSR which were community, marketplace, natural environment and workplace. The main relevant findings from the results of the study were as follows:

- There is a high level of CSR awareness in the addressed organisations
- There is a low level of CSR practices in the responding organisations
- The foremost barrier that limit organisations' efforts in implementing CSR was the 'lack of knowledge of CSR'
- The Emirates of Dubai and Abu Dhabi were the main driving force amongst the other Emirates for implementing CSR throughout the UAE
- The most common area of contributing to the community is 'supporting people with special needs'
- The main initiative to protect the natural environment was the focus on 'reduction on paper consumption'
- A significant number of organisations is engaged in marketplace focused and Workplace related CSR activities

The additional findings of their study were:

- The far most important driver for implementing CSR is the 'desire to preserve the environment'
- The finance and Insurance sectors had the lowest expectations of organisations to engage in CSR activities.
- Whereas, the Construction and Real-estate had the highest expectations of organisations to engage in CSR activities

This study and its findings as well as many others discussed and referenced throughout this paper had added tremendous insight to this paper's work on a general scope and in

particular, on the role of CSR across the Governmental and Semi-Governmental entities in the UAE. It also helped gain an understanding of sectors, apart from Utilities, that are highly expected to engage in CSR such as the Real-Estate entities that are owned by the Government as stated in the mentioned study by Rettab et al (2009) which found that they had the highest expectations across the organisations they targeted to engage in CSR activities. However, the mediating factors that were missing from the Rettab et al' (2009) study are Leadership and Employer Branding which this research paper will present as a focal study to explore the synergy between Leadership, CSR and Employer Branding which are absent or extremely limited and difficult to access in Academia.

1.5 Dissertation Structure

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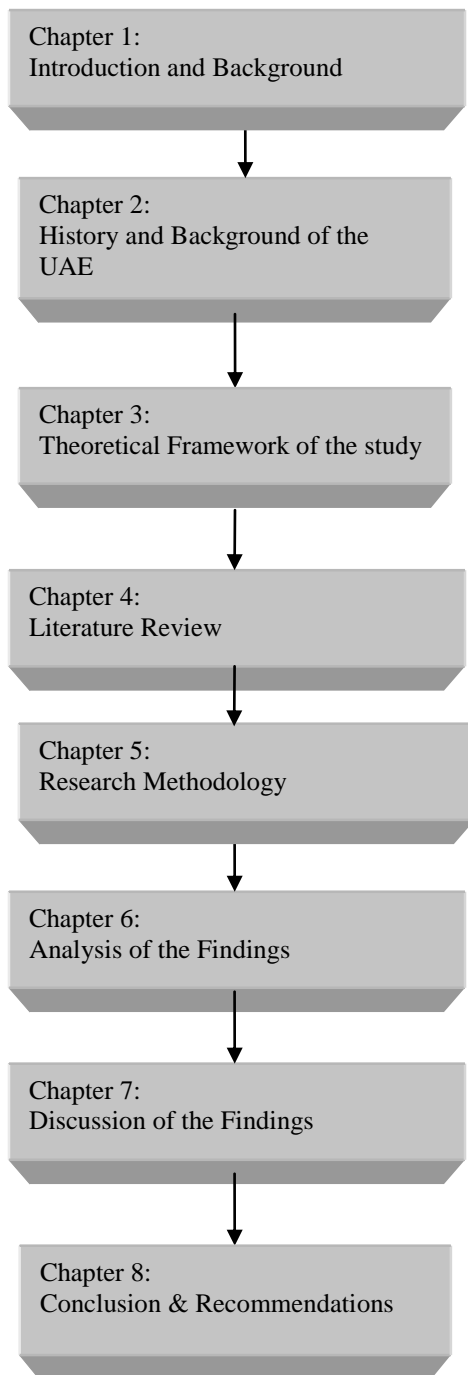
Figure 1: Dissertation Structure of the paper

Chapter 2
The Background of the UAE

The History, religion, social norms and tradition, leadership role of the national women and the development stage of the economy provide different expectation of business and set boundaries as well as standards to the leaders that operate within its organisations. This is all introduced and highlighted in this chapter.

2.1 Historical and Political Background

Established in 1971, the United Arab Emirates (UAE) consists of seven Emirates. The Emirates are Abu Dhabi (the capital which also includes the Western Region and Al Ain), Dubai, Sharjah, Ras Al-Khaima, Ajman, Umm Al Quwain and Fujairah with the federal Government seated in the Emirate of Abu Dhabi, which is also the largest and richest Emirate amongst them all. (Ronnegard, 2010)

The federal system of the UAE consists of the supreme council, a cabinet, a Federal National Council (The Parliament of the federation) and an independent judiciary and at the head, the Federal Supreme Court which according to Articles 120/121 of the Constitution are accountable "for foreign affairs, security and defence, nationality and immigration issues, education, Public health, currency, postal, telephone and communications services, and air traffic control and licensing of aircraft; in addition to a number of other topics specifically prescribed including labour relations, banking, delimitation of territorial waters and extradition of criminals." (Suliman, 2006 p.59, 60) The council elects a president and vice-president from amongst themselves on a renewable period which tends to be every five years. Each Emirate has one vote and the decisions are made by the common of five of its members, which must include as a priority the votes of both Abu Dhabi and Dubai. Moreover, the Council resolutions on routine issues need a majority vote. (MEED, 2011)

The UAE is not a representative democracy but rather ruled by a Sheikh or a Tribe Leader of the powerful families of the seven Emirates, in particular Abu Dhabi. Each Emirate consists of its own municipalities and departments and maintains a relatively

reasonable financial and political independence. (Suliman, 2006) It is worth noting that democratization is not of the equivalent necessity in the UAE as the neighbouring countries in the Gulf region (Heard-Bey, 2005)

Each of the seven Emirates benefits from a significant independence over their internal affairs. Even though the legislation is based on a federal level, the Sheikhs do issue local laws which are decrees at an Emirate level. (MEED, 2011). This slight dissimilarity between the laws amongst different Emirates has a significant impact on the lifestyle and business practices through which relationships and affairs are handled.

2.2 Socio-Cultural Background

The UAE's population in year 2005 has been estimated to be over four million people: 1.3 million residing in the Capital of Abu Dhabi and one million living in Dubai. Additionally, 2% of this total population lives in Umm Al Quwain Emirate. With this total estimate, only 670,000 are local citizens. (Heard-Bey, 2005). Table 1 below represents recent figures for the Non-National and National population for both genders of Abu Dhabi until mid of year 2010 which estimates it to be 1,967,659 which comprises 1,533,871 expatriate residents and 433,788 national citizens in the Emirates.

Population Estimates by Age Group, Nationality and Gender, Mid 2010

Age Group	Nationals		Non - Nationals	
	Males	Females	Males	Females
Total	217,839	215,949	1,161,779	372,092
0-4	30,569	29,088	47,041	35,892
5-9	29,644	28,675	46,959	35,368
10-14	28,499	28,033	43,028	31,846
15-19	26,253	26,261	36,676	27,605
20-24	23,848	24,474	94,995	43,104
25-29	20,151	20,916	183,333	51,622
30-34	15,364	16,078	202,398	47,132
35-39	11,835	12,421	172,294	37,297
40-44	8,212	8,626	134,329	26,864
45-49	6,205	6,379	99,420	17,263
50-54	4,900	4,762	61,862	9,752
55-59	3,864	3,509	28,505	4,135
60-64	3,089	2,428	7,448	1,795
65-69	2,281	1,690	2,015	917
70-74	1,491	1,103	896	662
75-79	723	668	274	332
80+	911	839	305	509

Source: Statistics Centre - Abu Dhabi

Table 1: Population in Abu Dhabi Emirate mid of year 2010 by Age Group, Nationality and Gender

Source: (Statistics Center – Abu Dhabi, 2012)

Moreover, table 2 below shows the increasing growth of both populations until year 2010 per annum.

Average Annual Population Growth Rates in the Intercensal Periods by Nationality and Gender
(%) Per Annum

	1975-1985	1985-1995	1995-2005	2005-2010 *
Grand Total	10.4	5.2	4.0	7.7
Males	9.4	5.5	3.6	9.1
Females	12.6	4.6	5.0	4.9
Citizens	9.5	5.1	4.6	4.8
Males	9.1	4.9	4.6	4.7
Females	9.9	5.2	4.7	4.9
Non- Citizens	10.6	5.3	3.8	8.7
Males	9.5	5.6	3.4	10.1
Females	14.5	4.3	5.1	4.9

Source: Statistics Centre - Abu Dhabi

*2010 Estimates are based on preliminary results of Census (Phase 2) conducted by SCAD in 2010

Table 2: Average population growth rates by Nationality and Gender
Source: (Statistics Centre – Abu Dhabi, 2012)

The UAE is an Islamic country which is highly affected by the Arabic and Bedouin (tribal) culture, traditions, morals and language which play a major role in the citizens' lifestyle and day-to-day activities. (Suliman, 2006). Mohtsham (2007) also adds another contributing factor by stating that religion also "has a major impact on cultural/societal norms of a country and subsequently on organisations' life and performance. This impact is even bigger in Islamic countries" (p.246)

Moreover, the country is very much family-oriented where a household consists typically of a married couple, children and extended relatives. However, due to the modernization of life today, especially in the large cities such as Abu Dhabi and Dubai, young generations have started to move away from the family house and live a more independent life, yet still connect with the family and its extensions at a fair rate. (Suliman, 2006)

Due to these religious and cultural factors, part of the UAE society still segregates between males and females where until today many educational institutes, social clubs, parks and even hotels and malls (Sharia hotel and She-Mall in Abu Dhabi) remain single-gender themed.

However, social relationships have started to change significantly in the UAE, due to globalization, advancements in technology and education, openness to others on the relationship between men and women to a more liberal shape (Suliman, 2006). Additionally, the diversity and multi-cultural society in the UAE, which is amongst the highest in the world, also played a significant factor in this transition in social relationships.

Table 3 below provides the value orientation of the UAE society through aspects and characteristics.

Aspect	Characteristic
General ethical orientation	Personalistic and particularistic
Authority	Highly respected
Interpersonal relationships	Group oriented
Status and prestige	Very high concern
Social structure	High degree of vertical (kinship) and lateral (class) stratification.

Table 3: Value Orientations of the UAE Society

Source: (Suliman, 2006, p. 64)

Suliman (2006) lists six main layers of culture that impacts the UAE's work values:

1. Regional
2. National
3. Generation
4. Social Class
5. Gender
6. Organisational Culture

The Regional layer which is the first on the list, holds the strongest and most influential impact on work values and consists of history, language and religion which governs the way people practice life from all aspects whether with their relationship with their creator (Allah), or the way they deal with family, elderly or strangers and their personal attributes all are extracted from this one layer named Regional culture. (Suliman, 2006)

Whereas on the contrary, the last layer on the list – Organisational culture has the weakest impact on the lifestyle work values and behaviour acts. Work values are mainly formed by the national and regional cultures and tend to have the lowest impact by the Organisational culture which is very much unlike the Western cultures. (Suliman, 2006)

Ararat (2006) also presents several cultural factors of the Middle East and North Africa (MENA) region in one of his studies which explores several additional social issues in the addressed countries such as consumerism, environment, employees and Government.

2.3 Economical Background

The UAE has experienced a great transition in the past 40 years. Its economy which was formerly reliant on pearling and fishing changed once the oil was discovered in the 1950s causing an intense transition for its people from an impecunious desert Bedouin and traditional lifestyle to high rise and modern metropolitan cities with a posh living standard. (Heard-Bey, 2005)

The country has the sixth largest oil reserves in the world. Hydrocarbons are the mainstay of the economy which accounts for around 31.5 percent of gross domestic product (GDP) in 2010. Production is estimated as being approximately 2.8 million barrels per day (MEED, 2011). 64% of the oil reserves is owned by Abu Dhabi which makes it the largest economy in the UAE (60 percent of the total GDP) followed by Dubai on 30% and 6% for Sharjah. (Economist Intelligence Unit, 2007). Because the oil is much less in the other Emirates and is expected to dry out soon in year 2016, like in the Emirate of Dubai, their economies have diversified in other industries. (Suliman, 2006) Dubai, for example, has retained a substantial real-estate, tourism, and financial

industry for the past decades. (Ronnegard, 2010). Whereas, Sharjah has became a learning hub and centre for education. Finally, Fujairah takes advantage of its geographical location at the Indian Ocean and attracts tourists from the neighbouring countries and visitors from all around the globe. (Heard-Bey, 2005)

Table 4 below presents the GDP figures in the UAE from year 2005 until 2010.

	Indicator	2005	2006	2007	2008	2009	2010*
01.01.01.1	GDP (Current million AED)	383,430	492,249	545,367	705,159	535,311	620,316
01.01.01.3	GDP per capita (000 AED)	279.0	336.8	346.4	415.8	293.1	315.3
01.01.01.5	GDP current growth (annual %)	31.7	28.4	10.8	29.3	-24.1	15.9
01.01.01.7	GDP per capita annual growth (%)	26.1	20.7	2.9	20.0	-29.5	7.6

Source: Statistics Centre- Abu Dhabi

* Preliminary estimates

Table 4: UAE Annual GDP

Source: (Statistics Centre – Abu Dhabi, 2011)

Whereas, the table below represents the annual growth rates percentages of production by economic activity in the UAE from years 2005 until 2010.

Annual Growth Rates of Production by Economic Activity at Current Prices ISIC3.1
(%)

Economic Activity	2005	2006	2007	2008	2009	2010*
Total	27.9	25.1	10.1	28.1	-17.4	13.6
The Non Financial Corporations Sector	30.2	26.2	9.8	27.8	-19.4	13.6
Agriculture , Live stock and Fishing	-4.8	-1.1	-4.5	3.9	3.5	2.1
Mining and Quarrying	46.4	35.2	5.3	28.4	-41.0	28.9
Manufacturing Industries	21.4	14.1	6.7	22.0	-22.6	10.8
Electricity , Gas and water	27.5	16.7	18.0	11.3	9.4	-0.6
Construction	26.5	37.0	26.7	48.8	26.0	2.0
Wholesale Retail Trade and Repairing Services	10.6	11.4	14.9	18.8	-13.5	5.3
Restaurants and Hotels	24.6	13.5	8.1	36.0	-0.5	4.6
Transports , Storage and Communication	15.2	19.3	11.0	23.4	0.2	1.3
Real Estate and business Services	17.1	18.7	24.7	17.7	11.8	6.4
Social and Personal Services	14.3	8.9	5.7	39.1	2.1	14.5
The Financial Corporations Sector	13.0	13.3	25.3	11.0	5.0	144.4
Public Administration & Defense	3.6	12.3	5.2	53.2	6.1	13.0
Domestic Services of Households	3.7	1.0	9.7	29.4	14.8	9.6
Less: imputed bank service charge	0.0	0.0	0.0	0.0	0.0	0.0

Source: Statistics Centre - Abu Dhabi
*Preliminary estimates

Table 5: UAE Annual growth rates percentages of production by economic activity

Source: (Statistics Centre – Abu Dhabi, 2012)

The economies of the seven Emirates extended their activity at a fast rate and their Governments invested several billions of dollars into real-estate and industrial projects. However, the short term success and profit that the real-estate projects have returned to its investors soon numbed after the global financial crisis of 2008. (MEED, 2011) The recession affected the property prices and reduced them heavily. Real-estate projects were discontinued as developers sat short on cash to continue progress on their projects.

25 November 2009, was an un-forgivable date to the real-estate market when "the state-owned holding company Dubai World shocked global financial markets with announcement that it would be asking creditors for a standstill on about $27 billion worth of debt as its property arm Nakheel struggles to meet its obligations". (MEED 2011, p.17). Later on in December 2009, Abu Dhabi Government pitched in with $10 billion to Dubai Financial Support Fund to avoid a debt default (MEED, 2011). Until today in 2012, Dubai's economy is recovering from the losses yet the prices of the property are still on the decline where as the supply is on the rise, another main centre of concern in Dubai, unlike Abu Dhabi which its market demands is improving but there is still a considerable shortage in residential property in the city centre.

Even though Abu Dhabi, through its support to Dubai and the other Emirates seems resistant to the global recession, it is similarly also facing a few difficulties and is putting several investment plans that were set in 2011 on hold. Having said that, development in the UAE is still growing strong. As indicated by Shuaa Capital (a Dubai – Based investment bank) Abu Dhabi is predicted to rise 4.2 percent in 2011 compared to the 2.2 percentage growth in 2010. Moreover, inflation remains within reason this year, rising to 2 percent from 0.9 percent in 2010. Whereas, Oil gross returns are expected to increase from $79.3 to $104.8 billion in 2011. (MEED, 2011)

Considering the figures of the UAE GDP and percent growths mentioned earlier, an interesting study conducted by the World Economic Forum (WEF) in year 2005 have found a strong relationship between gender equality and GDP per capita. The gender equality was explored in the study via economic contribution, health and well-being, education and political leadership (Policy Agenda, 2007-2008).

H.H. Sheikh Khalifa and President of the UAE has stated in one of the articles in Ittihad newspaper that the wealth and development of the country appears in the contribution of the women to the workforce and the gender equality along with other categories of the society (Ittihad.ae, 2 December 2011)

The gender equality and role of women in the UAE and their main contribution to the society is elaborated in the following section.

2.4 Role of Women in the UAE

The growing number of women in the workplace is one of the most considerable and positive changes in the UAE. This has also been affirmed by Sidani (2005) which quotes "the recent history of Arab women and their participation in Public life has witnessed fundamental changes in the past few decades. The potential role of women has undergone major developments in varying degrees in different parts of the Arab world". (p.508). Also, Al-Lamaki (1999) (in Neal et al, 2005) has confirmed this transition by challenging the stereotypical and western perspective of the Arabic women and that "in almost all Arab countries, the number and proportion of women entering the workplace is rising year on year (in absolute and relative terms); and in most cases women have equal access to state education from primary to tertiary levels, and outperform men at all levels". (p.479)

With the increasing number of responsibility on the male as the main source of income, men and the society generally have started to appreciate the advantage of having a second source. Al-Aamri (in Suliman 2006, p.68) stated "A number of men recognized the financial advantage of a household with two incomes and for the reason they support the idea of a female relative or wife working outside home. In some instances, as a matter of fact, the female salary may be the only income for the family".

Below is a graph presenting the annual average per capital consumption expenditure by type of household and region in Abu Dhabi which include the urban and rural areas of Abu Dhabi, Al Ain and Western region for year 2007.
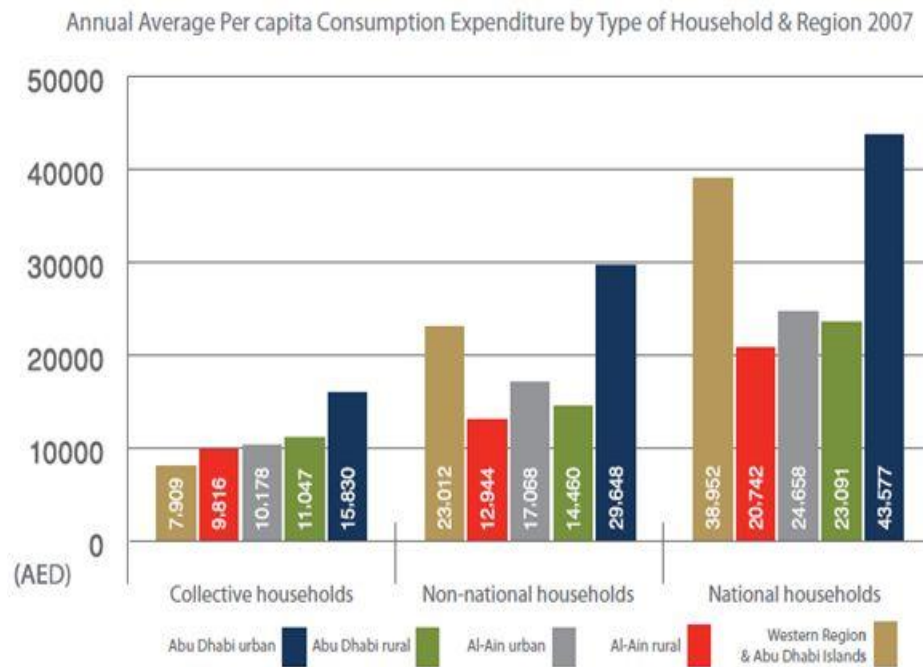
Table 6: Annual Average Per Capita Consumption Expenditure by Type of Household
and Region
Source: (Statistical Center – Abu Dhabi, 2008)

Additionally, table 7 below shows the percentage distribution for employed women by
economic activity in the Emirate of Abu Dhabi which indicates the women's dominant
involvement in the workforce especially in Education (12.97%) versus 1.84% for men
and (8.99%) in Health and Social work versus only 1.51% for men. This has also been
discussed by Itani et al (2011) which states that "despite traditional attitudes, UAE
women have been increasingly marking their presence in society as ministers, civil
servants, university professors, teachers, lawyers, engineers, doctors, secretaries,
administrators, media personnel, police force and army members, and businesswomen.
Many women work in the Public sector, particularly in female-dominated occupations
like education and health". (p.412)

Percentage Distribution for Employed population (15 years and above) by Economic Activity and Gender-Abu Dhabi Emirate-Mid 2008*

Economic Activity	Male	Female	Total
Total (%)	100.00	100.00	100.00
Agriculture, Hunting and Forestry	13.32	0.18	11.28
Fishing	0.11	0.00	0.09
Mining and Quarrying	4.68	1.20	4.14
Manufacturing	6.59	1.17	5.75
Electricity, Gas and Water Supply	1.76	0.62	1.58
Construction	23.27	1.38	19.88
Wholesale and Retail Trade, Repair of Motor Vehicles	10.22	4.87	9.39
Hotels and Restaurant	3.84	3.19	3.74
Transport, storage and Communication	5.29	2.32	4.83
Financial Intermediation	1.29	2.30	1.45
Real Estate, Renting and Business Activities	5.07	3.08	4.76
Public Administration and Defense	14.11	7.03	13.01
Education	1.84	12.97	3.56
Health and Social Work	1.51	8.99	2.67
Other Community, Social and Personal Service Activities	2.19	1.90	2.14
Activities of Private Households as Employers and Undifferentiated Production Activities of Private Households	4.45	48.39	11.26
Extraterritorial organizations and Bodies	0.16	0.32	0.18
Not stated	0.30	0.08	0.27

* Based on Census 2005 Results
Source : Statistics Centre - Abu Dhabi

Table 7: Percentage of UAE women Employed by Economic Activity

Source: (Statistics Center – Abu Dhabi, 2005)

This change towards the women's role in the eyes of the society from a typical house-wife and a mother to a career or business woman who is equal to the man is inevitable as the universities and educational institutes in the UAE accounts for over 70% of registered female students and more than 40% are employees of the Public sector (Suliman, 2006). Whereas, across Zayed University, the UAE University and Higher Colleges of Technology, the ascendancy of National female students account for 270 percent of the National males figure. (Policy Agenda, 2007-2008)

Moreover, Itani et al (2011) explains another reason behind the considerable growth of the role of working women in the UAE, which is Emiratisation. The policy is discussed in detail in the next chapter.

The Authors also explain that the UAE Government has established Emiratisation policies in an effort to lessen the high dependence on the foreign workforce through raising the number of Emiratis in the workforce. This programme led to a considerable increase in the involvement and enrolment of national women in the workforce. Itani et

al (2011) quotes "In the UAE and in the last few years, women entrepreneurs have succeeded in entering the job market. Women do not only hold managerial positions but they are also leading successful businesses". (p.413) Similarly, Omair (2010) states "in the Gulf Arab region, women's increasing participation in the labour market and rise to higher positions in organisations has also been attributed to politically led nationalisation strategies designed to encourage and support the employment of nationals in preference to expatriates". (p.126)

Moreover, the Government has placed several initiatives to support and encourage Women's involvement in the workforce. One of the initiatives is the establishment of a Business women Council in 2002 by the Federation of the UAE Chambers of Commerce and Industry (headquarter based in Abu Dhabi) to support the working women across the different economic activities in the country. This council is regarded today as one of the most imperative organisations in the country (ElGurg, 2005 in Itani, 2011). The president of the Council, Mrs. Raja El-Gurg, stated that since the council's establishment, the national women involvement in the business economy have considerably increased to 14.7 percent in 2006 in contrast to year 2002 which was only 5.2 percent.

Regardless, the increasing number of Emirati women in the workplace, there are still obstacles that faces them, Itani et al (2011) conducted a study that exposes several barriers that still continue to hinder national women's occupation progress in the marketplace.

The study gathers responses from interviewees conducted with sixteen UAE women entrepreneurs over a two month period to understand their ambitions and frustrations. The main barriers and findings are grouped in the below four main categories:

(1) Lack of managerial and financial know-how
(2) The traditional UAE society
(3) Family concerns
(4) Personal reasons relating to the entrepreneur herself.

Additionally, a study conducted by Mostafa (2005) explores the views of the role of managerial women in the UAE amongst 186 participants which found that there is an evident transition from the previous traditional and restrictive to a more liberal attitude towards women managers in the country. Nevertheless, the study also explores that in the UAE, there still exists a gender and social gap in views and attitudes towards female managers. Similarly, this has been stated by Harry (2007) in Omair (2010) which explains that "the bias against women in the labour markets may continue to hamper women's participation and it can be expected that such bias will become even stronger when they must compete with male citizens seeking to enter the labour market" (p.126)

In spite of the above findings, the role of national women is emerging and playing a significant role in leadership and empowerment in the country. Such examples are Sheikha Fatima and Sheikha Lubna (discussed below) are two major role-model cases of women leadership and empowerment, both in the UAE, and worldwide. They are a true inspiration to every Emirati women to become outstanding in the political, social or economic domains and a positive drive for women to break the 'glass-ceiling'.

H.H. Seikha Fatima Bint Mubarak Al Ketbi

Sheikha Fatima is the third wife of the founder and the first late president of the UAE – HH. Sheikh Zayed Bin Sultan Al Nahyan. She is named by all the UAE citizens as 'the mother of her people'. Sheikha Fatima is a role-model to many Emirati women representing courage, wisdom and strong leadership along with women empowerment and welfare to the society as a whole (Wikipedia, 2011).
Her Highness has made huge efforts in helping raise the status of Emirati and Arab women in the region. Through the Women's Federation she has strengthened the leadership and movement and role in a local and international context (AMEinfo 2005 in Suliman and Hayat 2011).

Additionally, she also played a key part in continuing the path her late husband's (HH. Sheikh Zayed) has started on the equality between men and women and more so the importance of the women's role in the advancement and development of the nation. Through campaigns, educational and social institutions and associations she has thrived

to spread awareness of the cruelty and destruction of sexism and discrimination amongst the two genders. (Suliman and Hayat 2011).

Similarly, Sheikha Lubna Al Qasimi, another leader in feminism and a role-model of her generation is a younger version of Sheikha Fatima, who walks the same path and has managed in a few years to play a vital role in women empowerment in the UAE society.

H.E. Sheikha Lubna Khalid Al Qasimi

Her Excellency, Sheikha Lubna is the niece of H.H. Dr. Sheikh Sultan Bin Mohammed Al-Qasimi and one of the ruling members of the Sharjah family. She is the first woman in the UAE to hold a ministerial post. (Wikipedia, 2011)

As a holder of a Bachelor degree of Computer Science degree from California State University,Chico, as well as an Executive MBA from the American University of Sharjah, she has been involved in a large number of business operations in different leading organisations in the country. Amongst her great career achievements, the one that stands out is that she is the first women to become a cabinet minister for the Ministry of Economy and Planning in the country (George, 2001 in Suliman and Hayat, 2011).

Sheikha Lubna akin to Sheikha Fatima also tries hard in developing the nation from an educated woman's perspective. She encourages women and in particular, Emirati women to break the social barriers as long as they are not crossing the restrictions stated by the religion of Islam. This has also been stated in the policies of the UAE Government: "that women's improved uptake of education and entry into the workplace will go hand-in-hand with the preservation of family and religious principles" (Policy Agenda, 2007-2008, p.76) Sheikha Lubna also plays a role in educating the society of the drawbacks of gender discrimination in the workplace and the community and provides a great example as a successful educated local business woman within a conservation yet open-minded mentality. Something she personally strives to have her people adapt to in the future. (Suliman and Hayat, 2011).

This brief description that portrays the roles of both Sheikha Fatma and Sheikha Lubna provide factual and real-case examples of the successful development of the role of the women and the leadership empowerment the UAE have reached. In the last recent years many ambitious women have pursued a similar path towards success and transformation. This has also been possible for them because of the strong support they receive from their Government and its leaders as stated in Abu Dhabi's Policy Agenda (2007-2008) that "under the guidance of His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, the Executive Council understands that the only way to achieve the vision for modernity, prosperity and global leadership for the Emirate is by including more women in economy and Government". This has been highlighted under one of the main contributions to Abu Dhabi Vision for the future where a large part of the women's policy developed in the mentioned Agenda is for the enhancement and protection of "the role of women throughout society - in the workplace, in the family and in the community".(p.75)

Moreover, the Policy Agenda has stated proudly that nine women were appointed in the Federal National Council in the year 2006, which accounts for 22.5 percent of the Council's members. A year later, all of them were fully participating in the Council's negotiations. Two out of these nine women are leading names of national women, who are also presented in Chapter 3 - Miriam Al Roumi (Minister of Civil Affairs) and Mouza Al Ataiba (Member of the Parliament of Abu Dhabi) thus providing additional examples of women empowerment and leadership in the UAE that have left a footprint on Leadership and CSR practices along many other Governmental affairs.

Chapter 3

The Theoretical Framework of the Study

This chapter provides discussions to different theoretical concepts and framework of Leadership, CSR and Employer Branding and their relevance to companies in today's world through an in-depth analysis and understanding of previous and recent literature on the aforementioned concepts as well as the connection between them and Human Resources (HR).

3.1 Leadership

In an analysis of previous and traditional definitions about leadership, Rost (1991) summarises: "Leadership is great men and women with certain preferred traits influencing followers to do what the leaders wish in order to achieve group/organisational goals. . .defined as some kind of higher level excellence" (p. 87)

Leadership is also defined by Jogulu (2010) as the intrinsic ability to influence others by manipulating the actions of a group with leadership itself evolving into the ability to motivate and enable organisational objectives to be met.

Whereas, Murad (1996) (in Beekun and Badawi,1998) defines leadership as "the ability to see beyond assumed boundaries, and to come up with solutions or paths that few can visualize. The leader must then project this vision for everyone to see and pursue". (p.10)

Furthermore, a simpler definition is stated by Mills (2005) which defines leadership as "a process by which one person influences the thoughts, attitudes, and behaviours of others" and the "ability to get other people to do something significant that they might not otherwise do. It's energizing people toward a goal." (p.11,12)

Finally, the Australian Leadership Development Centre (2007) builds on this humble yet strong insight to explain leadership as "any behaviour that influences the actions and attitudes of followers to achieve certain results" (p.1)

3.1.1 Manager

Reeves-Ellington (1998) defines a manager as "one who conducts affairs with economy and frugality – a good economist" (p.99). Hence, the main skill highlighted here for managers is the element of control and direction in a business or economical context. Another element which is added to this role is defined by Webster (1983) that includes the concern in goals, targets and objectives and putting them into action.

Moreover, Wesson (1964) (in Reeves-Ellington,1998) also defines Manager as a product of management which "denotes the process of formulating and executing business or industrial policy through the functional activities of planning, organizing, directing, coordinating, and controlling" (p.99)

Managers are not considered inspirational specialists (Humphrey, 1997 in Reeves-Ellington 1998) unlike the transactional and transformational leaders (Bass, 1985) which are explained in the sections below.

3.1.2 Transactional Leadership

Reeves-Ellington (1998) states that there are four categories in which an Inspirational specialist may fall into:

1. Managerial – get tasks accomplished;
2. Transactional – negotiate and manage;
3. Transformational – change the personality or character of someone's or something's rules of conduct; and
4. Self-empowerment – provide systems and processes by which organisational or societal members participate in defining the social milieu.

The first two categories (Managerial and Transactional) are regarded as specialists who usually operate in an environment and a structure of mutual exchange of rewarding and punishing subordinates for achieving or failing, respectively, in a mission assigned by the leader. Transactional leaders spread knowledge and raise the level needs his/her followers by transcending their self-interests. (Bass, 1985)

The main concept behind transactional leadership is "contingent reinforcement" meaning that the reward or punishment is dependent upon the productivity of the followers. The leaders usually respond by being guided through the "series of transactions" that have been previously stated to the followers and check whether or not they have achieved. This is a way to encourage followers in the course of goals by also illustrating the role and duty requirement (Robbins and Judge, 2009 p. 437). In contingent rewarding behaviour, leaders either make assignments or reconsider the terms for implicit or explicit rewards and the desired allocation of resources. (Bass and Steidlmeier, 1998)

Transactional leaders use this vision as a tool to understand the structure of an organisation and its limits. The main aim is to set goals and targets for every group and pushing these groups towards their achievement by means of organisational values and theories in an internal protective environment, away from any external factors. (Bass, 1985)

The Transactional Leader is similar to a Manager by the evaluation and assessment of the goals success. Yukl, 1989 (in Reeves-Ellington 1998) states: "the most commonly used measure of leader effectiveness is the extent to which the leader's group or organisation performs its task successfully and attains its goals....Objective measures of performance or goal attainment are available such as profit growth, profit margin, sales increases, market share, sales relative to targeted sales, return on investment, productivity, cost per unit output, costs in relation to budgeted expenditures and so on." (p.101)

Whereas, the remaining two categories in the previous list which are in the transformational and self-empowerment categories are leaders whom make sure that everyone in the organisation is integrated and fits in well with the overall wider scheme

of things and vision and who display a strong logic and sense of inner purpose and path (Bass and Avolio, 1994). Such are referred to as Transformational Leaders.

This dependability of the success and reaching targets pre-assigned through pushing and motivating subordinates is mainly what differentiates this style from the Transformational leadership which is further explored in the following section.

3.1.3 Transformational Leadership and its character

A Transformational leadership model, based on continuing empirical development by Bass, Avolio, Groves and LaRocca and other scholars, includes five leadership dimensions: idealized attributes, idealized behaviours, inspirational motivation, intellectual stimulation, and individualized consideration (Bass and Avolio, 2000). Leaders who demonstrate idealized attributes and idealized behaviours develop a strong relationship with their followers by placing their needs before their own, focusing on values, and stressing the importance of the ethical magnitudes of decisions. Inspirational motivation is considered by leaders who offer value to their followers' efforts which they can relate to and encourage them to look ahead to the future. Intellectual stimulation is the encouragement of followers to be creative and innovative and think beyond the boundaries of their work. Finally, individualized consideration focuses on the individual's needs in terms of opportunities for learning and growth (Sahgal and Pathak, 2007).

Below are the four I's mentioned above which is further discussed by Bass and Steidlmeier (1998) who explain these interrelated components as crucial components for leaders to transfer their followers into the transformational phase. Below are the 4 I's in detail:

1. Idealized Influence (I.I.): (Developing the Vision)
Genuine trust and collective sense of mission is built on a solid ethical base between the leaders and followers in this first component. It involves a high sense of risk-taking, consistency and exciting new possibilities in a challenging atmosphere.

2. Inspirational Motivation (I.M.): (Selling the Vision)

The leader in this second component articulates a "compelling vision of the future". Inspirational motivation engages followers optimistically on the long-term plans. The leader enthusiastically talks about what needs to be done.

3. Intellectual Stimulation (I.S.): (Finding the way forwards)

This third component involves "…intellectual stimulation which helps followers to question and to generate more creative solutions to problems." The followers are encouraged to innovate rather than imitate and become more creative by questioning assumptions and getting a 360 degree angle perspective from other people to come up with non-traditional solutions.

4. Individualized Consideration (I.C.): (Leading the Charge)

New learning opportunities evolve in a supportive growing climate, "... individual consideration treats each follower as an individual and provides coaching, mentoring and growth opportunities." Moreover, in this fourth and last component, the leader spends time guiding the followers in order to strengthen and develop their skills. Self-actualization, self-fulfilment, and self-worth (and hence performance) are boosted as followers strive to excel and achieve new heights beyond their standard capabilities. Teaching it through courses or coaching, cannot create great leaders because leadership is an "aesthetic activity". This statement quoted by (Ackoff, n.d) concurs with many researches that have stated that leadership is a complicated communication between the organisation's environment and leader and hence cannot be taught. However, the reality today, is that transformational leadership can be trained, taught from scratch and developed via coaching and workshops. This merely neglects more than half a century of literature and research and opens an optimistic window of conceptualizing the leader and the practiced leadership style as "an effect rather than a cause" (Day, 2000)

A study was conducted via an extensive interview process involving CEOs and other such senior individuals to assess what resulted in developing the leadership style and skill that is inherent in them. The study found that key drivers included supportive parenting, inspiration by the father with due regard also for the mother, persistent pursuit of values, a curiosity to learn/continuously question and non-conforming to the status quo as being the essence of their development into a transformational leader.

(Sahgal and Pathak, 2007). The mentioned factors have been simplified in Figure 2 below.
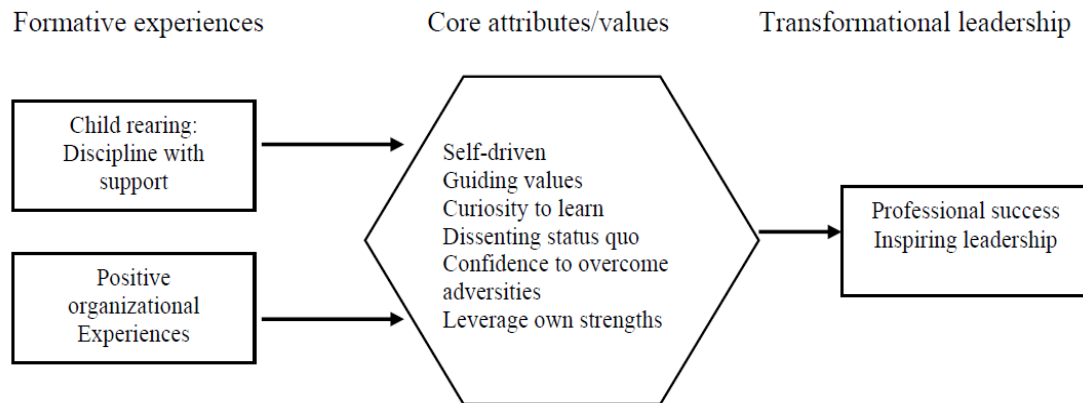
Figure 2: Model of life experiences and attributes of transformational leaders
Source: (Sahgal and Pathak, 2007, p. 274)

The Authors argue in the figure above that leadership can be developed in a progressive process. Where even though childhood plays a contributing factor to the character the leader evolves to be, so does the organisational culture. If the culture is positive, it reflects a key role in a positive outcome on the leader's developmental role and hence causes them to become inspiring to the subordinates below them and shape them to become transformational leaders. (Sahgal and Pathak, 2007)

An examination was conducted at a University in Hong Kong by Pounder (2008) to find the effect of transformational leadership on the classroom. Results proved that by using transformational leadership, instructors "generate extra effort from students, increase students' perceptions of leader effectiveness, and increase students' satisfaction with them as teachers. The authors found positive correlations between student ratings of their instructors' classroom leadership behaviours with student ratings of the classroom outcomes articulated above." (Bolkan and Goodboy, 2009, p.3)

Moreover, this positive relationship has also been stated by one of the most important researchers in this domain, James MacGregor Burns, who in the late 1970's illustrated a role-model of the relationship between a leader and his followers. Burns stated ". . . transforming leadership ultimately becomes moral in that it raises the level of human

conduct and ethical aspiration of both leader and the led, and thus it has a 'transforming' effect on both." (Homrig, 2001, p.1).

Transformational leadership is furthermore, a concept and a character associated with the terms such as visionary and charismatic leadership. It includes strong personal identification with the leader, the creation of a shared vision of the future, and a relationship between leaders and followers based on far more than just the simple exchange of rewards for compliance (Keegan and Hartog, 2004, p.612).

Transformational Leadership and charisma are often seen as interchangeable qualities however it is better to consider that a transformational leader goes beyond a charismatic leader. Whilst a transformational leader is most likely charismatic and supports the development of self-reliance, a charismatic leader could feel threatened by sub-ordinates who become independent.

It is claimed by Keegan and Hartog (2004) that transformational leaders tend to have subordinates:

- who exert great satisfaction and responsibility and who exercise additional effort
- show advanced levels of trust in the leader and in turn show more 'organisational citizenship behaviours'
- perform more effectively and efficiently in projects and thus lead to more productive business units within the organisation.

The Authors also indicated that the above claim is more likely to be found in practice when the indicators of impending conflict are detected early on by the leader. Additionally, success is derived through the adoption of appropriate conflict resolution strategies and, most importantly, by increasing the interaction between the supervisor and his/her subordinates in the work environment.

Hartman (1999) further discusses the study of leadership based on personal attributes of the leader together with behavioural and situational characteristics with the aim of understanding how the effectiveness of a leader can be determined by the individual himself and the circumstances which they face. A study was conducted on a group of

senior managers based on a Personality Factor Questionnaire developed in the 1940s and 1950s by Raymond Cattell, a well-known psychology professor and a 360 degree survey called 'Leadership Practices Inventory' which was developed by James Kouzes and Barry Posner. The research found that whilst a leader must be competent, trustworthy and conscientious (amongst other important factors), it is ultimately warmth, which basically describes a leader that is easy-going, adaptable, attentive, honest and cooperative, that has a significant impact on the effectiveness of the leader.

Transformational leadership theorists (Bass, 1985; Bass and Avolio, 1994; Burns, 1978) have also claimed this style of leadership is more proactive and eventually more efficient than transactional leadership in terms of inspiring followers to become more productive in their work. This has been proven in several studies for over two decades (Dumdum et al 2002; Lowe et al 1996). It has also been claimed that transformational leaders have the ability of identifying their environment and then establishing strategic targets that attracts their followers. The followers tend to show higher levels of obligation towards the organisational vision, a willingness to work harder, greater levels of trust in their leader, and higher levels of unity with the team and leader (Avolio, 1999). Such properties of transformational leadership style ensure a working environment that is based on a clear comprehension of strategic visions, missions, and goals and full acceptance to them willingly by the followers.

The differences and comparisons between the two main styles of Transactional and Transformational leadership are discussed in the upcoming section.

3.1.4 Comparison of leadership Styles

As shown in the previous sections of this Chapter, there are several differences in traits and character that differentiate one leadership style from the other. In this section, the Manager, Transactional and Transformation leaders are to be mainly compared and discussed.

Table 8 below shows a summary of comparison between the three defined leaders above. Moreover, the table also differentiates between them in task and human activities. The manager in task activities acts as a consolidator, the transformational leader as a transformer and the transformational leader as a creator. Whereas, when dealing with others, managers use the methods of a controller, the transactional leaders as an aligner and the transformational leaders unlike the two, acts as a liberator. Moreover, Transactional leaders and Managers prefer structure and dependability unlike the Transformational leader that favours a less vagueness and structure and high certainty.

Manager, transactional and transformational leader personal metaphors

	Manager	Transactional leader	Transformational leader
Thought	dichotomous	dichotomous	holistic
Role	boss	teacher	learner
Relations	subordinate	follower	disciple
Activities	consolidator	transformer	creator
Methods	controller	aligner	liberator
Focus	task	organization	community

Table 8: Metaphoric Comparisons between a Manager and a Transactional versus
Transformational Leader
Source: (Reeves-Ellington, 1998, p.99)

Additionally, Reeves-Ellington (1998) explains how the Manager and Transactional leader prefer a relationship with a social distance as in a relationship between a boss and a subordinate or a relationship between a teacher and a student. While the relationships between transformational leaders and managers are founded on absent or minimal social distances between the two. "Managers work *for* transactional leaders but managers work *with* transformational leaders". (p.99)

Moreover, Mills (2005) also compares managers to leaders by stating that "there is also an important distinction to make between leaders and administrators. In general, a leader takes a broader view and directs an organisation toward necessary, even critical, change". He also adds: "Leadership is more important and more demanding for most

people. Fewer people are able or willing to be leaders, so it tends to be a higher calling than administration or management" (p.19)

Whereas, David (1967) (in Beekun and Badawi,1998) differentiates it from the routine practices related with management and manager's activities by stating that ''Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it toward goals. Management activities such as planning, organizing, decision making are dormant cocoons until the leader triggers the power of motivation in people and guides them toward their goals'' (p.12)

The above clearly shows, therefore, that a leader plays a role that is much bigger and wider than the role taken by a manager. Leading and managing is not the same thing. Warren (1988) (in Beekun and Badwi, 1998) further summarises this distinction by stating that "The difference between managers and leaders is fundamental. The manager administers, the leader innovates. The manager maintains, the leader develops. The manager relies on systems, the leader relies on people. The manager counts on control, the leader counts on trust. The manager does things right, the leader does the right thing." (p.12)

Furthermore, Day (2000) explains that "Transactional leaders work within the organisation culture as it exists whereas the transformational leader changes the organisation culture". This quote clearly shows how transactional leadership is similar to leading by rules or procedures, merely leading others by the book.

The main characteristics of the transactional leadership culture, in comparison with transformational leadership are illustrated in table 9 below:

Transactional Culture VS. Transformational Culture	
Transactional	**Transformational**
❖ Concentrates on explicit and implicit contractual relationships, ❖ Job assignments are in writing, accompanied by statements about conditions of employment, rules, regulations, benefits and disciplinary codes. ❖ You get what you earn; no more, no less. ❖ We bargain with each other for resources ❖ Rules and procedures limit discretionary behaviour.	❖ We trust each other to do what's right ❖ Individual initiative is encouraged ❖ Enables a sense of purpose and a feeling of belonging. ❖ People go out of their way for the good of the organization, ❖ Commitments are long term, ❖ Mutual interests are shared, along with a sense of shared fates, ❖ Interdependence of leaders and followers.

Table 9: Differences between Transactional and Transformational Leadership

Source: (Balgobind, 2002, p.2)

The table above demonstrates a better understanding of the sort of culture each of the Transactional and Transformational leader works in where Transformational culture promotes individual initiative, feeling of belonging and interdependence that is somewhat absent in the transactional culture.

Transactional leadership influences the followers by setting agreed behaviour and rewarding them accordingly. Whereas, Transformational leadership develop and communicate a collective vision and requires followers to seek beyond their personal interest for the sake of the organisation and the team.

Even though, the transactional style is the most practiced among leaders in today's organisations, the transformational leadership styles has been found to produce higher results. Homrig (2001) explains this via referring to R. Kegan's six stage developmental theory.

The Kegan's theory states that one develops advanced leadership behaviours with time. As one matures, he or she passes through six stages that range from 0 to 5; transactional falls under stage 2 and transformational under stage 4. Leadership traits are explained as follows:

Transactional (stage 2): A leader at stage 2 has a reciprocal relationship with the organisation. Whatever he inputs requires an equal output. In short, this stage is explicitly transactional.

Transformational (stage 4): Leaders in this stage have the capability to have an objective view of their targets and goals and build in themselves a sense of commitment to them. They express commitments in a manner that convinces followers to pursue them at a high level of commitment, engagement and motivation.

It is common for transformational leaders to use transactional methods to lead, but stage 4 leaders are able to assess the situation and weigh the available options prior deciding on which manner to act upon which is most suitable to the situation.

Based on the above summarised styles of the main two leadership styles, it is important to note that most leaders have a wide range of leadership styles that may include both transformational and transactional features. It hence depends on where they stand at their defining moments. For example, those who are more likely to express beliefs, attitudes, decisions and values labelled as transactional leaders display much more transactional leadership behaviour though they may be transformational at times.

It is more appropriate therefore, to look at transactional leadership as complementary to transformational leadership. The first acts as a main function of how things are carried out and the routine day to day activities agreed upon between the leader and the followers. Whereas, transformational leadership acts as the "emotional glue that sticks the cause with the action" and helps the followers aim high, achieve more and innovate. (Bass, 1988)

The next section provides further understanding and insight to the topic of Leadership, by introducing another Leadership style from the Islamic religion perspective.

3.1.5 Leadership in Islam

Mohtsham (2007) criticizes how Leadership from an Islamic perspective or point of view has rarely been explored and discussed in research literature by stating: "From a religious point of view although the issue [Leadership and Vision] has been explored generously in relation to the Christianity and theorists have discussed Jesus' Way of Creating Vision (Ford, 1993) or the Biblical Vision for Leadership (Bredfeld, 2006) in detail but if we look at the issue from Islamic point of view, no or a very little attempt seems to have been made to derive the lessons from the Holy "Seerah" studying it from power perspective (Siddique, 1998)". (p.247)

One of the very few literatures found on the notion is Beekun and Badwi (1998, 1999 and 2004) who have explained the leadership role and characteristics from an Islamic perspective in their book (1998) and Literature Papers (1999 and 2004). However, Mohtsham (2007) also condemns that Beekun and Badawi (2004) "have thrashed out Leadership roles, the moral bases of Islamic leadership and a couple of leadership models in general". (p.248) and have failed to concentrate on the issue in depth and in practicality never the less, to mention that they provided no relevancy to the Muslim countries.

A. Role of Religion in Leadership

Religion, and particularly Islam in this case, plays an important role in understanding Leadership practices in a country and organisation level.

Mohtsham (2007) provided the flowchart in figure 3 on the next page to explain how religion can have a direct affect on a country's cultural and societal norms which also affects the companies that operate in that community and where employees and groups performance and productivity are also impacted and affected by the culture.

The relationship is so inter-linked that religion also influences indirectly the leaders and followers of the country's culture and organisation, which therefore affects their lives and vice versa as they tend to be the usually the influential players in moulding the organisation's culture.

As stated by Mohtsham (2007) "this impact is even larger when the country belongs to the Islamic world" (p.249) as this religion in particular touches on the values and moral of every Muslim being which this religion according to Jamaluddin (2003) (in Mohtsham, 2007) urges every employee in an organisation regardless of status or role to devote entirely and ethically to the assigned matters given to her/him to ensure that other individual rights are not contravened.

Therefore, figure 3 displayed below explains how religion plays a major impact on the company's life whether indirectly or directly, particularly in Islamic countries where individuals, employees, leaders, followers are Muslims whom "are more religious practically than any other religion, any vision which is contrary to the Islamic teachings fails to mobilize them towards achievement of a common objective" (p.250)
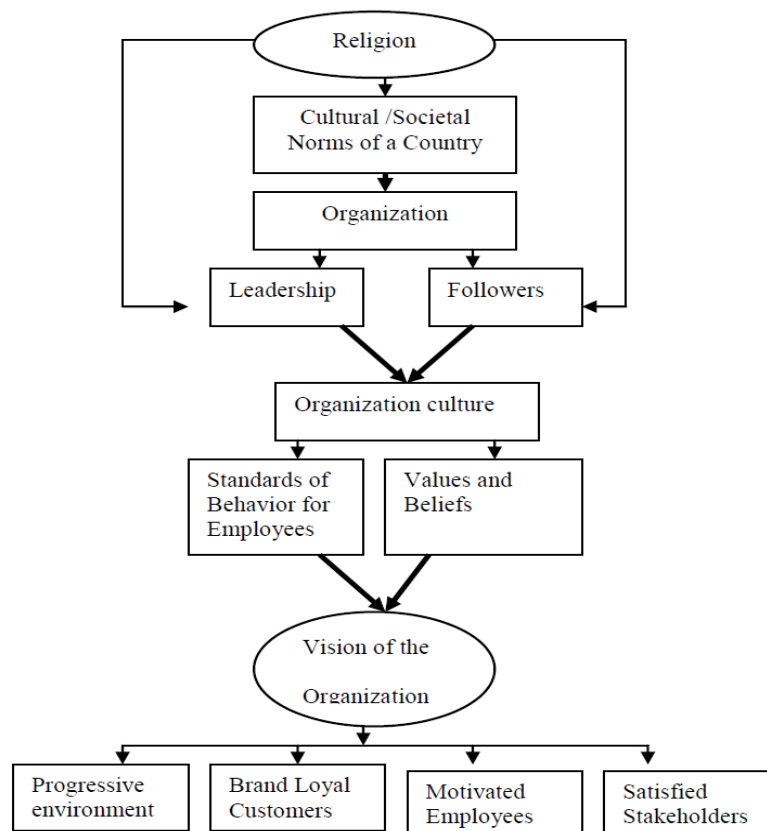
Figure 3: Role of Religion in the Leadership process

Source: (Mohtsham, 2007, p. 250)

B. Leadership from the Holy Qur'an and Prophet (PBUH) Hadiths

Beekun and Badwai (1998) refer to the leadership notion; through quoting verses of the Qur'an and Prophet's Hadiths; as an extremely important one in Islam, where based on this religion, Muslims are encouraged to assign a leader at most of life's situations in which they follow. The Prophet of Islam, Mohammed (PBUH) has stated "When three are on a journey, they should appoint one of them as their commander." (p.8)

In Islam, Muslims must appoint a leader named Imam for the prayers, a leader for a journey and a leader (usually the husband or wife – when husband is away) in the family.

1) "And We made them leaders guiding (men) by Our Command and We sent them inspiration to do good deeds, to establish regular prayers and to practice regular charity; and they constantly served Us (and Us only)." (Qur'an, 21: 73).

2) "And you stand an exalted standard of character." (Qur'an 68:4)

3) "Each of you is a guardian, and each of you will be asked about his subjects." (Sahih Bukhari, Hadith 3.733**.**)

The above three verses quoted provide an understanding to the foundation of the Leadership definition in Islam.

In the first verse, Leadership of humans in Islam, was first appointed by Allah, whom created Humans as leaders on this Earth to do good in all means of charity, prayers and obedience to their creator and therefore, humans base their actions and behaviour as leaders and/or as follower as indicated in the Qur'an.

As stated in the second verse, Muslims have modelled their behaviour and actions from the Prophet, Mohammed (PBUH) as an example for all leaders and followers to imitate and be guided upon.

Moreover, the third Hadith of the Prophet, explains that each leader in Islam is accounted as a guardian and will be asked on judgment day on his/her own acts and

whether he followed the orders of the Creator and was guided by the Prophet as an example or not. Each Muslim "will be asked about his subjects".

Therefore, based on the above, "Leadership, then, can be depicted as a process by which the leader seeks the voluntary participation of followers in an effort to reach certain objectives. This definition suggests that leadership is essentially a process whereby the leader guides willing followers. At all times, a leader must remember that he cannot compel others to do things against their will". As depicted in Islam "Let there be no compulsion in religion…" (Beekun and Badawi, 1999, p.2)

Beekun and Badawai (1999) have also stated two main roles of a Muslim Leader. The first is that the Leader acts as a servant to the followers (سيد القوم خادمهم). Whereas, the second role is to guide and defend the people and society in which they live in against subjugation and ensure that fairness is practiced amongst all. "A commander (of the Muslims) is a shield for them.." (Abu Hurairah, Hadith: 4542.)

C. Spiritual Development Layers of Islamic Leadership

As stated in the first Qur'anic verse mentioned earlier above. ''And We made them leaders guiding (men) by Our Command and We sent them inspiration to do good deeds, to establish regular prayers and to practice regular charity; and they constantly served Us (and Us only).'' (Qur'an, 21: 73).

Beekun and Badawai (1999) have explained that there are four core development layers of the spirit to be able to serve Allah. The levels are: Iman, Islam, Taqwa and Ihsan. Each of these levels is discussed below regarding the impact of the Leaders' behaviour in Islam:

1) Iman

'Iman' is the Arabic term for Faith in God which means one's "belief in the Oneness of God and the prophet-hood of Muhammad (PBUH)" and has been linked with good deeds 60 times in the Qur'an (p.6).

The Authors explain that, if a leader has Iman, he shall never fail his followers nor move away from holding his accountabilities and duties to his people. However,

Beekun and Badawai (1999) also explain that even though it is highly desirable in the Muslim countries to assign leaders with Iman in organisations, it is not easy to do or find as the organisation might have to fight the dilemma of choosing between "a strong Muslim with weak leadership skills and a strong leader with moderate or weak Islamic understanding….A leader with weak or inadequate expertise can bring disaster to an organisation whereas a skilled leader may advance and help the same organisation. Even if the skilled leader were not a strong Muslim, his/her shortcomings can be made up through 'shura' or the consultative process of decision making". (p.6,7)

2) Islam

The second development level of the Muslim leader is Islam, this implies the "achievement of peace with God, within oneself and with the creation of God, through willing submission to Him." (p.7)

Maudoodi (1991) (in Beekun and Badawi, 1999) explains metaphorically the difference between Iman and Islam by stating that "Iman is the seed and Islam is the fruition." (p.7).This is the reason why a Leader with Iman who follows Islam always perceives one-self humbly.

3) Taqwa

After Islam, the Muslim submits to the Creator and establishes a trepidation and fear towards Allah. This inner consciousness and understanding of one's obligation towards the Creator is Taqwa, which is the third development level of a Leader in Islam.

The feature acts as hold back for the Muslim leader or follower from performing bad deeds or act in an unfair manner towards others.

4) Ihsan

The fourth and final developmental level of a Muslim Leader is Ihsan. Just like the Taqwa is the inner feeling of fear from Allah, Ihsan is the love and devotion towards Allah.

The way Ihsan is explained by the Prophet Mohammed (PBUH) is "To worship God as if you see Him, and if you cannot achieve this state of devotion then you must consider that He is looking at you." (Sahih Bukhari, Hadith 1: 47.)

Maudoodi (1991) (in Beekun and Badawi, 1999) explain the difference between Taqwa and Ihsan through the quoted example: ''Among Government employees, there may be some who perform their duties scrupulously, but who do not demonstrate any additional commitment. Other employees, however, push themselves beyond the call of duty; they are energized, and willing to make sacrifices in the performance of their tasks. Within the context of Islam, the first group of employees are like believers who do what is sufficient and necessary; they are those that have Taqwa. By contrast, the second group of employees has Ihsan. These are the Muslim leaders and followers who will tirelessly carry the banner of Islam under the most difficult circumstances" (p.8)

The above mentioned four levels of a leader or follower character fall under the developmental stages of: Iman, Islam, Taqwa and Ihsan, that are inter-linked and define the leadership role and nature from an Islamic perspective.

D. Behaviour parameters of a Muslim Leader or/and follower

Moreover, Beekun and Badawi (1999) also state five main behaviour parameters of an Islamic or a Muslim Leader or/and follower. They are mainly, justice, trust, righteousness, the struggle towards self-improvement, and promise-keeping.

1) Justice

Each Leader or Follower must endeavour this parameter 'justice' in moderation and has been encouraged in the Qur'an as stated in the below quoted verses:

''O you who believe! Stand out firmly for God as witnesses to fair dealing and let not the hatred of others to you make you swerve to wrong and depart from justice…'' (Qur'an, 5: 8)

''Those who, when they spend, are not extravagant and not niggardly, but hold a just (balance) between those two extremes…'' (Qur'an, 25: 67-68.)

"God does command you to render back your trusts to those to whom they are due; and when you judge between man and man that you judge with justice.." (Qur'an, 4: 58.)

(2) Trust

Beekun and Badawi (1999) state that 'trust is one of the main elements of the Islamic etiquette which concerns social relationships. The Authors quote a verse and explains a relevant story from the Qur'an that links Leadership to Islam, as below:

"O you that believe! betray not the trust of God and the apostle nor misappropriate knowingly things entrusted to you." (Qur'an, 4: 58)

The story of trust is incorporated in the story of Prophet Joseph in the Qur'an as explained by the Authors" After the king had indicated that he placed great trust in him, Prophet Joseph deliberately asked to be put in charge of the granaries and storehouses, and the demanding task of establishing them and guarding them. As one translator of the Qur'an, Abdullah Yusuf Ali, points out, Prophet Joseph understood the need to build reserves better than anyone else, and was prepared to take on this task himself rather than throw on to another the burden of restricting supplies in times of plenty.'' (p.10)

Similarly, the Leader or follower of a company today, once appointed become's the trustee as he or she becomes entrusted with the shareholders' investment or trusted to watch over the properties in the trust. Whatever the area of trust is, any individual abusing or using organisational resources beyond the need of the business or wasting time during working hours is breaking the Employer's trust.

3) Righteousness

The third parameter that Muslim Leaders and followers ought to have is Righteous behaviour. This is explained in the below verses from the Qur'an

''It….is righteousness to believe in God and the Last Day and the Angels and the Book and the Messengers; to spend of your substance out of love for Him for your kin, for orphans, for the needy, for the wayfarer, for those who ask….; to be steadfast in prayer and practice regular charity; to fulfil the contracts which you have made; and to be firm and patient in pain (or suffering) and adversity…'' (Qur'an, 2: 177)

Through interpreting the above verses, the Authors have concluded the below mentioned characteristics of a righteous leader (p.11):

- They act with justice and disallow their personal feelings to interfere
- They have Iman
- They help those in need for the love of God
- They are committed in prayer and charity
- They observe all contracts and
- They are patient no matter what type of adversity they may be experiencing.

4) Struggle within oneself towards self-improvement

Islam has emphasized the significance of the inner struggle towards self-improvement.

Prophet Mohammed (PBUH) explained that "The believers in the world are in three classes: those who believe in God and His Messenger and do not doubt, but strive with their property and their persons in God's cause; the man whom people trust with their property and their persons; and the man who, when he is about to display greed, abandons it for the sake of God, Who is Great and Glorious." (Abu Sa'id Al-Khudri, 3854)

The Authors state that this inner struggle transmits the individual from the level of Iman to Ihsan as Leaders and followers that attain this attribute are always assessing their purposes, intentions and behaviours and thriving to non-stop better themselves.

5) Promise-keeping

All Muslim leaders or followers are urged to keep their promises in an Islamic nature.

"O you who believe! fulfil (all) obligations." (Qur'an, 5: 1)

"I bought something from the Prophet (PBUH) before he received his Prophetic commission, and as there was something still due to him I promised him that I would bring it to him at his place, but I forgot. When I remembered three days later, I went to *that place and found him there. He said:…I have been here for three days waiting for you."* (Hadith Maliki, 4978)

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Based on the above five main behaviour parameters of a Muslim Leader and followers and the previously mentioned four layers of the leader's moral character in Islam, the Authors have provided further insight to the notion of leadership besides the Managerial, Transformational and Transactional ones explained earlier in this paper and one that is very relevant to the addressed Muslim country (UAE) and the role it plays in CSR.

Finally, it is worth noting that Islam is a religion that calls for a great need to be understood generally as a moral framework first, before being explored in business leadership context for it to lead to noteworthy results. As quoted by Mohtsham (2007) "Business people from all over the Muslim world and their organisations need to be reminded about the teachings of their great religion and benefits of making them applicable in day to day business". (p.254)

3.2 Leadership in the UAE Context

As mentioned earlier in the paper, the UAE is a Muslim country that embraces the Islamic values and culture but due to the high percentage of expatriate and non-Muslim residents living and working in the country, Islamic leadership which was explored in the previous section is not the dominant or central lead amongst the present MNCs and local organisations.

However, there are common grounds in leadership practices to that of Islamic leadership which is the consultative and transformational styles. According to Mohtsham (2007, p.262) "the religion of Islam promotes consultations across the majority and levels prior any decision is made." Mutual Consultations is encouraged in the Qur'an and is defined as one of the righteous people's characteristic as stated: "Those who hearken to their Lord, and establish regular prayer, who conduct their affairs by mutual consultation, who spend out of what We have bestowed upon them for sustenance". (Qur'an 42:38). He also states that a company or community that does not engage mutual consultation in decision making is not considered a truly and fully Islamic and believing one. As Prophet Mohammed (PBUH) said "He who consults, he is not denied attaining the right, and whoever leaves it falls into deviation." (p.263).

Additionally, Suliman and Hayat (2011) stated that ''it is clear that the consultative, transactional and transformational styles of leadership are favoured by employees in this part of the world [UAE]'' (p.27,28)

The Authors also presents a Leadership case of a Muslim Leader and the founder of the UAE of whom was regarded as a role model. They state that: "at the horizon of Emirates we can see the Islamic leaders' role in helping and teaching in a humble way":

 "H.H Sheikh Zayed used to anonymously send funds to various people and organisations across the globe without any discrimination. Medicines were used to send various countries. Once it was sending it to Bosnia through Serbia. Serbian forces normally used to snatch the medicine and when it came to his attention, he said compassionately, "Those who steal the medicines are equally needy. In the next truckload, send medicine for them too. We will not only tender help to them but also stop them from becoming thieves."(Dr Izzedin Mustufa, 19 Dec, Khaleej Times in Suliman and Hayat, 2011, p.28)

Thibos (2009) also quotes a statement published on (Emirates News Agency, 8 Nov 2008) by the assistant secretary general for Palestinian affairs, Ambassador Muhammad Sabeeh on the current leadership of Sheikh Khalifa bin Zayed Al Nahyan, whom is the current President of the UAE after his Father, Sheikh Zayed Al Nahyan.

''[The Ambassador] made clear that the leadership of his Excellency, the wise and rightly-guided in cooperation with his brothers the rulers of the Emirates, has made the Emirates a modern, advanced, exemplary state of which all Arabs are proud. He preserved at the same time the original glorious Arab culture and distinguished with indulgent transparency between the practices of the paragons of the different religions and between the races that live on the land of the great Arab Emirates far from the fanaticism and the extremism and the excess of religion. They live under the protection of the vision of his Excellency for integrating the cultures and this (integration) is not a cause of strife but rather it is the tradition of a king for humanity and humans." (p.38, 39)

Table 1 which was presented earlier in the paper by Suliman (2006) also indicate how tied the interpersonal relationship and social structure are to the way people lead and

deal with each other which has transcended from the Bedouin lifestyle and Arabic environment the UAE exists in.

Additionally, Jogulu (2010) looks into the effect of culture on the emergence of a particular leadership style. Transactional and Transformational leadership styles are further examined and, through extensive research, the effective application of the styles was found to be dependent on culture and power distance which results from it. A high power distance culture, such as in Malaysia, UAE or most of the Arab countries where the leader is regarded as being the ultimate superior above the rest would see a transactional leader giving direct orders and setting direct expectations for results being more effective. On the other hand, Anglo-Western cultures would see a transformational leader being more effective due to the low power distance where leaders would be at closer range with sub-ordinates encouraging debates and direct involvement and interaction with the leadership and decision-making process.

Whilst scholars have two very distinct views on leadership whereby leaders are regarded as either born or made, the concept of leadership development by looking at the steps taken to become a leader considers a timeline which looks at the past and deals with self-awareness and having an understanding of one's strengths, weaknesses and motivation; the present which refers to the social environment within which the leader operates and empathizes with others; and the future whereby the leader seeks to define his purpose in life. The choices made by the leader is seen as a result of the choice of worldview where a Lambda worldview is associated with achievement and the Theta worldview is the need for affiliation and to build respect within their group. Ultimately leaders must make choices within their organisational activities which suit their worldview which in turn will improve their ethical behaviour. (Mostovicz et al, 2009)

Several other Leadership aspects have been mentioned in literature such as Suliman and Hayat (2011), who have addressed several studies and literature revolving around the Leadership styles in the UAE and Arab World contexts. Whereas, Hendrik (1997) and Ali et al (1995) have examined the role of tribal ties and value system and their impact on the leadership practices in the UAE in particular and discussed how the culture and the social mesh play a large role in understanding the decision making and leadership style in the region. Moreover, the later authors suggested that the way business is

conducted are largely formed by the societal culture and tradition, whereas personal networks and relations aids in the development and growth of the business regardless the industry or nature.

This mentioned, not many studies have been conducted to support the above suggestions as stated by Behery (2008) and Politis (2003) (in Suliman and Hayat, 2011). Until today, no literature evolved from the examination of transformational and transactional leadership styles in the UAE neither on Organisational Effectiveness or on leadership Quality Function Deployment (QFD) nor on Corporate Social Responsibility (CSR). However, what has been stated in this part of the paper may aid in improving the comprehension of leadership in a religious context and also aid non-Muslims and MNC's as well as other foreign organisations to understand the cultural and religious side of operations in the Muslim and Arab world such as the one in the UAE.

3.3 Corporate Social Responsibility (CSR)

CSR was commonly spoken about that past decades of the century. However, the notion that organisations ought to have several societal responsibilities has only been clearly evident as early as the nineteenth century. In Great Britain, business leaders, as a result of the Industrial Revolution, established factories such as Bourneville (established by George Cadbury in 1879) and Port Sunlight (established by William Lever in 1888), which have established, what we call today, 'CSR initiatives' by granting workers and their families with accommodation as most of the cities at the time were torn and burnt. (Smith, 2003).

Although the CSR notion had existed for many decades as explained above, the name only became familiar by Bowen in 1953 as a method for self-regulation of businesses to ensure less reliance on individual ethics or authoritative Governments. (Hussein, 2006 in Altinbasak et al, 2009)

3.3.1 Definition of CSR

The Commission of the European Communities defines CSR "as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis". It also means acting pass compliance, investing more into human capital, the environment and relations with stakeholders and not just fulfilling legal obligations. (CUC, 2001 in Mezher et al, 2010, p. 745).

Kotler and Lee (2006) defines CSR in their book named 'Corporate Social Responsibility' as a responsibility carried out for the sake of social benefit and interest through the help of business resources (Kotler and Lee, 2006 in Altinbasak et al 2009). They also defined it as "a commitment to improve community well-being through discretionary business practices and contributions of corporate resource" (p. 3)

Moreover, Husted and Allen (2007) define CSR governance as a set of organized actions of conveying and organising resources towards the creation of social services and goods. The common modes as described by the authors are of three kinds: Outsourced CSR (through Charity and corporate contributions), Internalized CSR (which are managed in-house) and finally the combination of both. (Mehrez et al, 2010)

Despite the fact that CSR has been a common corporate practise in the west, scholars still fail to define CSR in a straightforward and clear manner. Some also argue that it has been ever evolving since the 1930s when it was first discussed in 1932 by Professor Dodd as he explained that "corporate managers have responsibilities to the Public as a whole and not just to shareholders (Dodd, 1932 in Mezher 2010, p.745). As Hester (1973) (in Katsioloudes and Brodtkorb, 2007, p.9) notes that "while there has been no general agreement as to the meaning of Corporate Social Responsibility or how it should be implemented …businessmen enthusiastically have adopted the concept." Moreover, Sethi (1975) also observed nearly 40 years ago, that the operational definition of CSR is extremely unclear and vague and suggested that it can denote many different things to people.

Others also tend to confuse the term CSR with Sustainability, as they are often used interchangeably. The difference is explained clearly by Cohen (2010) who explains how CSR is "about businesses taking responsibility and being accountable for their impacts on people, communities and the environment. Obeying the law is not enough. CSR goes beyond the requirements of the law. Sustainability, on the other hand, tends to refer to the ability of the business to sustain itself through time, while contributing to the improvement of society and the planet as a whole." (p.16)

Moreover, Taylor et al (2011) defines sustainability as "the ability to meet the needs of the present without compromising the ability of future generations to meet their needs" (p.1)

Therefore, Sustainability revolves around the business's responsibility and its contribution towards the bigger picture by addressing wider societal matters, such as human abuse and rights, global warming, malnutrition and poverty, water shortages and many more. These issues need collaborations and partnerships for long-term universal transformation. "CSR is key to sustainability because, first, all businesses must accept responsibility for the way they themselves operate and the impacts they generate directly." (Cohen, 2010, p.17)

To summarise, what is understood from the different literature definitions stated above is that Corporate Social Responsibility refers to the responsibilities of an organisation to the community and to the organisation's stakeholders and employees or to any other group that may be influenced by the corporate policies and practices.

3.3.2 Importance of CSR

CSR today, has been presented as the one of the foremost and important topics on the corporate agenda of leading businesses. CSR is the central focus at the World Economic Forum (WEF) meetings which examine three key encumbers namely corporate competitiveness, corporate citizenship and corporate governance. WEF also reported that the relationship between them will re-form the business agendas for all leaders in the years to follow. The reports explains the prominence of CSR by stating how "in the

face of high levels of insecurity and poverty, the backlash against globalization and mistrust of big business, there is growing pressure on business leaders and their companies to deliver wider societal value", which calls for effective management of the organisations' impacts on and contributions to the community by making suitable employment of stakeholder engagement. (WEF 2003, p.2).

Likewise, the World Business Council for Sustainable Development (WBCSD) which consists of a partnership of 120 international organisations, have been stressing in its meetings and conferences on how important it is for businesses to undertake further obligations in the communal platform (WBCSD, 1999 in Smith 2003)

The International Business Leaders Forum (IBLF), Business in the Community (BITC) and Business for Social Responsibility (BSR) are also amongst several other establishments that are supporting a wider awareness and consideration to the importance of CSR.

 "The Government has an ambitious vision for Corporate Social Responsibility: to see private, voluntary and Public sector organisations in the U.K. to take account of their economic, social and environmental impacts, and take complementary action to address key challenges based on their core competences - locally, regionally, nationally and internationally."(Department of Trade and Industry, 2002 p.4) This statement not only emphasizes how important CSR is today but also points out that the term 'Corporate Social Responsibility' can be ambiguous and is usually thought to be referring to MNCs and human right matters. However, the term is much broader and can be applicable to different organisations regardless of the industry – from Public to private, and regardless of size, small-to-medium enterprises (SMEs) to multinational companies (MNCs), or nature - manufacturing to service organisations, Public service and not-for-profit organisations. As all these mentioned properties lead to a common function which is balancing stakeholders' requirements and needs.

3.3.3 Theories and views in CSR

Carroll's (1991) pyramid below is one of the most referenced and used figures in the academic and practical theories of CSR (Schwartz and Carroll, 2003)
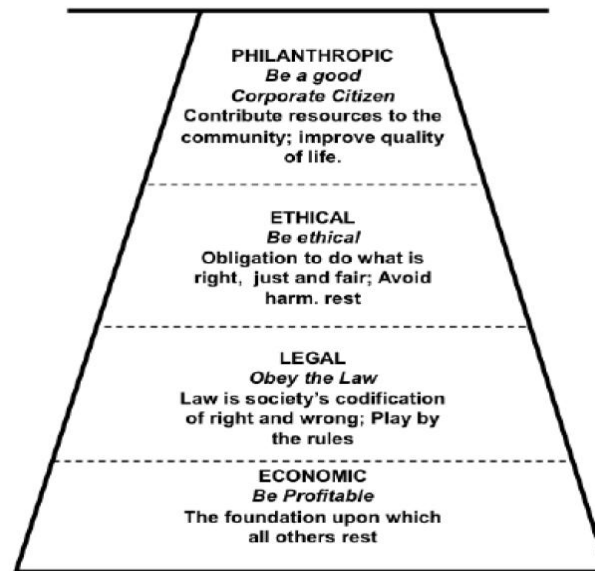
Source: Carroll, A. (1991)

Figure 4: Carroll's Pyramid of CSR

Source: (Schwartz and Carroll, 2003, p. 504)

Ararat (2006) has explained Carroll's four categories displayed in figure 4 above to show the relationship and driving force between the organisation and its surrounding community, as follows: (p.2)

1. Economic responsibility; required of all companies
2. Legal responsibility; required of all companies seeking to be socially responsible
3. Ethical responsibility; expected by society over and above economic and legal expectations
4. Philanthropic responsibility; desired of corporations

According to Carroll pyramid, the abovementioned four different categories of CSR are all relevant obligations of an organisation towards its society in no particular order of importance. Every organisation has the free choice to either comply or abandon them altogether. (Ararat, 2006)

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Aggerholm (2011) has also explained three main CSR pillars of sustainability that compliments Carroll's (1991) pyramid and summarised them as follows:

1. Environmental sustainability: The affect, whether positive or negative, that the business has on the earth's natural resources and environment.

2. Economic sustainability: The air of the businesses which without this financial success and sustainability, cannot breathe and survive.

3. Social sustainability: The 'humanitarian' side which represents the context of business in relation to education, health and safety, etc.

The above briefly stated CSR pillars of sustainability hold deep responsibilities at different ethical, economical and legal levels where responsible leaders of organisations in the UAE and across the world should aspire at operating "in the middle – fulfilling all these duties simultaneously". Similarly, as explained by Munilla and Miles (2005) (in Katsioloudes and Brodtkorb, 2007) which suggest that an organisation may wish to pursue a social responsibility scale that varies from a conformity view where it meets the ethical and legal necessities but within conserving stockholder monies, to a strategic viewpoint where the organisation steers and alters business goals by involving CSR initiatives that would avail economic income for the stockholders, to an obligatory view where the organisation is forced by various entities to go beyond the compliance or strategic commitment and spend on resources that are not necessary for the benefit of stockholders.

Wherever an organisation falls on the above range, strenuous efforts ought to support the business strategies to offer CSR prospects within consideration to stakeholders along the way. Financial consistency is an important drive behind the success of the CSR implementation in the business goals as the social responsibility will soon die away if a company loses its financial strength.

Additionally, Hofstede (1984) (in Ararat 2006, p.2) states five dimensions on cultural differences in understanding the societal expectations in CSR involvement. They are:

1. Social inequality including the relationship with authority
2. The relationship between the individual and the group
3. Concepts of masculinity and femininity
4. Ways of dealing with uncertainty
5. Long term versus short term orientation in life.

The above theory by Hofstede (1984) states factors such as power distance, individualism versus collectivism, masculinity versus femininity, uncertainty and life orientation perspectives which are dimensions that determine the cultural and societal expectations of an organisation towards CSR practices.(Ararat, 2006)

Moreover, Lynes and Andrachuk (2008) extend a four phase conceptual model for corporate social and environmental responsibility (CSER) in which its first phase compromises of a short-list of four influential stages which namely are the market system, the political-institutional system, the scientific system and finally the social system.

The second phase of the model compromises of motivational factors for CSER amongst different organisations:

1. long-term financial strategy
2. eco-efficiencies
3. competitive advantage
4. good corporate citizenship
5. image enhancement
6. stakeholder pressures and
7. a desire to avoid or delay regulatory action

Whereas, the third phase of the model consists of factors that speed the process by promoting CSER and which are referred to by the authors as 'catalysts'. Finally, fourth phase talks about the extent to which a firm will commit in its CSER involvement, for example, the level of commitment to social or environmental matters.

This conceptual four-phase model has been implemented in detail to the Scandinavian Airlines (SAS) in one of the literature studies and have proven to be beneficial and reliable (Mehrez et al, 2010).

A strategic policy initiative named the United Nations Global Compact (UNGC) was launched at the UN headquarter in year 2000 presenting ten globally accepted principles in labour, human rights, environment and anti-corruption for businesses that are dedicated to align CSR processes and strategies as shown in table 10 below (UNGC, 2000 in Mezher et al 2010). Apart from the UNGC, several international agreements have also been proposed to encourage CSR practices such as the UNGC, Global Corporate Citizenship Initiative (GCCI), Equator Principles for Financial Institutions (EPFIs), and the UN Principles for Responsible Investments (UNPRI) are a few names of accords that have been well established for one main cause – CSR.

	Principle
Human rights	*Principle 1*: Businesses should support and respect the protection of internationally proclaimed human rights *Principle 2*: make sure that they are not complicit in human rights abuses
Labor standards	*Principle 3*: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining *Principle 4*: the elimination of all forms of forced and compulsory labor *Principle 5*: the effective abolition of child labor *Principle 6*: the elimination of discrimination in respect of employment and occupation
Environment	*Principle 7*: Businesses should support a precautionary approach to environmental challenges *Principle 8*: undertake initiatives to promote greater environmental responsibility *Principle 9*: encourage the development and diffusion of environmentally friendly technologies
Anti-corruption	*Principle 10*: Businesses should work against corruption in all its forms, including extortion and bribery

Source: UNGC (2000)

Table 10: United Nation Global Compact Principles
Source: (UNGC 2000 in Mezher et al, 2010, p.746)

The table above displays ten key principles from the UNGC as principles to help align CSR processes in an organisation. The principles provide an action-based plan for the general CSR areas that organisations usually consider in CSR such as Human Rights for example, which as per the above displays two principles that can be followed to assist an organisation:

1. Businesses should support and respect the protection of internationally
   proclaimed human rights
2. Make sure they are not complicit in human rights abuses

Stoyanova (2012) have explained the most recent theoretical theory on CSR by stating "a quick review of the top journals in international business and international management science reveal that CSR scholarship has taken different shapes and forms through the years, applying a wide range of theoretical frameworks" (p.27)

The Author further elaborates on how CSR has developed immensely over the past years as it crossed two main phases. The first phase was in the 1950s to 1970s which its literature at the time explored the notion by defining CSR and understanding the duties of the organisations towards it, such as in Carroll (1979 and 1999). In the second phase, research focused in the years post 1970s to assess and discuss the processes of CSR incorporation in organisation's daily corporate activities and the contributing factors that impact its implementation or its processes, similar to the study discussed in this paper.

Furthermore, in the second phase, "a wide range of new concepts (e.g corporate social responsiveness, corporate citizenship, corporate social performance, corporate sustainability)" have been proposed by different scholars such as (Wood and Jones, 1993; Salzmannet et al, 205) and a few others. (Harris, Kuivalainen and Stoyanova, 2012, p.27)

Stoyanova (2012) discusses a recent theoretical framework names the neo-institutional theory approach which explores CSR practices in both cross-cultural and cross-sectorial texts. The general and broad understanding of this approach is that an organisation is reliable on internal and external factors, hence the CSR studies have emphasised heavily on business systems and Nations capitalism in search for matches and mismatches of practices and processes of CSR among a variety of industries and countries.

The neo-institutional theory has been adapted by Oliver (1997) whom developed its framework by looking into the leader's personal character, experience and values which

play a role on the decision-making in the organisation. Furthermore, normative factors which are the organisation's factors such as employees which also impact the practices of the organisation and finally, the regulative or Inter-organisational factors which tend to be sourced from the government or law and are external such as customers, the Public or competitors.

That said, Stoyanova (2012) explains how the adaptation of the neo-institutional theory can help explore the variables or factors that have impacted the organisation's leaders to implement and develop CSR in their business strategies. The development of such CSR strategies is further discussed in the next section.

3.3.4 Developing CSR Strategies

Developing CSR strategies is one of the initial steps for any organisation that wishes to advocate CSR notions in its business. Obviously, the CSR strategy should be conceived carefully and uniquely, regardless of the strategies of other competitors and organisations operating in the same industry.

The reason behind the differentiation is that strategies must consider the company's exclusive mission, vision and values and hence evolve to be distinct from any of the CSR strategies set by the competitors of closest nature or business. Smith (2003) explained that the crucial part of setting CSR is that the initiatives have to reflect the strong and unique CSR commitment to the values of the organisation, so that it does not fail to understand and state the issues that matter the most in measurement and management.

Even though there is no general standards for CSR strategy development, there are a few factors to be taken into consideration. One of the least palpable is the 'Stakeholders'. Stakeholders must recognize the business's responsibilities to customers, Public, employees, suppliers, and the society. Nevertheless, the nature of these responsibilities may differ substantially from one stakeholder group to the other.

A good example which was presented by Smith (2003) was the British Telecom's CSR strategy. The organisation principle of a 'better world' has formed BT's responsibilities to its Stakeholders. The Information and communications technology (ICT) and its accessibility to everyone formed the foundation of this principle and was built on improving customer satisfaction standards. Moreover, BT also extended it to address other special categories of customers such as the handicapped, older people and those of low income.

As explained, establishing CSR strategies in the right manner requires a clear comprehension of what distinguishes an organisation (mission, vision, values and business operations). The impact on the environment, community and stakeholders must be taken into consideration as well.

Heslin and Ochoa (2008) (in Mehrez et al, 2010). have listed seven guidelines which can drive companies towards CSR and aid them in its implementation. They are:

1. Nurture required talent
2. Establish innovative markets
3. Defend labour interests
4. Cut-down on environmental footprint
5. Gain from by-products
6. Engage customers
7. Green the supply chain.

Additionally, Burke and Longsdon (1996) have also formulated a strategic analysis model for CSR which consists of five different perspectives:

1) Centrality: This is the measure of how close the mission of an organisation is to its objectives.
2) Specificity: The organisation's ability to add benefits.
3) Proactivity: The proactive approach where a program established during new social movements or during a crisis is measured.
4) Voluntarism: The capacity of decision-making and compliance obedience.
5) Visibility: The External and Internal Stakeholder profit for the organisation.

These five different dimensions were developed to help organisations across different sectors consider ways in which to establish and develop their CSR strategies.

However, Husted and Allen have criticized the above dimensions established by Burke and Longsdon (1996) as being vague and unreliable under the hypothesis tests they have stated in one of their studies. This has been concluded by them, when they carefully examined the above three dimensions namely Specificity, Voluntarism and Visibility and set a relationship hypothesis of each to 'value creation'. The other two which are Centrality and Proactivity had no effect on their context of study.

The 'Visibility' perspective has shown an evident relationship to value creation where stakeholders are supposed to study CSR activity and accordingly are able to reward the organisation for its participation. Similarly, this relationship is also present in 'Specificity' where the intention to add benefits is also required for value creation. Moreover, 'Voluntarism' where the idea that a higher voluntarism could cause a higher creation of value from CSR projects has also been agreed (Husted and Allen, 2007 in Mehrez et al 2010).

One concludes from the above, that when developing CSR strategies, an organisation must not imitate a concept, model or a competitor strategy as it is. Each organisation is unique in its own and has distinct operations and responsibilities towards stakeholders, community and environment, hence, careful investigation and insight must be considered prior to setting the initiatives that will dictate the organisation's role and duties in CSR.

Nevertheless, no good deed goes unpunished, where at times, acts of kindness may backfire on businesses that may be taking advantage of CSR or set its initiative without proper planning. These acts are discussed in the upcoming section.

3.3.5 Global Critics of CSR Activities

CSR activities, as discussed earlier in this paper, are one of the most highly controversial debates of our time. Even though organisations may look in depth for a fit

between its business operations and its CSR initiatives, many activities may still be criticized or seen as inappropriate acts of corporate hypocrisy and green-washing.

According to Wikipedia, the term green-washing is used when both funding and efforts are exerted on the advertising of being 'green' (environmental-friendly or community-friendly) instead of applying the advertised principles in real-life practice. "Environmentalists often use green-washing to describe the actions of energy companies, which are traditionally the largest polluters" (Wikipedia, 2012)

Whereas, corporate hypocrisy is defined by Wagner, Lutz and Weitz (2009) as "the belief that a firm claims to be something that it is not" (p.79). In this case when a firm claims to be socially responsible and involved in CSR practices and activities when it is actually only faking it to market itself as one.

Coca-Cola and Pepsi are examples of CSR-active organisations that have been criticized for its so claimed good CSR deeds. Coca-Cola and Pepsi's bottlers have made a deal worth several million dollars with Public schools in the United States to support educational projects in exchange for an exclusive distribution rights. This has raised the concerns of parents regarding the high sugar diet and commercialism that Coca-Cola drinks will cause due to this deal. Coca-Cola later stopped its bottlers from proceeding with any similar deals with the schools after the resistance and pressure from opposing parents. (Smith 2003) This is a good example of how CSR initiatives can become a burden on corporate values.

Similarly, Microsoft, has proposed to provide its software for free to Public schools in several developing countries. However, this has resulted in a lot of criticism and debate. Only in South Africa, the software would be implemented in around 32,000 Public schools which would cause the loss of almost $2 million of revenues from the industry annually. To ensure that the captive markets and its products are retained, Microsoft's motives were challenged and the deal was broken. (McLeod 2002 in Smith 2003)

In such scenarios, other approaches may have led to the success of similar CSR activities. Recently in 2011, Coca-Cola have launched a new advertising Campaign named "Make the World a Better Place" (Employer Branding Today, 2011) in aim to portray the right messages behind its advertisements. If continued, this could me a better approach than the extensive adverts on the vending machines and would help people

and parents understand the good motives behind their initiatives and how Coca-Cola strives in doing its business sustainably rather than associate their good deeds indirectly with bad health, obesity and diseases.

The next section explores CSR from an HR perspective and explains the benefits that HR Managers can attain from embedding sustainability and CSR initiatives in their organisation.

3.3.6 CSR meets HR

"It's Time for HR to Wake Up to CSR!" (p.46) is a mantra that Cohen (2010) has been preaching and calling for years with the aim to have HR managers around the world realize the benefits of CSR in their profession and divert them away from the traditional and introspective ways in which HR is still being conducted in organisations.

Today, businesses have transformed and CSR has similarly moved forward towards the 21st century and yet HR managers are still dwelling in their policies, procedures, remuneration packages and alignment of strategy with business goals that are way behind the times. Nevertheless, this does not mean that the transition has not been challenging for HR over the years, yet, "by and large, the HR function has not really satisfactorily completed this transition as evidenced by the continuing debate about the nature and legitimacy of strategic HR and its contribution" (Cohen, 2010, p.48)

The HR function must maintain an ethical, responsible and healthy environment in the organisation, which need not start from scratch but rather as one built on the existing HR procedures and processes and form part of the current HR strategy and planning without the burden of a high budget allocation, risk taking or massive efforts. Taylor et al (2011) has stressed on the need to have HR Managers act as drivers of change and sustainability by taking on new tasks and views that have not been part of the traditional HR function before with a mindset that can also drive the leadership towards supporting CSR and also addressing community problems at a wider range. Through this "HR Managers become enablers of an organisation aligned with sustainability, which means

taking on new roles… end expand its view of who the company's stakeholders are and ensure that the HRM system enables their sustainability" (p.2)

Table 11 quoted by Mees and Bonham (in Strandberg, 2009) from the Canadian Business for Social Responsibility shows the importance of the CSR element in Human Resources through a formula which shows that without Corporate Social Responsibility, HR efforts in sustainability will be merely a Public Relations stunt. This has also been discussed in Cohen's (2010) book named 'CSR for HR' which explains the below formula by commenting "If a company tries to behave as a corporate socially responsible company but doesn't take the time to ensure all the HR processes are aligned, and that people are respected, then CSR becomes nothing more than a Public relations exercise. (p.14)

CSR – HR = PR

If employees are not engaged, corporate social responsibility becomes an exercise in public relations. The credibility of an organization will become damaged when it becomes evident the company is not "walking the talk".

— Adine Mees and Jamie Bonham,
Canadian Business for Social Responsibility

Table 11: CSR and HR
Source: (Strandberg, 2009, p. 4)

Furthermore, figure 5 below adapted by Cohen (2010) explains the merge of the CSR-HR role and that an HR Manager can undertake and expand on her/his duties by affecting positively the community, environment and employees and the other stakeholders in the organisation. This can be achieved by actions such as the embedding of Ethics by avoiding discrimination in recruitment and ensuring equal pay and treatment amongst all employees, involving employees with the community through voluntary work, showing concern to the environment by arranging a green day activity workshop once a month and embedding Human rights, health and safety into the current HR internal policies and procedures.

Other examples on sustainable HRM practices have also been presented by Taylor et al (2011) and include employees encouragement via development and remuneration to search for methods on how to reduce negative environmental impacts in their

operations, implementing recycling in the workplace for plastic bottles and printed paper, implementing an effective Human Resource Management System (HRMS) which ensures well-being and fair learning programs across all the organisation internally (employees) and externally (society) and finally, ensuring job security for a stress-free and sustainable environment for the employees and their families. The authors also stated that "sustainable HRM can be critical to employees' engagement; motivation and creativity in finding new ways to reduce inputs, design eco-friendly products and increase quality" (p.2)
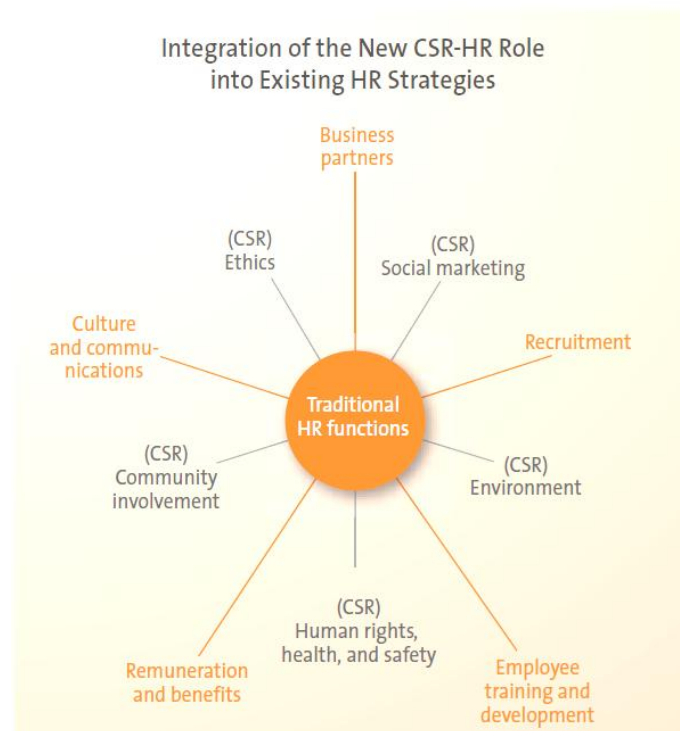
Figure 5: Integration of the New CSR-HR Role into existing HR strategies
Source: (Cohen, 2010, CSR for HR, Chapter 17)

The examples provided above and displayed in figure 5 of responsible CSR activities can easily blend in with the current HR activities if the organisation embraces the environment and characteristics of a responsible workplace. Eight characteristics have been stated by Cohen (2010) and are detailed below:

1)   Upholding Employee Rights

A responsible organisation should always have the conscious choice to guarantee that all the employees are enlightened of their rights. The HR team must bear the accountability that such important information is available to them and updated at all times.

2)   Employee Rewards

An organisation with a CSR approach pays their workers a fair and suitable wage that enables them to live a decent life and pursue a suitable lifestyle that is safe and healthy. If this is not attained it imposes negative impacts, as it "erodes the basic fabric of our society and ultimately creates an environment in which it is harder to do business". Whereas, if achieved, employees become "more committed, more productive, more stable, and less prone to sickness absence" (p.49)

It is the HR's duty to ensure that fair remuneration practices that are aligned with the organisation's CSR objectives are fair and involves no discrimination or gender inequality.

3)   Employee Well-Being

A CSR driven organisation does not consider its employees as resources but rather looks into their needs as human beings and seeks methods in which the company can add to their well-being. Cohen (2010) provided an excellent of Anita Roddick, who is The Body Shop founder who is also an idealistic leader in CSR, who stated "We were searching for employees but people turned up instead"(p.49). This indicates that employees deserve to be treated as individuals with needs, hopes and ambitions which the HR need to look into through policies and procedures to consider these humane aspects of the employee.

Taylor et al (2011) presents the below table on CSR for Employee Well-being which explains the positive impact on reducing suicidal rates amongst employees in countries

like France and China. The suicidal rates were directly related to the culture and working conditions of the organisation which has an effect on the employees Well-being. Table 12 below explains the case.

> **Corporate Responsibility for Employee Well-Being**
> In recent years, two companies have made headlines due to their particularly high rates of employee suicides—France Telecom (24 suicides in 2008/2009) and Foxconn China (9 suicides in 2010). In both cases, the reasons cited for the suicides were directly related to organizational culture: long shifts, military-style discipline, a lack of recognition and work overload. This illustrates how HR policies shape the workplace and how HR can improve employee well-being through better working conditions and more positive workplace cultures.

Table 12: CSR for Employee Well-Being
Source: (Taylor et al, 2011, p. 2)

4)   Employee Recruitment

CSR can be used as an excellent recruitment tool and adds to the Employer branding of the organisation which plays a role in attracting and retaining high calibre of talent for the organisation. As stated by the Author "It is no coincidence that a company such as Wal-Mart changed their corporate slogan from 'Always Low Prices' to 'Save money, Live better'. (Cohen 2010, p.51)

Employees demand better lives, better working environment and better involvement of their Employer with the society they live in, not just better pay and better jobs. Therefore, it is the HR's responsibility to ensure that equal and fair chances are provided to all candidates in the selection and recruitment process. Moreover, HR must ensure that this is a main component of the HR contribution to the organisation and community.

Employer branding and the role CSR plays in HR functions are further elaborated on in the upcoming sections of this paper.

5)   Employee Development

Job security is no longer guaranteed in organisations today. Therefore, smart talents are aware that advancing ones career takes years of experience across different industries and companies and dealing with different Employers and cultures.

CSR driven organisations looks into the employability of its employee where they are acquire more skills and work competencies with time making them more employable in the market-place. "The more employable they become, the more value they add to your business" (Cohen 2010, p.54)

6)   Employee Communications

Employee communications is very important especially in today's transparent and virtual world, where employees "act as the voice of the business in the hundreds of daily interactions they conduct with external contacts". (Cohen 2010, p.55)

A sustainable and responsible organisation would encourage its employees to discuss and spread awareness and discussions on CSR, this will aid in embedding and implementing CSR initiatives and practices in the organisation's culture.

Therefore, it is the duty of the HR function to encourage this type of two-way communication amongst the employees. "HR managers should leverage this internally and focus employee attention on these subjects [CSR]" as stated by Cohen, 2010 (p.55)

7)   Employee Involvement

Another feature of a responsible organisation is volunteer programs. This is achieved by giving employees opportunities to give back to the society or nature.

Cohen (2010) states three quantified benefits to such programs, which re employee job satisfaction, recruitment effectiveness and employee skill building. Other ways in which

employee volunteering contributes to HR are presented in the figure below. Moreover, the organisation ought to take into consideration the advantages and benefits the wider community attains from the employees volunteer programs and activities as well. Also, the enhancement on the Public image and Employer Branding as well as reputation that is also gained from such programs.
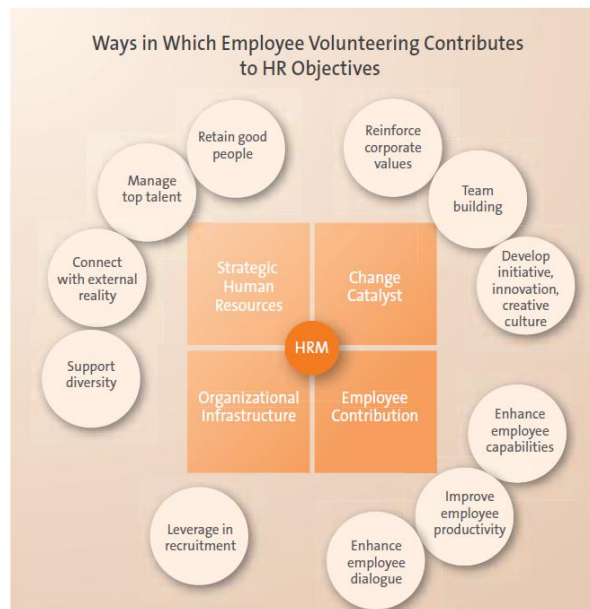
Figure 6: Ways in which Employee Volunteering Contributes to HR Objectives
Source: (Cohen, 2010, CSR for HR, Chapter 10)

8)   Ethical Culture

Finally, the Author summarises the 'bedrock' of all the above mentioned features of a responsible organisation through this last aspect which is an ethical culture. She states that "A corporate Code of Ethics may not originate in the HR department, but as guardians of corporate culture, HR professionals have a major role to play in embedding an appreciation of and alignment with business ethics" (p.55)

There are several motives behind this encouragement by HR towards an ethical workplace culture. The main ten are displayed below:

1) Voicing mute values in the workplace.

2) Spreads awareness and a better comprehension of a wider range of work-related and non-related matters.

3) Ensures a fair and shared culture amongst all employees.

4) Aids in the induction of new joiners.

5) Definite and clear expectations amongst all employees are attained.

6) Clarity and transparency towards external stakeholders of organisation's values and goals.

7) Establishes a podium for ethical discussions.

8) Develops a conflict and risk management systems.

9) Draws the lines and boundaries for policies with some freedom.

10) Roadmap for performance evaluation of employees and protection of organisation's corporate ethics.

Further, Taylor et al (2011) have suggested the below roadmap (figure 7) for organisations that are sustainable or that wishes to implement CSR activities by stating the HR contribution in this process.

HR Managers are encouraged to consider such an approach that enables a better comprehension and engagement of the HR's stakeholders and emphasizes on the core matters that are required to produce a sustainable HR strategy in an organisation via HRM metrics and goal achievement measurements.

Cohen (2011) highlighted the prominence for HR Manager in considering such a roadmap as she explains that sustainability in itself "is a strategy which to be effective, must be wholly integrated into all aspects of business practice" which thus includes the HR function that is in charge of moulding the culture and processes that involves "all the energies and talents of all the people in the business. This is where sustainable business strategy meets sustainable HR Management strategy" (p.48)
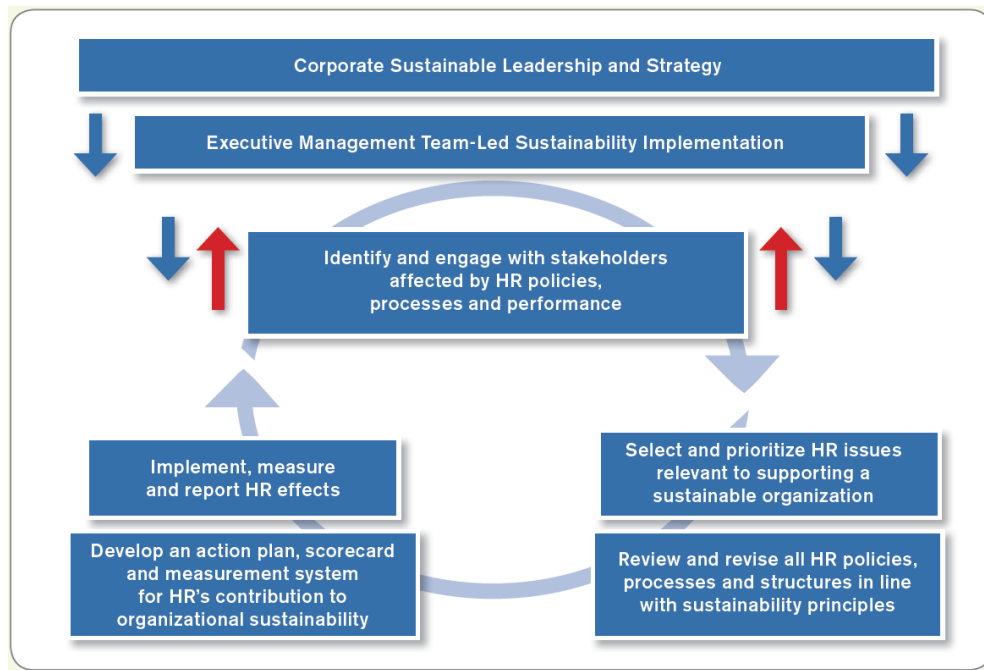
Figure 7: Sustainable Organisation Roadmap showing HR Contribution
Source: (Taylor et al, 2011, p. 4)

The above figure also shows the connection between effective sustainability and HR which is usually led by the HR Manager and which tends to follow a function-specific strategic process. Cohen (2011) has explained that this mainly comprises of converting HR activities into factual sustainability outcomes which revolve around seven main phases. The Author calls them the seven 'R's of sustainable HRM and are briefly explained below:

1) Re-vision: HR needs to re-position the organisation's vision into something that all employees can relate to and understand.

2) Reality Check: Looking beyond the management and employees, HR ought to consider how its practices impact external stakeholders, society and the environment.

3) Re-assess: HR needs to re-assess all HR components to guarantee that they are aligned with the sustainability agenda of the organisation.

4) Reframe: HR at this phase requires reframing the current HR policies and procedures as to develop a podium for a sustainable HRM at the organisation.

5) Rate: Measuring sustainability-aligned achievements is a main phase for measuring success or progress in any organisation. HR can do this by developing a customized scorecard based on specific strategic requirements.

6) Report: Reporting is essential for business transparency and HR is a main function in sustainability and CSR reporting.

7) Repeat: Execution and strategic requirements must always be repeated several times to ensure new needs are met in dynamic environments. This can be achieved by having the HR Manager go through the stated seven R's again and redefine the needs of the organisation annually or when needed.

It is therefore concluded from the above that HR plays an important and leading role in the implementation and development of a responsible workplace.

CSR also can be effectively embedded into organisations current HR procedures and policies, as indicated in table 13 below. The pure traditional HR role transforms into the advancement of a new CSR-HR role. The table also explains a summary of the key responsibility the CSR-HR Manager undertakes which are mainly HR strategy, HR stakeholder engagement, Personnel planning and resourcing, organisational culture, HR functional contribution, internal communications and finally sustainability.

The next section will end the CSR introductory part of this study by explaining its status in the UAE. CSR will again be discussed thoroughly in chapter 4.

Key Responsibilities of the CSR-HR Manager

HR Strategy Development and implementation of an HR strategy which is aligned with business objectives and supports business strategy delivery through all professional HR functions in a responsible way.

HR Stakeholder Engagement Identify all stakeholders of the HR function and engage with them in different ways to ensure complete understanding of their needs and aspirations and to ensure responsiveness to these needs.

Personnel Planning and Resourcing Analyze the long-range resourcing needs of the business in the context of changing market and business dynamics, and manage processes to ensure that people with the right skills are available as needed to perform tasks as required.

Organizational Culture Promote the development of an ethical, inclusive, and diverse organizational culture based on mutual respect and values in which all involved can contribute in an exchange of open information and dialogue. This culture must foster acceptance of continual change and focus on professional leadership and personal accountability.

HR Functional Contribution Develop, deliver, monitor, and measure processes and tools to ensure effective employee attraction, recruitment and retention, training and development, remuneration and reward, performance management, and employee relations in the business in line with the principles and practices of social and environmental responsibility.

Internal Communications Ensure a high, dynamic, and interactive level of internal communications in which all employees are engaged and can feel part of the business community.

Sustainability Ensure the HR function is aligned with the business's sustainability strategy by providing sustainability awareness training for all employees and developing HR programs which support the sustainability strategy, which may include community involvement, volunteering programs, and employee environmental activities, amongst others.

Table 13: Key Responsibilities of the CSR-HR Manager

Source: (Cohen, 2010, p. 56)

3.4 CSR in the UAE

The UAE rises above many of the Arab nations in the Middle East when it comes to Corporate Social Responsibility (CSR). Research and studies have proven that regardless of the very slow pace, CSR concepts and initiatives are growing in the region unlike anywhere else in the Middle East where CSR is absent or extremely scarce. (Soubra, 2006; Zawya, 2008 in Ronnegard, 2010).

There is a high level of CSR awareness in the UAE; this was indicated in a survey administered by the Sustainability Advisory Group was conducted in eight countries in the Middle East including the UAE. The results found that out of the 100 business leaders surveyed, 75% answered that CSR "can be used as a means to attract new investment and capture new markets and market share." Whereas, 86% strongly agreed that CSR promotes innovation and 82% believe effective CSR practices attract new customers. (Business and the Environment, 2010)

As stated above, CSR is not new to the UAE despite its young age. For example, the Emirates Environmental Group (EEG), established in 1991 has developed a sophisticated and efficient CSR network in the year 2004. The purpose behind it is to establish a partnership with both Public and private entities on environmental issues and aid in solving them. It also promotes sustainable development via CSR models. (EEG, 2009).

A research paper by Momin and Belal (2009) attempts to review CSR in emerging countries considering that most literature reviews tended to focus on developed ones. Since some emerging countries are faced with issues such as poverty, corruption, inequalities, etc, the aim of their paper was to determine the extent to which businesses in emerging countries are addressing these issues. One of the main findings of the paper is that CSR agendas in emerging countries are a result of external forces from international institutions, international buyers and parent companies. In other words, CSR in emerging countries is a result of passive compliance to Western fashions or MNC's rather than an agenda tailored to specific and local issues based on realities of the emerging economies.

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On a relevant note, Kamla (2007) (in Momin and Belal, 2009) have analysed the contents of 68 annual reports to study social and sustainability reporting in the Middle East with special focus on the gulf countries such as Qatar, Saudi Arabia, Oman, Kuwait, Bahrain and the UAE, and other countries such as Syria, Egypt and Jordan.

The Author's study found that the quality of the reports were very close to the quality of social reporting in the United Kingdom, but differed vastly within the theme and contents which were tailored to the origin country. She also stated that the commonness was mainly due to the large influence of the European and Western profession allocated in the stated countries and that the dissimilarity in the themes was merely a reflection of the country's economical status and social priorities. Kamla also recommends, from a post-colonial conceptual viewpoint, to support and integrate the background and history as well as the culture of one's country and origin in social research and encourages implementing a much deeper critical approach.

Similarly, Katsioloudes and Brodtkorb (2007) highlights the issue by quoting "the UAE is an Islamic country where multiculturalism and a Western presence through multinational corporations (MNCs) are prevalent (p.9)… and where "...most CSR activity in the UAE is performed by multinational corporations found in Dubai [an Emirate in the UAE] such as Intel, DHL, Shell, etc., and not by local businesses" (p.11).

Organisations in the UAE consist of diverse nationalities, employees from the Middle East, America, India, Europe, Africa, China and Australia. Where only 20 percent are Emirati, 30 percent are Indian, 15 percent are Pakistani, and 15 percent are Iranian. (Butler, 2008) These diverse people come to work in international and local organisations alike. Hence, it is extremely crucial that the concept of CSR in the UAE is differentiated across MNC's and local organisations operating in the country.

MNCs are much more familiar with CSR from the western operational background of their main headquarters while at local organisations the concepts of CSR are relatively new. However, regardless the expectations that arise due to the fact that MNCs are more familiar with its concepts of CSR, it need not necessarily engage in its activities in the region as they "tend to do substantially less CSR-related activities in their UAE operations than elsewhere" (Zorzopulos, 2006 in Ronnegard 2010). Regardless, MNCs

still tend to be at least more active in its role towards CSR than local companies and this is due to their capability to adapt to the local conditions and exercise activities that do not differ much from the CSR activities that the local organisations could do.

As stated by Thibos (2009), there are several Arab organisations (including the UAE) that are willing to grow beyond the local markets and those are the ones that are performing harder and at a much higher standard towards CSR. This is because, if they fail to do so, the "intense Public and media scrutiny will make continued prosperity exceedingly difficult. Also, the strong influence of foreign multinationals on local partners often forces domestic firms to clean up" (p.10)

On the other hand, the local governmental and private organisations in the UAE tend to follow CSR-initiatives dictated and enforced on them by the Government. Emiratisation is one example which the Government has enforced by law to help young Emiratis find jobs in the market and get hired by organisations. Corporate philanthropy is the second most common CSR activity practiced and enforced in the UAE (Dubai Ethics Resource Centre, 2006 in Ronnegard 2010). Next are the environmental and health and safety elements which are of more concern across MNCs but have been developed in the recent years across the Public sector of the UAE.

The sections below explains Corporate Philanthropy and Emiratisation, which are the main focus of local organisations in the UAE as indicated by the Emirates Environmental Group (2008) along with other sections on CSR activities revolving around Environment, Health and Safety and the Impact of the Government, Islam and Society on these activities in the UAE.

A. Corporate Philanthropy

Corporate philanthropy is the engagement in donations by organisations and entities to charitable organisations or to individuals in need. According to Zorzopulos 2006 (in Ronnegard, 2010 p.8) it is defined as "contributions that are generally of a humanitarian nature, and are often given to hospitals and disadvantaged children".

An example is Al-Ansari Exchange, one of the largest currency exchange houses in the UAE who have donated around seven million Dirhams to the Ministry of Health's initiative to establish "Shoukah Medical Centre" which provides medical aid to those that live in 'Shoukah', a remote area in the Emirate of Ras Al Khaimah (Al Ansari Exchange Website, 7 January 2012).

A study was conducted by an associate professor at the American University of Beirut named Dina Jamali in an effort to understand the CSR practices in Lebanon. Professor Jamali produced a number of interviews and questionnaires with eight Lebanese managers in various sectors and the findings found that, from the manager's point of view in Lebanon, CSR is completely optional form philanthropy, similar to the case of the UAE. (Thibos, 2009)

It is common that corporate donations increase largely during the month of Ramadan and during wars or political conflicts (examples such as the recent Arab spring in Tunisia, Libya, Egypt, Yemen, Syria and Iraq and Israeli Occupation in Palestine) and other disasters (such as the 2004 Asian Tsunami 2009 Philippine typhoon).

Such donations usually do not have a strategic directive and do not follow the strategic goals of their organisation, unless, in the local context, there is a connection between donation and Emiratisation which will be discussed in the upcoming section. (Zorzopulos, 2006 in Ronnegard, 2010)

B. Emiratisation

The National Resource Development and Employment Authority (2005) defines Emiratisation as the national effort exerted to prepare and educate young Emirati men and women for the work market as well as ensuring that a job opportunity is available to them. It is also defined as "the shared responsibility of the Ministry of Labour and Social Affairs, for policy matters, and the National Human Resources Development and Employment Authority and the subsidiary, TANMIA (meaning 'growth' in Arabic) which provides UAE nationals with employment, training and development

opportunities for implementation". (Middle East Strategy Advisors in Al-Ali, 2007, p. 368).

An initiative to lessen the reliance on expatiate workers and helping in restoring the balance in the UAE's population, the Government has established an Emiratisation programme in the 1990's in collaboration with 'Tanmia'; a federal organisation developed in 1999 to prepare and orient Emiratis for employment in the workforce (Suliman, 2006).

It should be noted that the UAE as a nation is very young and so is its local population. According to the National Human Resources Development and Employment Authority (2005), reported that 45% of UAE nationals are below 15 years of age and that the high rates of unemployment among the remaining 55% which are about 20% for women and 9% for men are high. Table 11 below represents the employment and unemployment rates in labour force by economic sector in the UAE. One of the main reasons behind these alarming rates is due to the high number of expatriate employment imported into the country. (Katsioloudes and Brodtkorb 2007) There are also other reasons behind the unemployment rates across Emiratis considering the country is rich and opportunities are many. To mention a few, Emiratis typically come from powerful and wealthy families and hence often lack the incentives and motivation to take up the average-level or medium-level jobs. Also many lack the ability to compete with the skilled and expert expatriates that are brought in from other Arab and Western countries. Further, due to social pressure and the expensive lifestyle they lead which demands a higher wage, it is less appealing for organisations to hire Emiratis in comparison with the comparatively lower-wage expatriate workforce. (Ronnegard, 2010).

As for the Emirati women, there are also several cultural and traditional restrictions that hinder them from joining the workforce, even though the employment numbers are increasing and many today have managed to break the glass ceiling as previously explained in section 2.4 of the paper.

Items						
Unemployment rate			Employment by economic activity			
Unemployed people (thousand) 1996-2005	Total (% of labour force) 1996–2005	Female (% of male rate) 1996–2005	Total (thousand) 1996–2005	Agri-culture (%) 1996–2005	Industry (%) 1996–2005	Services (%) 1996–2005
41	2.3	118	1779	8	33	59

Table 14: Employment and Unemployment Rates in the UAE

Source: (Suliman and Hayat, 2011, p. 107)

As stated by Business and the Environment (2007) "While in most western countries social concerns might include ensuring equality for foreign minority workers, in Dubai, 'natives' are the minority, while expatriates of both Middle Eastern and Western heritage make up the majority of the population. This situation may require reversing the focus of the traditional, Western CSR perspective to protect native culture". (p.6) This low number of National population is presented in the figure below that displays the number of Nationals in the UAE (until Mid 2010).
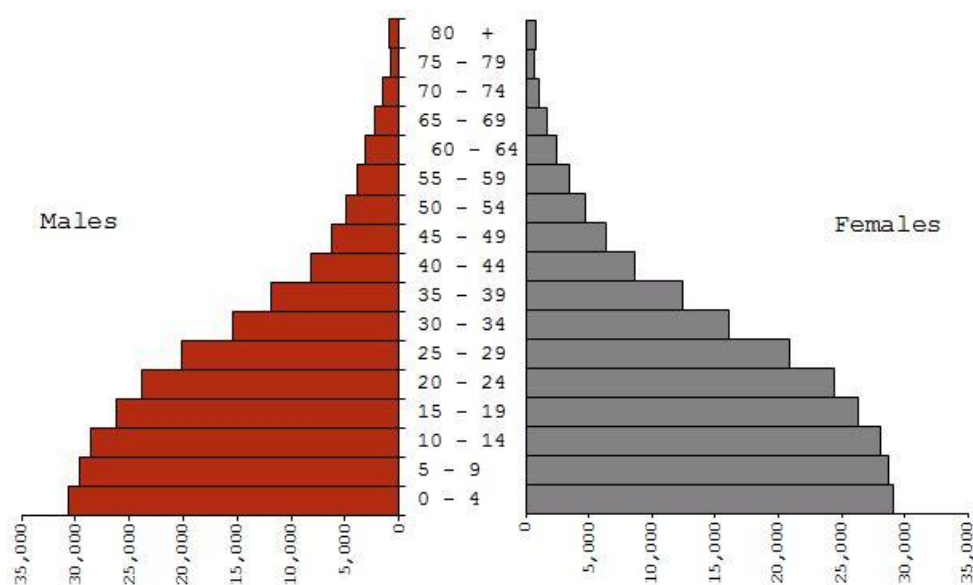
Figure 8: National Population of the UAE by age group and gender

Source: (Statistics Centre – Abu Dhabi, 2012)

Emiratisation activities across both the Private and Public sectors are both voluntary (education) and compulsory (hiring). Activities which are educational as to prepare Emiratis for the work-place are voluntary such as development training courses, seminars or conferences or sponsorships in universities. A leading Semi-Governmental investment company, Mubadala, is an example of an organisation which played an active role with Tawteen (meaning 'Emiratisation' in Arabic) organisation to foster education and career guidance to UAE fresh graduates (Mubadala website, retrieved 7 January 2012).

As stated by the Policy Agenda (2007-2008), as a consequence of the Emiratisation program and the Government-imposed targets on banks, the employment of nationals in the banking sector has increased by 300% since 1999 from approximately 1,200 to more than 4,700 national employees. This accounts for 26.4% of the banking sector workforce in 2005. Table 15 below represents successful numbers in the banking industry on the Emiratisation quotas for year 2003.

Another Government entity in Sharjah, named the Environment and Protected Areas Authority (EPPA) has recently also announced that the percentage of Emiratis who work in it has increased to 71% in the first quarter of 2012 compared with 50% in 2010. Hana Saif Al-Suwaidi, the chairman of the EPPA, praised the directives of His Highness Sheikh Dr. Sultan Bin Mohammed Al Qasimi, supreme council member and the ruler of Sharjah, in the Emiratisation of jobs. She stressed that the authority was keen to increase the number of Emirati employees who have scientific qualifications and disciplines according to H.H directives.The authority has also worked to broaden the base of training, rehabilitation and upgrade the professional and scientific level of Emirati staff.

Moreover, she pointed out that the decision of opening an office in the Eastern Region where many Emiratis work, contribute to expand the cultural and environmental awareness through organizing environmental awareness lectures in schools and institutions in the Eastern region and participating in environmental events such as the Clean Up UAE event in Khorfakan, the fifth environmental event for people who go to wilderness areas and reforestation campaigns. In addition to the environmental

workshops organized regularly in recreational and Public facilities and learning centres and institutions in the region as well. (Emirates Today, 24 March 2012)

Year	Actual Emirati bank employees, per year		Annual targets for Emirati Bank employees		Differences between actual and target (negative)		Total bank employees in UAE, per year	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
1998	1,637	11.94	–	–	–	–	13,710	100
1999	1,920	14.13	2,167	15.9	(247)	(1.81)	13,592	100
2000	2,446	16.92	2,883	19.9	(437)	(3.02)	14,459	100
2001	2,987	19.66	3,637	23.9	(650)	(4.28)	15,192	100
2002	3,700	23.35	4,427	27.9	(727)	(4.59)	15,843	100
2003	4,435	26.00	5,449	31.9	(1,014)	(5.94)	17,060	100

Note: "Target" refers to the number and per cent of UAE Nationals mandated by the quotas
Source: Emirates Institute for Banking and Financial Service (EIBFS), 2004

Table 15: Emiratisation Targets and Achievements in Banks (1998-2003)
Source: (Al-Ali, 2007, p. 369)

Additionally, DU which is a UAE based Telecommunication service provider established in 2006 (Du, 2012) considers Emiratisation and CSR in the form of investing in the creative National youth and providing them with all the means to help develop their capabilities. This is based on their belief that innovation is the key to sustainable growth in the UAE. A number of initiatives by DU are set in place as stated by CSR Middle East Organisation (2012) and defined as being the 'The Four Pillars of CSR':

1. Social Challenges: generating debates on matters which are at the core of national development and improvement.
2. Education: providing access and increasing awareness of IT to students in preparation for the future. For example the "Imagine Cup" competition which is based around the creation of a mobile phone application.
3. Stars of the Future: investing in youth to help develop a talent pool for the future.
4. Heritage and reviving Culture: investing in programmes that raise awareness on the UAE culture and way of life for the benefit of locals as well as foreigners. For example, DU sponsored "Life of the Emirates" a television series which played on seven UAE channels featuring UAE culture and history.

DU also takes one step ahead and produced its first ever 'Sustainability Report' in 2011 which is focused on providing information about the company in terms of its people and performance and focuses on communicating sustainability efforts made on the basis of the abovementioned four pillars. The report provides details of all CSR activities undertaken underneath the four pillars and is also audited by an independent reviewer.

Additionally, the Regulation and Supervision Bureau (RSB) is another semi-Governmental entity that has collaborated well with the Tawteen initiatives by developing a consistent two-year programme for its UAE National fresh graduate hires which builds on university education and provides practical, technical, professional and personal development which blends smoothly with the Emiratisation plan of the country. (rsb.gov.ae, 2009)

Another example is ALDAR property, which is one of Abu Dhabi's leading semi-Governmental companies in the field of property, has taken a similar education approach towards Emiratisation. AL DAR has asked well-known specialists in the field of management to present their experience to those who are participating in ALDAR's Leadership Excellence Applied Diploma program (LEAD). The goal of this program is to motivate qualified Emirati leaders through improving their skills in different management branches as well as increasing the Emiratisation percentage in both the Public and private sectors.

As announced in Itihad Newspaper (15 April 2008) the opening leadership lecture was held on 23 April 2008 at the Rotana Hotel in Abu Dhabi where two of the most well-known Professors in the field of Management named Gary Hamel and Julian Birkinshaw from London Business School will be lecturing.

The News article also quotes in Mr. Abdullah Zamzam, Chief Corporate Support Officer, at ALDAR Properties who states "this program will expose participants to international best practices in management and develop them for competitive positions in the UAE workforce. At a time when UAE nationals account for a low percentage of the UAE labour market, the LEAD program stands out as a highly effective approach to boosting Emiratisation. Young UAE nationals have the ambition and the responsibility to play a part in shaping their country and its future. The Leadership Lecture can

provide the right direction and management skills to take on this duty. We look forward to welcoming Gary Hamel and Julian Birkinshaw to Abu Dhabi to deliver insight to the participants on effective management skills". (Ittihad Newspaper, 15 April 2008)

The LEAD program was launched upon strategic partnership with Cambridge University and Knowledge Horizon and sponsored by large Governmental organisations in Abu Dhabi such as Al-Fahim, General Secretariat of the Executive Council, Dolphin Energy, Environment Agency and Abu Dhabi Commercial Bank in support of the Emiratisation initiative and Emiratis in the Emirate to become leaders across their different disciplines.

Finally, Dubai International Financial Centre's (DIFC) also focuses on educating and empowering Emiratis with special needs to help create a skill-based workforce in the UAE. Similarly MNCs like ABB and Shell also collaborate with Emiratisation initiatives. Shell has established the 'Intilaaqah' program which helps provide entrepreneurship and business skills to Emiratis. While, ABB provides educational programs that nurture talent and build skills for the Emirati people through learning and training development.

Emiratisation also contributes to corporate philanthropy in the sense that the donations or financial rewards are given out to sponsor job-training programs or scholarships that yields positive returns with good impact to the nation, Government and its people (Ibrahim and Sherif, 2009 in Ronnegard, 2010).

On the other hand, there are compulsory activities that fall under Emiratisation which involves securing a job opportunity for Emiratis in the workforce. The UAE Government has issued Emiratisation targets to different industries where a certain percentage of Emiratis must be employed by the company depending on the nature of industry, type of business and size of organisation. Failure to meet these percentages will result in hefty fines and penalties incurred on the organisation.

The effectiveness of this compulsory quota system has been questioned. Many organisations in different industries do hire UAE nationals to fulfil their obligation but only on paper. Rumours exist around 'Ghost workers' who do sign employment

contracts with the company and receive monthly salaries but do not require them to do the job as needed nor attend the full working hours and at times not show up at all. (Ronnegard, 2010). Whilst the principle of Emiratisation is understood it has not been fully successful especially in the private sector mainly due to the inability of authorities to impose it. In the Public sector however, it has proved to be successful with many entities achieving targets sets for them. With the private sector showing reluctance, the Government has resorted to direct measures by imposing minimum levels of employment and targeting the banking and insurance sectors as they are regarded somewhat as being aligned with Public sector organisations.

Al-Ali (2007) has provided an insightful explanation to the barriers and background of Emiratisation in the country. The Author explains that one of the barriers of employment in the private sector is the negative attitude of Emiratis towards physically demanding works such as labour trades or nursing. Hence in the private sector which is a profit driven one, such positions would be typically filled with Asian-based skilled manual labour with management sought from throughout the northern hemisphere. The Public sector in contrast offers Emiratis a better suited employment environment including higher remuneration, job security, better hours and nature of work, lower knowledge and experience prerequisites, a more traditional environment with Arabic as the favoured language and a chance to utilise 'wasta' (nepotism or connections) to secure a place. However, Omair (2010) states that according to the official 2005 UAE Yearbook, the Public sector with regards to National employment has now reached its "saturation point".

Therefore, the main barriers to Emiratisation in the private sector according to Al-Ali (2008) are the following:

- Business Hours: the private sector tends to work longer hours in order to keep with international timings and even during Ramadan some are expected to continue work after the breaking of the fast.

- Remuneration: pay levels in private sector organisations are lower than the Public sector. In the insurance sector this was addressed by the higher Committee for Insurance by putting in place a separate pay structure for

Emiratis. This was however opposed by other organisations in the industry.

- Skills Standards: education pre-requisites and training opportunities act as barriers to Emiratis including English fluency and computer skills where private companies allocate a minimal percentage of profits towards Emiratisation training. Hence after-employment training is usually being adopted in order to reduce costs.

- Organisational Culture: this is not considered widely in GCC workplaces and is second to monetary rewards and organisational directives. In the Public sector Emiratisation itself is at the core of cultural development in the participating Government agencies.

- Career Path: Emiratis tend to prefer working in the Public sector due to better career opportunities whereas in the private sector sees a higher level of turnover due to lack of career development strategies.

- Internationalisation: English is regarded as one of the main barriers since the language is at the heart of all business operations. Public entities that use Arabic as the main language in all their correspondences are more favoured by Emiratis whom are not fluent in English.

With rapid growth being experienced in the UAE, particularly in Dubai and Abu Dhabi, there is a widening gap between the traditional Arab culture and the materialism seen in these parts. The result is an ever-growing number of expatriates and the challenge of merging that with family and tribal structures. Therefore whilst Emiratis hold many senior positions, they may not be able to adequately lead the future of the Emirates. Social capital takes into consideration the influence of a beneficial working environment supported by Government and society on organisational sustainability and profitability.

Considering Emiratisation in the context of social capital brings up the issues associated with trust, gender and nepotism. With regards to trust, private organisations prefer to

have tight control with little room for delegation or empowerment hence why Emiratis prefer the Public sector. Gender plays a role with regards to pay scales with men taking up more senior positions and are paid higher although this can be attributed to higher turnover of females and more career development being available for males. Nepotism or 'wasta' is regarded as having a negative impact since more capable employees could be selected for the same position and would not get the same opportunity due to their lack of connections.

The study conducted by the Author (Ali-Ali, 2007) via questionnaires to key personnel in HR of large organisations in the Public sector have reported an overall 76% indicating that Emiratisation programs were in place while the remaining explained that they did not require a specific policy to be in place since it was already part of regulation.

Measures were also proposed in order to help promote Emiratisation as follows:
1. Give non-complying organisations low priority for projects.
2. Encourage work placements from schools and universities.
3. Launch awareness and educational programs.
4. Increase Emiratisation quotas and linking issuing of visas to expatriates with compliance to Emiratisation.
5. Demonstrate that no suitable Emirati could be sought for the same position.
6. Increase taxes on expatriate visas.
7. Conduct audits and penalize non-complying organisations.

To conclude, the study summarises that the entry barriers for Emiratis were found to be related to the low standards of experience, training and skills, low motivation, low English language fluency, and hence a lack of communication skills, and low levels of trust that they would be motivated to sufficient levels.

These lessons must be considered by the Tawteen and Emiratisation programs for immediate action by the Government. Considering the seven mentioned measures above that were stated by Al-Ali (2007), there is a great chance to overcome the gaps for the full utilization of this CSR initiative across the country.

C. Environmental Concern

The UAE's huge power demand from air conditioners, water desalination plants, wastewater treatment pumps and aluminium smelting plants along with the over-use of burning fossil fuels for production of electricity which is highly demanded, has made it account for the world's largest carbon footprint per capita (WWF, 2008 Ronnegard, 2010). In spite of it being the world's largest carbon polluter relative to its population and size, the environmental management of the UAE is not yet fully developed and considered as a CSR issue by all the local and Governmental organisations (Zorzopulos, 2006 in Ronnegard, 2010).

Table 16 below represents high electricity consumption figures of the Emirate of Abu Dhabi alone in comparison to other countries such as the US and Singapore in year 1997 while Graph 1 below also shows the significant increase in demand in both water and electricity for year 2010, a decade later.

Country	kWh per year	Comment
Abu Dhabi Emirate	7,250 – 12,350	flats-only
USA (south only)	13,600	1997 level, 90% of households use a/c
Singapore	3,000-6,900	1997, flats only, 53% use a/c. Upper value for executive housing, most have a/c

Sources: Emirate of Abu Dhabi – distribution company AISs for 2006
US – Energy Information Administration (1999), *A look at residential energy consumption in 1997*
Singapore – Figure 7 in *http://www.nccc.gov.sg/aboutnccc/report.shtm*

Table 16: International Comparison of Electricity Consumption in Abu Dhabi
Source: (RSB Annual Report, 2010)
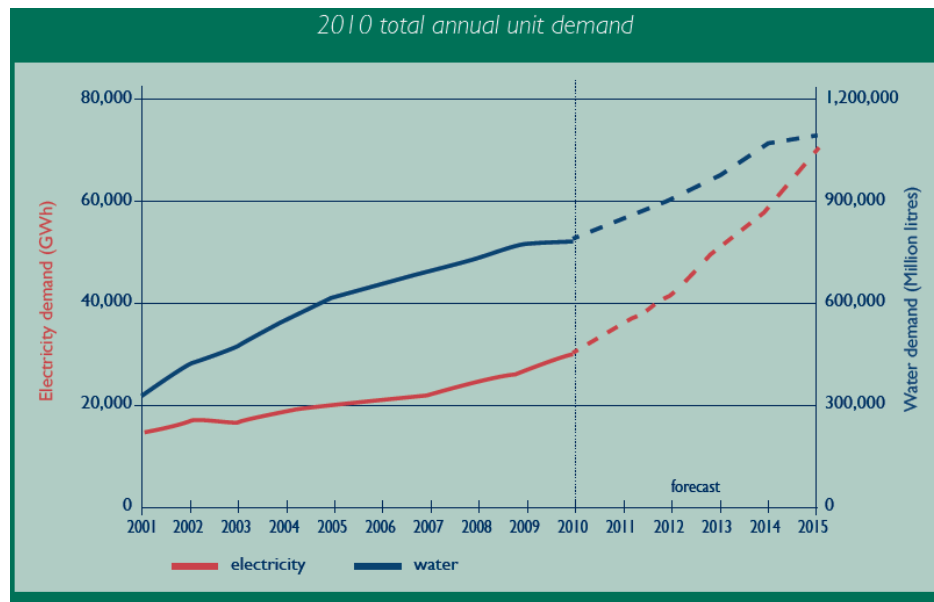
Graph 1: Total Annual Unit Demand in Electricity and Water (Abu Dhabi)

Source: (RSB's Annual Report, 2011)

Moreover, the water consumption by the population of UAE is considerably high as indicated in the Graph above. Water which is a natural source is no longer taken for granted in today's time. In comparison with other countries as shown in table 17 below, the Emirate of Abu Dhabi alone is considered one of the highest in the world next to Singapore, US and UK. (RSB's Annual Report, 2010)

Country	litres per capita per day	Comment
Abu Dhabi Emirate	270 – 1,760	villas
	160 – 220	flats only
Singapore	330	overall
USA	305	figure for 1980
UK	141	metered

Source: Bureau calculations for Abu Dhabi, and OECD (1999), *the price of water: trends in OECD countries*

Table 17: International Comparison of Water Consumption in Abu Dhabi

Source: (RSB's Annual Report, 2010)

However, there still remain several organisations that exert great efforts on reducing their environmental impact. Dubai Aluminium Company Limited (Dubal), which is the seventh largest aluminium producer in the world, is investing in technology

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development to improve the energy efficiency of the smelting process and reduce carbon emissions in Dubai (Emirates Environmental Group, 2008 in Ronnegard, 2010).

Whereas, Marriot Hotels in the UAE have established a global program named Environmentally Conscious Hospitality Operations (ECHO) with the main purpose of reducing waste, improving the recycling process, engaging with learning campaigns, and help in reducing carbon dioxide emissions through collaborations and partnerships with other organisations (Middle East Mice & Events, 2007 in Ronnegard, 2010).

Abu Dhabi Water Electricity Authority (ADWEA) has also established in 1999, the National Power and Water Desalination Research Centre which is a local research centre that provides research on water and electricity production, distribution and transmission. The centre engages in fields of technical and applied research on advanced and innovative technology for energy generation, water desalination and preservation of the environment. (addc.gov.ae, 2012)

Similarly, An Article in Al Khaleej Newspaper dated 25 March 2012 has portrayed the Emirates Green Building Council recent sustainability efforts and reviewed the most important issues on encouraging efficiency in energy and water consumption in the existing and under-construction buildings. This was through its participation in the Water, Energy and Environment Technology exhibition 'Atics 2012' which was held recently in Dubai.

Adnan Sharafi, Chairman of the Board of the Emirates Green Building Council stated that 'Atics 2012' gathered the most involved entities in the energy and water sector in the region which enhanced its position in achieving progress in green building systems. He also added that their participation in this event that highlighted the leading practices in the development and maintenance of buildings reflected the depth of their commitment to achieve the UAE vision (Green economy for sustainable development). In addition, Al Sharafi stated that via focusing collaborative efforts and efficiency in energy consumption, not only will the environmental footprint be reduced, but will also contribute to the overall achievement of sustainable development in the UAE. (Al Khaleej, 25 March 2012)

Moreover, ADWEA and its group of companies (including RSB) have adopted 'management without papers' policy through implementing electronic correspondence amongst its divisions and employees in aim to reduce paper wasted and engage in preserving the environment (adwea.gov, 2012)

ALDAR also stresses through its various endeavours on the significant role it contributes towards preserving the environment and ensuring that adequate initiatives and strategies are set in place to protect it by exceeding the expectations of all the related environmental regulations, laws or legislations.

A few of the endeavours AL DAR has set are summarised s follows:

- Control environmental impacts via the prevention of pollution or minimising it.
- Spread awareness and knowledge of the Environmental risks resulted from the company's activities.
- Continuously seeking advice from environmental specialists on the acceptable impact level of the activities undertaken on the environment.
- Establish procedures for monitoring of all discharges into the environment, (liquid, solid or gaseous).
- Examine contract documents to understand the associated activities influences on the environment.
- Evaluate and report clear environmental performance indicators including; monthly environmental inspections and audits, incident performance rates, training achievements and monthly environmental objectives.
- Assess employees and sub-contractors to ensure their environmental performance is of the highest standards for the protection of the environment. (aldar.com, 2012)

Finally, the Environment Agency of Abu Dhabi plays a major role in protecting the wildlife and ecosystem through guaranteeing that the economic and social growth of the Emirate is handled in a sustainable manner. The Agency ensures a long-term environmental conservation and protection to all the residents and inhabitants in the Emirate. (ead.ae, 2012) This is crucial as stated by Sillanpaa (2009) who quotes on how "the planet and its people are in trouble and some of the worst challenges we face globally are exacerbated in fragile regional ecosystems: water scarcity and the financial

and environmental costs of desalination, decline of the Arabian Gulf, severe pressures on biodiversity and the unpredictable impact of even the slightest climatic changes in an already extreme environment". (p.2,3)

The Emirate's of Abu Dhabi Policy Agenda (2007-2008) looks into these matters seriously and have considered several initiatives which states that "the Agency sets, monitors and enforces standards and regulations relating to air quality, marine management, water use and recycling, land contamination and restoration, noise abatement, waste containment, biodiversity and conservation, occupational health and safety, hazardous materials and environmental auditing". (p.53)

The policy also adds that "the Environment Agency will achieve excellence in the protection of environment, health and safety through partnerships between Government entities and the private sector, so that activities within the Emirate of Abu Dhabi are undertaken in a responsible, safe and sustainable manner. Ensuring a clean environment is critical to sustainable economic growth in Abu Dhabi. A practical benefit of this approach is to reduce risk and liability for the Emirate and clarify responsibilities for Government and the private sector". (p.53)

Furthermore, the above mentioned role that the Environment Agency plays in the conservation of the environment and natural resources in the Emirate paves a promising road towards environmental sustainability and proposes effective CSR practices for the UAE as whole.

The above are all sound examples of environment-related CSR initiatives that have been considered and practiced by several Governmental and Non-Governmental entities in the UAE who take into account their environmental impacts in the way they operate by maximizing benefits and reducing negative impacts. However, further efforts must be exerted to ensure that all the organisations across the country have similar CSR practices towards the environment.

D. Health and Safety

The massive construction boom that the UAE has witnessed during the past few decades has made it one of the leading Arab countries concerned in Health and Safety issues.

Emirates Palace, Burj Khalifa, Dubai and Delma Malls, Palm, Reem and Sowaah Islands are a few names only in the Emirates of Dubai and Abu Dhabi that have been built at an immense speed by labour workers mainly from countries in Asia and India. Sillanpaa (2009) comments on this by stating "Undoubtedly, some of the region's [UAE] key sustainability challenges are caused by and evolve around the sonic speed at which property is being planned and developed. Unsound property development and master planning can cause a lot of harm for generations to come – to the environment, the people who build and ultimately to residents themselves" (p.3)

The international criticisms regarding the issues around Health and Safety such as the poor work, weather and living conditions, low-wage salaries and the high number of accidental deaths are of a high concern to the UAE Government. The trade Publication 'Construction Week' has announced that 880 construction deaths have occurred only in the year 2004 (Human Rights Watch, 2006 in Ronnegard, 2010). Tables 18 and 19 present the rates of occupational Health and Safety incidents and Rate of Injuries and Incidents registered in the Water and Electricity Sector from years 2005 until 2010.

This section will focus mainly on the Health and Safety initiative in the Utilities sector in the Emirate of Abu Dhabi.

Number of Occupational Health and Safety Incidents - Water and Electricity Production Sector

Item	2005	2008	2009	2010
Fatality Incidents	1	3	3	6
Fatality Non Recordable	0	0	0	0
Disability Incident	0	0	0	1
Lost Time Injury Incidents	9	27	19	22
Medical Treatment Case	5	290	531	472
Restricted Workday Case	0	3	4	1
Serious Near Miss	4	66	72	51
Journey Incident	0	0	3	0
Reporting Dangerous Occurrence	0	6	9	4
Occurrence of Occupational Disease	0	0	0	0
Road Traffic Incidents	44	15	8	3
Other (near miss)	43	948	1,423	545

Source: Abu Dhabi Water and Electricity Authority - ADWEA

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Table 18: Number of Occupational H&S Accidents – Water and Electricity Sector

Source: (Statistics Centre – Abu Dhabi, 2012)

Rate of Injuries and Incidents Registered Per Million Man-Hours Worked - Water and Electricity Production Sector

Item	2005	2008	2009	2010
Number of Working Hours (*Million Hours*)	9.85	36.85	50.57	42.13
Lost Time Injury Frequency Rate (LTIFR)	0.91	0.73	0.38	0.52
Lost Time Injury Severity Rate (LTISR)	2.10	6.10	4.70	17.10
Total Reportable Case Frequency (TRCF)*	0.10	8.00	10.60	11.30

Source: Abu Dhabi Water and Electricity Authority - ADWEA

*Includes Fatal Accident Rate (FAR)

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Table 19: Rate of Injuries and Incidents Registered per Million Man-hours worked – Water and Electricity Sector

Source: (Statistics Centre – Abu Dhabi, 2012)

Several regulations and policies have been passed on by the Government of Abu Dhabi from the Water, Wastewater and Electricity sector forcing all labour workers especially those on sites and dealing with Electricity to comply with the safety procedures such as wearing protective helmets and equipment and ensure that their body is kept hydrated at all times during the working hours. The RSB, Abu Dhabi and Al Ain Distribution Companies (ADDC, AADC) and ADWEA have setup guidelines and regulations for workers operating on sites and plants regarding Health, Environment and Safety issues relevant to their operations. (RSB's Annual Work Plan 2010). This also includes the compliance of the employees as well, as the Bureau (RSB) ensures the health and safety of their employees, contractors, visitors or members of the Public and to reduce the effect of its activities on the environment.

The Bureau complies with all applicable laws and operates within the regulatory framework of the Abu Dhabi Environment, Health and Safety Management System (EHSMS) and the guidance issued by the Competent Authority.

All employees within the Bureau have defined Health, Safety and Environment (EHS) responsibilities. Directors and Managers play a lead role in these important areas.

The guiding principles of the Bureau are:-

- To always consider the social, economic and environmental impact of all its activities and take action to mitigate any adverse effects.
- To carry out risk assessments of all its activities and manage those risks to as low a level as practicable.
- To take the precaution of acting to mitigate any perceived risks even before those risks are scientifically proven.
- To commit sufficient resources to EHS matters.
- To self-regulate its EHS performance and take the appropriate actions to ensure continuous improvement. (rsb.gov.ae, 2012)

The EHSMS Committee is chaired by the Director of Electricity Networks at the RSB. The members are drawn from across the Bureau to ensure that the committee is representative of the organisation's staff and contractors.

Similarly, ADWEA has set clear policies for effective HSE that covers all different facets of business performance as part of a duty towards nonstop improvement within the utilities sector. Basically, the performance at ADWEA is measured against agreed standards to understand the gaps and areas that may require further improvements and expose the efficiency of the HSE management system in place as the Authority is certified to high standards such as ISO9001, ISO 14001 and OHSAS 18001 (adwea.gov, 2012)

Additionally, AADC has established well-developed policy statements with regards to its HSE initiatives. The policy quotes "The Company is committed to take all the required measures to reduce injuries, ill-health of all its employees, contractors and community and environmental pollutants caused by its services and operations. This

policy is based on the firm conviction that our Health, Safety and Environment (HSE) objectives have equal status with other primary business objectives and they will contribute directly to overall efficiency and success of the company". (aadc.gov, 2012)

Moreover, the policy also explains the HSEMS is implemented "through a risk-based ADWEA Health, Safety and Environment Management System (HSEMS), UAE and other international and other requirements that define a number of HSE expectations. The measure of improvement will be considered as an essential part of the company objectives of ensuring Clean and Healthy Community Environments". (aadc.gov, 2012)

The Bureau on the other hand, has issued Regulations (Incidents Reporting) regarding the reporting of technical incidents when a significant loss in power and water occurs in power plants. The Bureau follows up on any investigation carried out by the plant to find out the root cause of such incidents and the measures put in place to prevent its re-occurrence. (RSB annual sector report, 2009)

Below figure 9 is the Bureau's incident reporting flowchart showing the different steps for incident reporting:
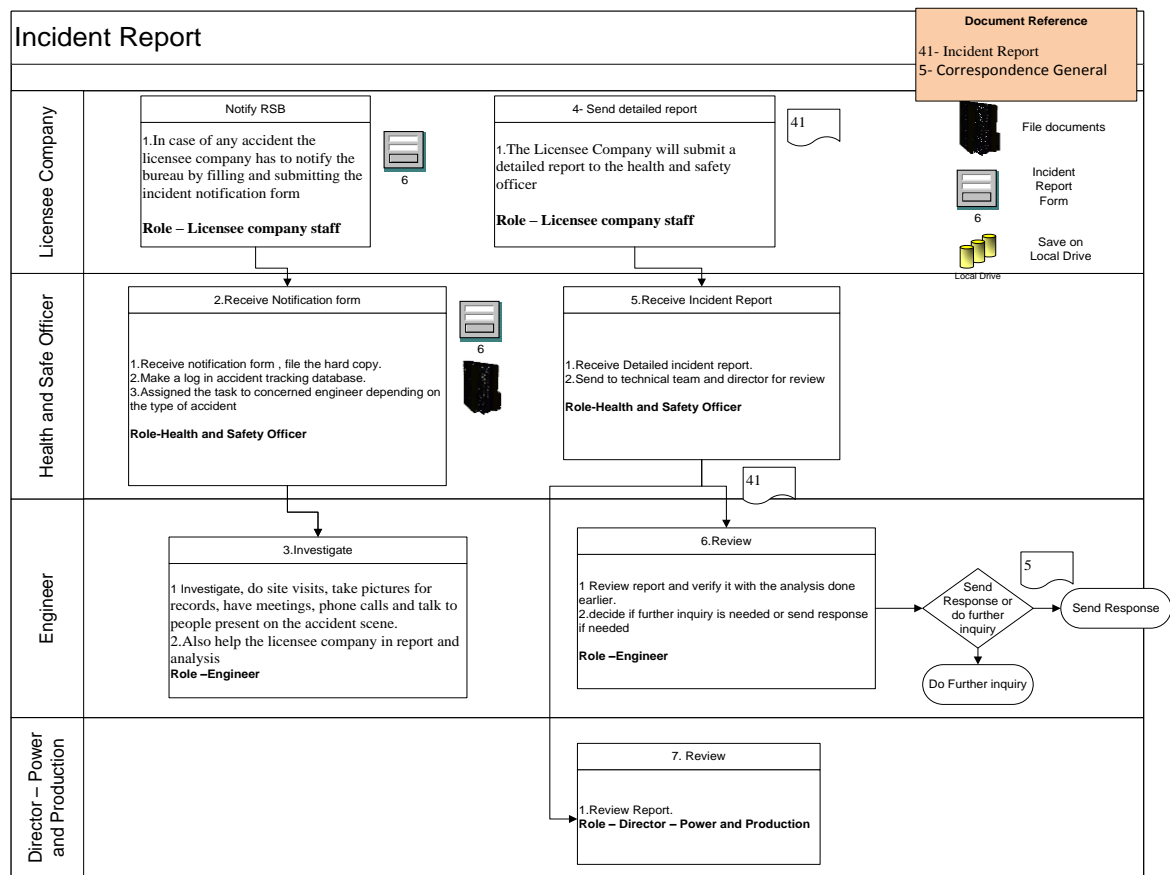
Figure 9: Incident Reporting Flowchart – RSB

Source: (RSB's H&S Procedure, 2008)

Health and safety in the utilities sector has improved significantly during the recent years, given the number of employees and contractors and the hours worked throughout the year. Numbers reported in 2008 were 20 incidents compared with 12 incidents reported in 2009. No fatalities were recorded in 2009. The lost time injuries reported were minor injuries sustained while performing duties without strictly adhering to health and safety regulations. (RSB annual sector report, 2009)

Table 20 presents these numbers through the HS&S performance of companies for year 2009. Whereas, the following table no. 21 shows the number of incidents reported to the Bureau each month during year 2010 for all the fields operating in the sector.

Licensee	Total Man Hours Worked	Lost Time Injury	Minor Injury
APC	1,575,184	0	22
ECPC	470,737	0	1
GTTPC	1,011,610	0	7
AMPC	539,244	1	0
SCIPCO	591,329	0	2
TAPCO	1,627,200	5	3
SEMBCORP	487,906	0	0
TOTAL	6,303,210	6	35

Table 20: Health and Safety Performance Year 2009 – Emirate of Abu Dhabi
Source: (RSB's Annual Report, 2010)

Field	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total
Electricity-Production	1	1	5	1	0	4	1	2	1	16
Electricity-Transmission	0	2	3	0	2	1	0	0	3	11
Electricity-Distribution	5	5	4	3	2	1	2	3	3	28
Water	0	1	0	1	1	0	1	1	2	7
Wastewater	0	0	0	0	0	0	0	0	0	0
Environment	1	0	0	0	0	0	1	0	0	2
H&S	0	1	2	2	0	0	3	1	2	11
Total	7	10	14	7	5	6	8	7	11	

Months –Year 2010

Table 21: Number of incident each month according to field
Source: (Annual Work Plan – RSB, 2011)

Moreover, the Abu Dhabi Environment, Health and Safety Management System (EHSMS) Higher Committee has appointed RSB as the Sector Regulatory Authority (SRA) for the Wastewater Sector. As such, the influence on the health, safety and environmental performance of the Sector will be enhanced by working closely with the companies that undertake activities in the utilities sector to continue to ensure H&S best practice is implemented by everyone in the UAE (RSB Newsletter, 2011).

This EHSMS Framework has been introduced as part of the Abu Dhabi Emirate's EHS Policy as an initiative to improve the health and safety of Sector staff and contractors and to protect the environment in the best possible ways.

Even though the issue of Health and Safety is an important and essential factor, especially in the utilities and hospitality sectors, the regulations guiding it is slowly developing to cover all the other industries such as construction and health-care. (Zorzopulos, 2006 in Ronnegard, 2010).

E. Islam and CSR

As mentioned in the previous sections of this paper, the UAE is a Muslim country and its local citizens all practice the religion of Islam. The Legal system which is the Sharia Law also named Qur'anic Law as the basic foundation which is extracted from the Holy Qur'an. Nevertheless, the culture and tradition also play a role in the practice of Sharia in the UAE which has an impact on the social matter such as family laws, succession and divorce. The majority of commercial issues are dealt by either civil courts or arbitration tribunals as the UAE does not have a separate commercial court to deal with such matters (Suliman, 2006; Ronnegard, 2010).

Social and religious principles are deeply connected in the Arab world and go beyond that by touching all aspects of life including business and personal issues. Muslim people tend to involve religion in business matters such as trade and do not isolate profit making and ethics (Soubra, 2006 in Ronnegard, 2010).

Moreover, Social interdependence is a crucial standard in the Islamic teaching which according to Mohtsham (2007) it "aims at the development of a secure, united, and peaceful society. Ethics lie in the heart of Islamic teachings and all the people irrespective of their professions are expected to act ethically towards the rest of the society in whatever activities they are involved in." (p.258)

The Author also provides a Hadith (saying) of the Prophet Mohammed (PBUH) which explains this social interdependence: "A faithful believer to other faithful believers is

like the bricks of a wall, strengthening each other. While (saying that) the Prophet clasped his hands, by interlacing his fingers." (Sahih Bukhari, 8:468).

Thibos (2009) quotes on emphasis to this regard by stating that "religion and religious symbolism certainly play a role in this process [CSR], especially in the Gulf states" (p.11) Therefore, Islam plays a main factor in driving corporations to engage in corporate philanthropy and CSR. Such corporate donations are connected to culture and religion such as Bedouin traditions of generosity and religious beliefs of Zakat (the act of donating a tax). (Qasim et al, 2011). This is also stated by Sillanpaa (2009) "some core ideas [of CSR] are not new to Arab cultures guided by a strict allegiance to Islam as deep rooted sense of personal duty towards the community and wider society" (p.2)

Zakat compels all Muslims with disposable means to give a percentage of 2.5 to those in need. It is the fourth pillar of Islam which means it is a compulsory practice on all independent adults. (Guermat et al, 2003 in Ronnegard, 2010). This implies that all businessmen, whom desire to get involved in any CSR activity, consider Zakat as a corporate philanthropy or a prime CSR activity as an act that hits two birds with one stone.

The Holy Qur'an also compels all financially and mentally capable adults both female and male to support financially specific groups of needy people such as those that are disabled or handicapped, widows, orphans, and the general poor with the aim to better the society. However, the difference between CSR and Zakat is that Zakat is a discrete and disclosed choice where the donors do not necessarily know where their donations are spent and even though this is a personal and private practice, organisations all around the UAE are still consistent in donating large sums of money to a variety of charity projects at certain months of the year. (Kapur, 2006). As also stated by Katsioloudes and Brodtkorb (2007, p.12) "stewardship of resources and the balancing of interests among different stakeholders is something absent in Zakat".

The below verses are quoted from the Holy Qur'an which highlights how Islam urges and encourages Zakat in all its practices:

"It is not righteousness that you turn your faces towards the East and the West, but righteousness is this that one should believe in God and the last day and the angels and

the Book and the prophets, and give away wealth out of love for Him to the near of kin and the orphans and the needy and the wayfarer and the beggars and for (the emancipation of) the captives, and keep up prayer and pay the poor rate; and the performers of their promise when they make a promise, and the patient in distress and affliction and in time of conflicts these are they who are true (to themselves) and these are they who guard (against evil)." (Qur'an 2.177)

"Those who spend (in charity) their wealth by night and day; in secret and in Public, have their reward with their Lord; there is no fear for them, nor shall they grieve." (Qur'an 2.274)

"If you give charity openly so it is good, but if you give it secretly to the needy, it is much better for you, and He will remove some of your ill-deeds. And God is well aware of what you do." (Qur'an 2.171)

"They ask you what they should spend in charity: say, 'Whatever you can spare'." (Qur'an 2:219)

"Taking what their Lord gives them; surely they were before that, the doers of good. They used to sleep but little in the night. And in the morning they asked forgiveness. And in their property was a portion due to him who begs and to him who is denied (good). (Qur'an 51:16-19)

"And whatever you spend (for good), He replaces it, and He is the Best of Providers." (Qur'an 34:39)

"Surely (as for) the charitable men and the charitable women and (those who) set apart for Allah a goodly portion, it shall be doubled for them and they shall have a noble reward." (Qur'an 57:18)

The above verses are only an indicator on how religion can play as a facilitator to positively drive charity and CSR in the society through individuals and organisations.

The concept of religion and CSR is also discussed by Edward Ludwig, CEO of medical technology company BD, quotes: "You know, there's only so much of this world here, and…it's not just to be consumed without consequences. We have a moral obligation,

almost like a fiduciary obligation, to take care of what we've got here. I think it's beyond Judeo-Christian ethics. Any organized religion would argue that we are somehow accountable to each other for outcomes." This spiritual link between religion and CSR has also been addressed by many authors like Stephen Young, where he traced the Caux Roundtable Principles to the Qur'an, bible, Buddha, and the Japanese Kami, and noted how the concern for the other is dictated in all religions. Even in Africa, the "ubuntu" emphasizes the connection with people and the nature by simply following its main principle 'ubutntu' which translates to "I am because of others."

This concept has also been discussed by Tariq (2008) who states that "Islamic economics (which is based upon the principles of social justice and equity rather than efficiency or profit generation)" and the impact of it on CSR practices requires understanding to be able to explore fully the role Islam plays on CSR in the developing economies and the Islamic countries. (p.1)

The Holy Qur'an sets a specific standard for a valid and legitimate charity in Islam. The Qur'anic verse 2:263, states "A very high standard is set for charity. (1) It must be in the way of God. (2) It must expect no reward in this world. (3) It must not be followed by references or reminders to the act of charity. (4) Still less should any annoyance or injury be caused to the recipient." (Thibos, 2009, p.9)

Moreover, these donations of Zakat are not governed nor regulated by the Government of the UAE. However, individuals or organisations can, by choice, donate their money to the Zakat Fund which is set up by the Government as a channel to ease the process on the donors.

This fund is established to aid in the "social development in the UAE" and aims to increase awareness of Zakat and consolidate the effectiveness of its concept and role in the development of the society and the individual. The Fund's job is to revive this duty, apply it and practice it, for the benefit of needy segments of society in accordance with legitimate banks called 'Zakat banks'. Moreover, one of the top priorities of the Fund is to achieve an interdependent community of socially cohesive and humane as well as it is looking forward to be active in philanthropy development and to serve those who are in need. (zakatfund.net, 2010).

It is worth noting that Zakat is a personal responsibility of any good Muslim towards Allah and not a corporation one. Guermat et al, 2003 (in Ronnegard, 2010). Mohtsham (2007), also explains this personal duty that goes beyond and further by stating that Zakat "puts a strong emphasis that life should not be lived for materialistic purposes it should be lived for greater moral and ethical purposes and needs of the society should be central to every action taken. If financial gains and profits were everything for Muslims no Zakat giver would ever have given a penny to anyone else. Islam is the religion, which discourages the idea of living for one's own self-only and advocates living the life for others". (p.252)

An article from the Emirates News Agency analysed by Thibos (2009) in regards to the 'giving' concept in Islam which is the foundation of all the philanthropic activities in the Middle East and particularly in the UAE was from a parliament member of Abu Dhabi named Mouza Al-Otaiba, whom talks about the Islamic role of CSR and provides recommendation to the Government to transmit and encourages it in a transparent framework. The quoted article is as follows:

"She [Mouza] pointed to the fact of which there is no doubt that Gulf companies display positive agreement with regard to social responsibility and with an individual feeling of responsibility. Most of what is completed is performed in secrecy and comes from a moral and religious starting point. Some Gulf organisations endeavour to establish divisions and development groups that serve the individuals of society. These goals put in place clear, annual, dynamic projects for the realization of the corporation's social responsibility." (p.36)

"[Mouza] added that volunteerism, charitable work, and helping society without waiting for compensation – this is the true translation of the pillars of our true religion that obligates us with the welfare of indigent groups and their protection and also those we extend a helping hand to the poor and the sick and the disabled." (p. 37)

The above statements by the member of Abu Dhabi Parliament, Mouza, provides a recommendation to the UAE Government to direct CSR within the framework of Islam. The author also indicated an interesting note on her comment that sates "that most good

works are done in secrecy, i.e. without recognition and indeed with the active avoidance of recognition". This is very much different to the CSR practices in the West and the author being from a western country (USA) it contradicts the positive Public image and branding which the organisations in that part of the world strive to get through CSR practices. (Thibos, 2009, p.37). This has also been stated by Sillanpaa (2009) "Contrary to Western practice, however, local companies in line with Islamic tradition, do not often talk about their corporate giving". (p.2)

Finally, the Dubai Centre for Corporate Values (DCCV) which was established in 2006, to develop a new standard based on the European Foundation for Quality Management's CSR framework, while creating an interface with the current local and societal conditions, was headed by the Executive Director – Mr. Najeeb Mohammed Al-Ali who expressed positive and optimistic views on the future of CSR in the Middle East, saying, "Giving to society is deep-rooted in Islamic tradition and a cornerstone of positive CSR. By bringing international and local companies together with Government support, a model can be formed that will embrace local culture and international corporate standards." (Business and the Environment, 2007, p.6)

The above understanding of Zakat and the impact of religion on CSR provides an additional role for UAE organisations, which is to set-up clear CSR initiatives; that are relevant to Islam as the business relies heavily on its beliefs. As for local companies, they require mutual collaboration and understanding with the international organisations operating in the country. If this understanding between the two is non-existent it is inevitable that it will create long-term deviations and problems in business developments between MNCs and local firms. Sillanpaa (2009) sets Jumeira Group in Dubai as an example of a local organisation that is trying to move away from this vagueness and silence of zakat and philanthropy and commit to developing strategic guidelines channelled through a formal groundwork.

However, as stated by Al-Ali above, it is only possible for the international and local companies to collaborate "with Government support". This aspect and the role as well as support of the UAE Government in CSR are further discussed in the next section.

F. The Government

As explained in the earlier sections of this paper, the UAE Federal Supreme Council is the chief decision-making body responsible for all issues that relate to defence and foreign affairs. It endorses all federal laws and drives policies. (Suliman 2006; MEED, 2011)

This powerful Government body has been taking good care of the welfare of its citizens, not only through avoiding personal income tax on its citizens and residents but also through the leaders in the country who provide financial support and other needs generously to their people. (Soubra, 2006 in Ronnegard, 2010). This ideal act by the rulers of the country and their active involvement and care to their citizens is a moral message to encourage and promote CSR in the UAE. The direct involvement of the Government is also evident through the legally enforcing Emiratisation quotas across different industries which were explained earlier in the chapter.

It is crucial to understand the role the Government plays in the involvement of CSR, aaccording to a study on MENA attitudes regarding CSR administered by the Sustainability Advisory Group, the main two obstacles to a higher corporate CSR participation was found to be the absence of government necessities and encouragement. The other obstacle was funding and unclear budget allocations. (Business and the Environment, 2010)

Nevertheless, several steps have been taken by the Government to engage CSR without enforcing legislation. Through setting-up the Zakat fund which channels corporate philanthropy and by spreading awareness via media and campaigns on essential and critical issues such as conserving energy, water consumption and supporting civil society organisations such as the RSB, Emirates Environmental Group and ERWDA Environmental Agency which help raise awareness and guidance to other organisations.

The Government is still expecting much more CSR engagement from the Private and Public Sector, with of course the Private being the most as "the private sector 'social duty' has not yet taken roots deep enough to translate into tangible contribution to Abu

Dhabi, and the UAE in general… the social role is still absent for 99% of private firms"
(Department of Planning and Economy Abu Dhabi, 2008 in Ronnegard, 2010, p. 6-7).

The reason behind the high Governmental expectation on the social role of private
corporations is due to the fact that the Government enforces no tax on these
corporations and allows them to preserve their total income profits. Not to say that the
Government is trying to impose a discrete and implicit tax in the form of philanthropic
donations but it wishes these organisations to recognize how CSR practices are more
than just campaigns, charity or money donations but rather "…fully-integrated plans
that are needed to bolster sustainable development and cater to community interests"
(Department of Planning and Economy Abu Dhabi, 2008 in Ronnegard, 2010, p. 13).

Moreover, a news article published by Al Khalij (2008) in Thibos (2009) explains
further the UAE Government's view with regards to CSR and its practices.

Mrs. Miriam Mohammed Khalfan Al Roumi, the Minister of Civil Affairs has
announced Publicly in the article that the ministry had conducted successful initiatives
and awareness programs as well as educational campaigns on CSR in the country and
the next steps to follow is to establish best practices on this domain prior to allocating
the right resources for it. The article quotes the following:

"[Al-Roumi] announced the moving of the ministry from an informational campaign on
the concept of social responsibility and spreading its culture to a new campaign
focusing on building the practices of social responsibility and its different dimensions
from the perspective of social partnership. These range from the growth of society and
partnership in its development to the importance of environmental issues, worker
practices, human rights and others." (Thibos 2009, p.43)

To this effect, the ministry has opened a fund (Sundooq) in the aim of supporting the
growth of such programmes financially and also aid the establishment of social
organisations in the private sector of the UAE. Yet, no details on the fund budget or the
PR aspects of such CSR practices were provided.

However, the author has related the ministry of social affairs' strong confidence in the success of the educational and awareness campaigns as mentioned by Mrs. Miriam based on the understanding of CSR and its relation to philanthropy only and also added that there is still a long way for the UAE to mature and be capable of establishing proper CSR educational campaigns that can be translated from media announcements into real corporate practice. (Thibos, 2009)

On a relevant note, the Government of Abu Dhabi lists below a number of promising CSR involvements and active initiatives in the Policy Agenda (2007-2008, p.35,36) setup by the Executive Council in Abu Dhabi which propose the following visions:

- "Rapid job creation, combined with continued Emiratisation, will be required to eliminate existing unemployment and to generate job opportunities for future generations of UAE Nationals.

- It is the intention of the Government to create a sustainable knowledge economy.

- The Government's healthcare policy calls for the creation of a sustainable accessible private sector driven healthcare system. This will create an ongoing demand for all associated professions.

- Economic diversification and the outsourcing of Government services are expected to precipitate an increase in small to medium sized enterprises. This sector will require a diverse range of skilled and unskilled human resources that will necessarily draw upon a mixture of expatriate and national labour.

- The Government of Abu Dhabi will support the further evolution and extension of such strategies to generate suitable employment opportunities for UAE Nationals.

- Government entities will also make Emiratisation goals a standard requirement in the awarding of major contracts (e.g. oil and gas contracts, power-generation contracts and major defence procurements).

- Supporting the employment of UAE National women also holds significant potential for improving the national/expatriate labour mix

- The Emirate of Abu Dhabi aims to address labour management issues in a manner that ensures adequate protection for UAE National and foreign members of its working population.

- The Emirate of Abu Dhabi believes that labour policies that are just, transparent and effectively enforced will support an efficient and stable labour market and will contribute to the Emirate's further economic development while also enhancing Abu Dhabi's international reputation and credibility.

- The Government of Abu Dhabi will continue to proactively contribute to the legislative and policy framework at the Federal level for all matters relating to labour strategy.

- Enforcement: Many of the weaknesses in the current labour regime stem from incomplete enforcement of the existing law, which affords workers significant protections, including acceptable standards for health and safety, limits on working hours and due process in the resolution of labour disputes.

- Given the important role of enforcement in ensuring compliance with individual labour contracts, as well as the implementation of court rulings against Employers found to have broken the law, the Emirate of Abu Dhabi and its institutions will work with the Federal Ministry of Labour to strengthen enforcement capabilities at both the Federal and Emirate level.

- The Emirate of Abu Dhabi is studying mechanisms to combat these forms of exploitation by recruitment agencies, with the aim of working with the Ministry

of Labour to regulate such agencies (possibly via a system of licensing and inspection) and forcing them to abide by a strict code of conduct.

- The Emirate is also investigating mechanisms for ensuring that foreign workers are fully educated with regard to their rights under existing laws and regulations, as well as means for seeking redress should an Employer infringe upon those rights. Working in conjunction with the Federal Ministry of Labour, the vision of the Emirate of Abu Dhabi for this program includes mandatory participation by all workers prior to the first day of work, as well as instruction in languages accessible to the majority of workers."

The above stated initiatives and visions dictated by the Government will ensure that CSR involvement is increased across the organisations operating in the UAE, all in the interest of a society, which will be further discussed in the following section.

G. The Society

Unlike the Western societies where corporations apply pressure on organisations that do not adequately act responsibly on certain social matters, the UAE is a typical example of the extreme opposite, where there is a lack of independent civil society entities that can act the same way. This of course does not refer to the Emiratisation initiatives that are enforced by the Government. A number of non-profit schemes are in place but cannot be noted as Non-Governmental organisations (NGOs). The main reason behind this is that these organisations are established and funded by the Government itself. There are some exceptions such as the RSB which as explained throughout the paper acts as an independent body similar to an NGO by spreading awareness and applying pressure regarding several social and environmental issues and is not directly funded by the Government but rather through the companies (licence holders) that apply for licences and pay a service fee for their regulated activities. (rsb.gov, 2012) However, other examples such as the Emirates Environmental Group which encourages 'greening' of the country is funded by the Government, and so is Dubai Ethics Resource Centre which promotes CSR but is part of Dubai's Chamber of Commerce and Industry, a fully owned Governmental entity. (Ronnegard, 2010).

Unfortunately, a formal process or procedure to process a non-profit organisation is absent in the UAE. Whereas, the currently existing civil society organisations have been established through the nation's official decree i.e. the Government (Zorzopulos, 2006 in Ronnegard, 2010). The Government through such existing civil society organisations wishes to address their social issues. The troubles of construction labour workers is an existing example of how such issues are not taken forward due to the non-existing NGOs or Unions to handle their issues and concern.

The next section will discuss the third variable and theoretical notion of the study which is Employer Branding.

3.5 Employer Branding

The definition of Employer Branding is explained and discussed thoroughly in this section, followed by a presentation on the theoretical foundation of Employer Branding, using literature reviews and previous studies.

3.5.1 Introduction to Employer Branding

Employer Branding is a long-term obligation that addresses existing talent and finds solutions and strategies to retain them and motivate them to perform better. It also works as a tool to attract new valuable talents that are available in the pool of new recruits. (Herman and Gioia, 2001 in Sarbdeen et al, 2011). Yaqub and Khan (2011) introduced the term in their study by stating that "Employer branding is the science of branding and its principles are applicable on the human resource management. The core job of Employer Branding is to make company attractive for the potential employees to get the maximum benefit of the market". (p.58)

It is also defined as "the envisioned benefits that a potential employee sees in working for a specific organisation. The construct may be thought of as an antecedent of the more general concept of Employer Brand equity. In other words, the more attractive an Employer is perceived to be by potential employees, the stronger that particular

organisation's Employer Brand equity. (Berthon et al, 2005 in Altinbasak et al 2009, p. 2309)

Furthermore, Employer attractiveness is a person's interest in following employment opportunities within an organisation. Rosethorn (2009) clearly and effectively describes it in a wider frame by defining it as "the two-way deal between an organisation and its people. The reasons they choose to join and the reasons they choose… and are permitted… to stay. The art of Employer Branding is to articulate this deal in a way that is distinctive, compelling and relevant to the individual and to ensure that it is delivered throughout the lifecycle of the employee within that organisation." (p.9)

The above definition is exceptionally important particularly on how in today's world, organisations are no longer able to operate as autonomous units without considering the affect they have on society and the environment in which they operate. Globalisation has resulted in companies operating internationally beyond their home grounds and in order for them to be successful, they must focus some effort towards Public interest and the new environment in which they are seeking to establish themselves in. In turn, since Governments are responsible for setting rules and regulations, it is only normal for the Governments to associate themselves with companies that show due regard to all the key stakeholder interests including the environment and the Public or as well as the society itself.

Based on the above, Foster et al (2010) also adds that "because employees are central to corporate brand management, internal branding and Employer Branding have recently been introduced to the branding literature. While internal branding focuses largely on the adoption of the branding concept inside an organisation to ensure that employees deliver the brand promise to the external stakeholders, Employer Branding offers a way of ensuring that an organisation recruits the right people in the first instance". (p.401)

Furthermore, Hatch and Schultz (2008) and (2009) perceive branding slightly differently by defining it as a discipline of management that channels the brand's promise to all stakeholders both internally and externally by referring to it by the name 'enterprise branding'. Enterprise branding includes the complete interaction log of the organisation in the community by means of more than just communication and

marketing but via extensively engaging the core business with issues relating to the society and environment which are usually the concerns of the CSR segment so as to develop a common ground for both the enterprise and the community. This also allows stakeholders to engage positively by increasing social performance of the firm, reducing environmental footprint and be more aware of the commercially intellect. The approach demonstrates CSR enterprise-wide.

Furthermore, other Authors such Ambler and Barrow (1996) (in Backhaus and Tikoo, 2004) also define an Employer Brand as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company." (p.2). Whereas, the authors highlighted a definition by the Conference Board (2001) as an important sense and being – an identity of the business which embraces the behaviours, procedures and values of the company in pursue of goals to attract, select and retain the company's potential and future talent.

Another final, definition for Employer branding is defined by Sullivan (2004) as "a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm which puts forth an image showing the organisation as a good place to work". (p.89)

The Conference Board, (2001) explains how businesses today are increasing realizing the benefit of Employer Branding by assisting current employees in internalizing values relevant to their work and by assisting companies in retaining and attracting talent. Also, Ambler and Barrow (1996) shows a positive relationship between Employer Branding and employment in a study conducted amongst 27 organisations to explore the benefits and relevance of it to the business and HRM. (Backhaus and Tikoo, 2004)

Based on what has been stated earlier on Employer Branding, it shows how in the past, Branding was originally understood to simply differentiate between tangible products. Now this definition has been extended to distinguish between individuals, businesses and even locations and more so in HRM. Employer Branding today is mainly used to attract recruits and ensure that current employees are motivated and engaged to the overall strategy and culture of the organisation.

3.5.2 Employer Branding: Theoretical Foundation

It has been evident though the extensive literature review and research that Employer Branding has achieved most of its consideration in the practitioner world but rarely in the academic one. Therefore, the fundamental theoretical groundwork is still immature and requires a lot of development and construction. Fortunately, Backhaus and Tikoo (2004) have proposed a theoretical foundation and a conceptual framework for its process that provides this paper with good insight of this notion. They are explained below:

Resource-based view (RBV) supports the view that Employer Branding practices bring value to an organisation via human capital and skilful investment in capital by suggesting that the features of these resources may contribute to sustainable competitive advantage especially that such resources are difficult to imitate which allows the company to grow ahead of its rivals (Barney, 1991 in Backhaus and Tikoo, 2004). For example, an IT company or technological firm can only create competitive advantage if it is backed with highly qualified and skilled IT software engineers to employ the technologies the company offers.

The authors further explain the External and Internal marketing of the Employer Brand, which are two important aspects in this theoretical foundation. External Marketing, works as an attraction feature which helps the firm get the best available workers from the talent pool. This distinctiveness in the brand enables distinctive human capital for the firm. Later on, once these people are recruited, the workers start developing in their minds their own promises, ideas and images of the business which allows them to melt into the big pot of the organisation's culture and environment and engage to its values.

On the other hand, the Internal marketing is what disables other companies or competitors from imitating the brand developed by the firm which is incurred through exposing current employees to the value proposition of the Employer Brand that the company has set for their employees to act the way it wants and follow its values. Moreover, internal marketing also helps the company retain its staff by employing the Employer Brand as a concept of 'quality seeking and recruiting' which gives the

employees a sense to stay working for their Employer. This has also been explained by King and Grace (2008) (in Yaqub and Khan, 2011) who highlight that both internal and external marketing are required by Employer Branding and especially internal marketing which aids the company to attract the best talent and become an Employer of choice in the marketplace.

Internal marketing is a very important aspect of Employer Branding. The reason why it is important is simply because it holds the brand "promise" to the future recruits. It also helps develop the drive behind engaging employees to the values of the firms and its goals. An example is UPS in the United States where the company came up with a new brand campaign named "Brown" in the aim to link it to the brown uniforms of the firm's drivers. The name choice worked in promoting the high professionalism and dedication as well as flexibility of their delivery service and the chances they have to offer as a good Employer.

Furthermore, Jiang and Iles (2011) includes the concept of Organisational Attractiveness to the theoretical literature of the Employer Brand and how it acts as a powerful tool in attracting potential talent and helps current employees reflect on their self-image and become loyal to their Employer. Foster et al (2010) also added through the several research conducted in their paper which agrees with Jiang and Iles in "that potential applicants compare their needs, personalities and values to the Employer Brand image, which is formulated based on the organisation's intent statements to attract prospective employees. If an Employer fails to deliver their Employer Brand promise to new staff and new recruits look to validate their employment decision, it is likely that the post-entry performance of employees will be negatively affected and staff turnover will increase". (p. 403)

Finally, Yaqub and Khan (2011) as shown in figure 10 below have developed a study which proves that there is a close relationship between the Employer Brand and Talent Management towards the Organisational Attractiveness. The Authors emphasised on the role of talent management in the retention of current employees which emphasizes the role of HR towards Organisational Attractiveness. All of which is interlinked to the Employer Brand of the organisation as shown.
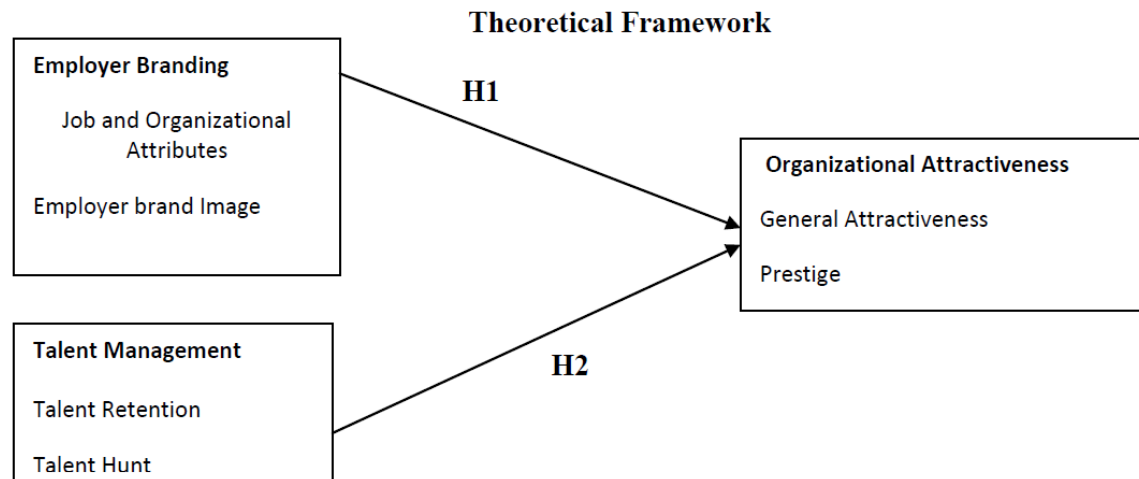
Figure 10: Employer Branding and Talent Management for organisational

Attractiveness

Source: (Yaqub and Khan, 2011, p. 60)

3.5.3 Employer branding: Conceptual Framework

Figure 16 below presents the main conceptual framework for Employer Branding; there
are two core assets named 'Employer Brand Loyalty' and 'Employer Brand
Associations'. The later asset shapes the Employer image which has a direct affect on
the firm's impact on the appeal and attractiveness to others; whereas, Employer
branding affects the culture and identity of the firm which leads to 'Employer brand
loyalty' which finally contributes to a higher productivity in the employee.

A good example of this process is Railtrack, which is a railway service in the United
Kingdom. The company has raised an Employer Branding movement to enhance and
better its branding associations that its potential workers have or may have of their
organisation as a future Employer via stressing on opportunities and career flexibility.
This has positively impacted Railtrack resulting in an increase of thirty percent in the
applicants that applied to their professional vacant jobs. (Hutton, 2001 in Backhaus and
Tikoo, 2004).
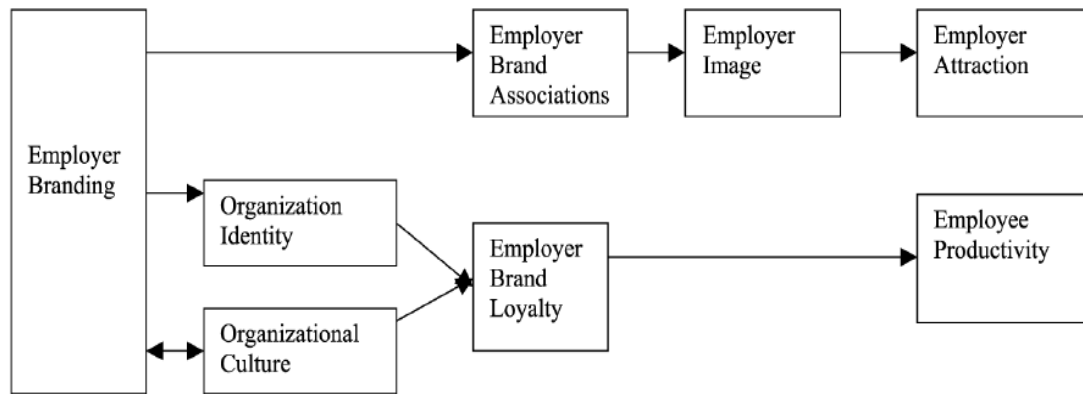
Figure 11: Employer Branding Framework

Source: (Backhaus and Tikoo, 2004, p. 505)

As explained in figure 11 above, the Employer Brand plays an effective role in marketing the organisation in the eyes of its potential applicants and it also adds value in improving the recruitment and retention strategies in the organisation. In this respect, Employer Branding promotes the significance of individual career development in the firm as without career progression, employees can lose their 'competitive edge', and so, in turn, would the firm (Rosenbaum, 1989 in Backhaus and Tikoo, 2004).

This has also been stated by Kelly (2008) which explains how in the current market, organisations have become extremely competitive in their selection of talent and therefore emphasizes on how "it's vital for a company to have a strong brand with which to attract, engage and ultimately retain the highest calibre of employee. This is backed up by recent research carried out by the CIPD that shows approximately 75 percent of companies that use employees branding as a tool for requirement find it effective". (p.2)

The next section will focus on the Employer Brand notion in the Public sector of the UAE.

3.6 Employer Branding in the Governmental Sector of the UAE

The Public sector, similar to the Private one, requires talented and skilful employees for it to operate and function. The sector also needs to retain current employees and attract

future ones. In order to do so, the Government of the UAE as a whole needs to be perceived differently by the Public as an Employer of choice which offer incentives, opportunities and challenges to those who join one of its entities or organisations that falls under its umbrella.

A recent article published by Emirates 24/7 newspaper listed the 'Top Ten firms to work for in the UAE" with 9 companies out of the 10 being from the private sector. Only one Governmental company was selected as a top firm to work in, a study based on a survey in 2010 (Emirates 24/7, 2011). This is due to several reasons; one of which is the low image branding of the Public sector in the UAE.

A Policy brief named "Public Service as an Employer of Choice" issued by the Organisation for Economic Cooperation and Development (OECD) explains a study conducted by eleven OECD member countries which addresses the issue of recruiting and retaining highly- skilled civil servants. The main eleven countries were Austria, Germany, and Norway, Canada, Denmark, Finland, Sweden, Italy, Poland, Portugal, and Spain. The study lists several reasons that contributed to the recruitment challenges across the countries. The main ones highlighted by Aijala (2001) were:

Declining image of the Public sector: The negative perception that the Public sector is bureaucratic, conventional and not of a high prestige in the studied countries was one of the main contributing factors to the problem. Also, the lack of trust the residents (especially expatriates) feel towards the Government especially during these recession years such as restructuring and layoffs have had an additional negative impact on its image.

Demographics: In most of the mentioned countries, more than a quarter of the national Government employees are to be retiring soon due to the age factor (over 50 years old). Moreover, the new generation entering the labour market is much smaller than the one retiring which shrinks the talent pool available to replace the retiring workforce.

Compensation: Pay wages are relatively low compared to the private sector and even though pay is not the main factor for attracting talent to work for the Government, it is considered a vital factor in their retention a few years down the road.

In the UAE, this may not be the case, as Governmental entities usually provide competitive and attractive salaries. They do however, lack bonuses or commissions, flexible hours, and other non-monetary benefits that the private sector provides.

Human resource management: The management of HR in a traditional manner across the Government of these countries discourages high-skilled staff to apply. The vagueness of the career path of the employees and the unfair practices and policies that gives Seniority more importance than Merit along with no development plans have reduced the chances of attracting potential talent.

Based on the above mentioned factors and reasons behind the recruitment challenges, the OECD member countries summarises below four main solutions that can aid in enhancing the Employer Branding, and similarly can enhance the Public sector Employer Brand in the UAE:

➢ Enhancing trust in Government and improving the image of the Public sector.
➢ Reforming HRM systems.
➢ Creating better working conditions.
➢ Improving professionalism in the Public service (Aijala, 2001 p. 12)

In conclusion, there is a great need to improve the image and the Employer Brand of the organisations operating in its sector of the Public sector in each of the eleven countries and similarly in the UAE in order to find an answer to the problem of shortage of talent by "making sure that the full use is being made of the national pool of talent. This involves creating workplaces based on equal opportunities in terms of gender, age, ethnic origin, and other comparable criteria. The goals of increasing the number of women in top civil service positions and recruiting ethnic minorities are important in this respect, as well as efforts to prolong the working career of older employees." (p. 29)

The above has also been stated in the Abu Dhabi Government Policy (Agenda 2007/2008), which was thoroughly displayed in section 3.4 (F) of this paper.

Chapter 4
Literature Review

This chapter provides discussions to different concepts of Leadership, CSR and Employer Branding and their synergy and relationship with each other through an in-depth analysis and understanding of previous and recent literature on the aforementioned concepts as well as the connection between them and Human Resources (HR). A representation of real-case examples, case studies and one-to-one interviews from across the world and UAE are also thoroughly presented and discussed.

4.1 Leadership and CSR

The previously presented definitions of leadership in chapter 3, section 3.1 of the paper which was summarised by Rost (1991) stating that "Leadership is great men and women with certain preferred traits influencing followers to do what the leaders wish in order to achieve group/organisational goals. . .defined as some kind of higher level excellence" (p. 87) has been criticized as being Western cultural biasness, male-dominant and self-centred points of view on leadership and most of all a power-based view of the exercise of responsible leadership. This concludes that leadership models which follow the traditional examples of CSR have a tendency to narrow the definition of an individual leader and corporate goals and values.

 "A CSR leader is someone who inspires and supports action towards a better world" is one of the simplest and recent definitions quoted by Visser (2011, p.2)

Even though the definition presented and quoted above has relevance, it lacks several important aspects such as the relational factor of leadership and the interests impacted by corporate actions. A developing number of researches are concerned with leadership amongst corporate responsibility where consideration and interests swing towards the leader, the organisation, and the existence of the corporation in the community. It is no longer a question of whether or not responsible leadership is required; it is whether or not leaders have the "response-ability" to deliver on their commitments.

DeGeorg 1993 (in Reeves-Ellington 1998, p.97) quotes "national or international businesses can be no more ethical than the persons who run the firms is typical both in its emphasis on individuals and its bias toward positions at the top". This quote calls for a need of a better definition and emphasises on CSR in leadership whether leaders occupy roles that directly or indirectly influence CSR as they themselves are the main influential individual of their organisations. The study conducted in this paper will show how leaders of Governmental and Semi-governmental organisations are the main drive behind apposite decision abilities for particular circumstances and how companies operating in the Public sectors can go wrong or right. Hence, CSR is a collective force not a stand-alone organisational choice.

The role of leadership in relation to CSR initiatives has been highlighted by many authors throughout this paper. However, few researches have been conducted to investigate the leadership qualities that support its successful implementation. Studies generally propose transformational versus transactional leadership and its contribution to the performance or employee attitudes, as the best measurement method. These attributes and characteristics of the different styles of leadership practices will be discussed in the paper, so will the style supporting CSR at a later stage of this paper.

It is the style of leadership within an organisation that determines its involvement with the outside society and decides on whether the organisation is to engage in social obligations or not and whether it appears to be irresponsible or conscientious. The main focus of the Manager is the task in hand. The transactional leader however, focuses in the organisation as a whole. Whereas, the Transformational leadership focuses on the wider scope that covers the concerns of the community as well. (Reeves-Ellington, 1998)

Hence, based on the above, the Transformational style of leadership encourages CSR involvement and engagement in an organisation.

4.1.1 Shifts in Stakeholders Expectations

CSR today, is being considered from the point of view of the stakeholders whereby it goes beyond the boundaries of compliance and the shareholders and relates to the wider interests of the stakeholders such as the Public, the employees, the society and the environment.

Arguments against CSR that claims it goes against shareholder's interest are no longer valid. Martin (2002) (in Smith 2003) opposes this argument through his observation that organisations are more likely to engage in CSR because it improves shareholder value. He explains that "some CSR activities create goodwill among consumers in excess of their price tag." (p.25) Margolis and Walsh (2001) similarly stated the same when about 100 studies showed a positive and strong correlation between corporate social performance (CSP) and corporate financial performance (CFP). (Smith, 2003)

In such a world of Publicized corporate crime (in the case of Enron) transparency now goes as far as reporting social and environmental risk. With numerous social, environmental and health-related controversies surrounding major organisations such as Nike, Shell, Johnson & Johnson and McDonalds, corporations have suffered from a loss of credibility. Activist groups and NGOs have only added more pressure on such organisations driving them to consider the wider range of stakeholders rather than the traditional shareholder-based view. As a result, numerous financial institutions have enrolled to voluntary standards such as the Equator Principles in order to assess the environmental societal risk in their corporate processes (Equator Principles, 2003) indicating the growing importance of Stakeholder engagement and collaboration as a result of the new landscape of Public discussions and debates, media advancements and authoritative pressure making CSR-based policies a management-driven matter. (Benn et al 2010)

Stakeholder consideration is an aspect that requires attention when setting CSR initiatives, but what drives those initiatives, is explored in the upcoming sections.

4.1.2 Effective Leadership in the CSR

Evidence points towards the fact that CEOs and Top Management executives and other corporate leaders have a strong influence on the delivery of a company's CSR strategies. It is not completely clear however as to which leadership qualities are behind these abilities. Based on the previous theoretical framework and research presented in chapter 3, there are two types of leadership: transactional which is pragmatic and focuses on reward and follower self-interest; and transformational which is associated with visionary and personality characteristics such as charisma. When considering CSR and leadership, literature has concentrated on the heroic leader or the idea of an environmental champion driving the organisation through vision, self-motivation and charisma as well as the ability towards achieving transformative change around sustainability. Numerous skills of such leaders encourage transformation towards more socially and environmentally responsible conduct such as the ability to communicate personal values, the ability to build long-lasting relationships with all stakeholders, strategic focusing and intellectual involvement with external issues such as demonstrating fair treatment, conserving the environment and recognising the contributions of others. (Benn et al 2010)

Again, in literature, the charismatic element of leadership has been challenged and it was found that a leader's intellectual stimulation rather than charisma is what encourages firms to engage in strategic CSR. Instead of the common backward shift to a complete transactional leadership, a shared or distributed form of leadership is recommended where leadership becomes the collective property of the organisation enabling CSR to be embedded in its different functions.

This is explained by the research conducted by Benn et al (2002) which indicated that CSR was promoted as a collective quality – something to be shared rather than linked to the influence of any one powerful individual. Leadership in itself was regarded as a necessary capability, essential at all levels and functions. However, in CSR-inclined organisations, a form of distributed leadership, inspired by the CEO or higher management but with the active involvement of leaders at all levels throughout the

organisation which allows for a dynamic interaction with a wide range of stakeholders was favoured.

Other research has also indicated that Transactional leaders utilise their power to influence the followers in order to achieve their self-interest. Followers in return, are seeking to satisfy their own self-interest by achieving reward and avoiding corrective action and punishment thus also serving their own self-interest. Ethics in this case is considered by ensuring the ends (or goals) and the means by which they are done are morally legitimate and that the interests of all involved is respected, this is named as teleological (utilitarian) ethics. (Groves and LaRocca, 2011)

Transformational leadership, on the other hand, is based upon deontological ethics which is primarily focused on the morality of the means rather than the ends. Here, the leader influences the core values and attitudes of the followers so that they are consistent with the organisation. It is based on the norm of social responsibility where one is expected to help others without the expectation of personal benefit. The followers in this case are therefore the ends themselves rather than the means to an end by putting their interests before the leaders and influencing them to reciprocate that to others. (Groves and LaRocca, 2011)

4.1.3 Leadership Style and CSR Attitudes

It still remains relatively unclear if transformational leadership promotes followers' attitudes towards CSR. To a certain extent, for followers to engage in CSR they must believe the degree of effectiveness that they would critically have on their organisations. Ethics and social responsibility must be recognised by the followers as fundamental drivers to an organisation's effectiveness before getting actively involved in making decisions based on ethical and socially responsible means. (Benn et al, 2010)

According to Grover and LaRocca (2011), there are two theories which explain why transformational leadership has a direct influence on the degree to which followers adopt CSR in an organisation. The first is based on social learning and the ability of the leader to influence followers through role-modelling and demonstrating through self-

actions how they chose to forego financial gains to create value for stakeholders thus influencing others in the organisation to do the same; an example is the case of Johnson & Johnson's Tylenol crisis and how it was managed by their CEO. This case explains how Johnson & Johnson's failure in developing a positive relationship with the media has pushed the CEO to react to the issue and Public criticism that claimed that the company's advertisement at a time of medical crisis was not genuine due to the superficial sales-like advertisements. It was the personalized messages from the leader and his positive encouragement to his employees that made it possible for Johnson & Johnson to overcome the crisis and recover the market share it lost. (Fernando, 2006)

A second key theoretical explanation is based upon the nature of transformational leaders where they motivate followers' self-concept and link their self-values to that of the organisation. Transformational leaders tap into the self-interest of the followers and through motivational methods encourage them to exercise their values and align them to the benefit of the stakeholders and the organisation as a whole. (Groves and LaRocca, 2011)

Table 22 below adapted from Guarnieri and Kao (2008) shows the leadership behaviours the leader exhibits and the links towards CSR, through leaders leading the way for others, focusing on talent, and conveying certain practices forms positive links with CSR if adopted in the right manner and approach.

	Leadership Behaviors and Objectives	Links to Corporate Social Responsibility
Leaders Lead the Way	▪ Leaders are passionate and visible with an unwavering commitment to talent ▪ Leaders model the values they are looking for ▪ Leaders develop leaders of character	▪ Leaders participate regularly in CSR initiatives ▪ Leaders "live the values" and speak often about important causes ▪ Leaders communicate the importance of ethics and service
Maniacal Focus on Talent	▪ Critical talent is identified, assessed, developed, and differentially rewarded ▪ Experience is the best teacher ▪ Exposure to leaders and others is essential ▪ Selection is as important as retention	▪ CSR volunteer efforts are integrated with development curriculums ▪ Sponsorship of local education initiatives support outside talent development and ultimately provide recruitment opportunities
Practical and Aligned Programs and Practices	▪ People pay attention to what gets attention ▪ Business strategy is at the core ▪ Integration and execution are key ▪ Good practices and programs are transparent and scalable	▪ Social perspectives and CSR initiatives guide business strategy ▪ Success of programs and initiatives are openly communicated, scalable, and measurable
Tipping Point: When Leadership Becomes a Discipline	▪ Leadership is a mind-set, a way of behaving, and it is ingrained in everything that the organization does ▪ The little things are really the big things ▪ Never consider yourself done	▪ CSR initiatives and programs are based on the core capabilities of the organization ▪ CSR strategy and employee involvement is a given, and encouraged by leaders

Table 22: Leadership and its links towards CSR

Source: (Guarnieri and Kao, 2008, p. 38)

4.1.4 Examples of Leadership in CSR

Mirvis et al (2010) have conducted an in-depth study on what top leaders of businesses in the 21st century say and do regarding CSR. The report produced draws on observations in over one hundred firms and interviews with CEO's from across the globe including a survey in order to measure and understand leadership practices in CSR.

The highlighted idea behind the study conducted is the authors' belief that business leadership failure is linked to the traditional perception that "constricts visions of responsible leadership, limits the work of the responsible corporation, and constrains collective possibilities of doing business more responsibly" (p.7). Hence, in their paper, new methods and ideas mainly Europe, Asia and USA and dialogues from CEO's of multi-national and leading companies in CSR are presented to pave a route away from the traditional approaches of leadership and that focus on the emergence of what is named today as 'responsible leadership'.

An interesting example presented by Mirvis et al (2010) is General Electric (GE). This Multi-National leading company has used a method to launch its 'green strategy' which involves not just its customers but several corporate stakeholders to gather insight of how to unite the organisation to the external interests of the society. GE arranged for a two day session which was named 'Dreaming Sessions' to envision how the world will be in the year 2015 and where the firm will stand at the time. Limits on greenhouse emissions, very high energy prices and increasing energy demands for the economies in Asia as well as consumer preferable choice on a cleaner and smarter technology, all transformed into projected and targeted plans today before the future. Besides the success of the green strategy, GE also has revisited its code of conduct, its corporate structure of governance and most importantly, its focus on the community involvement strategy in order to make the Public aware of its contributions and also to raise transparency amongst its employees and, not surprisingly, had also maintained its high profits.

This is a good example of how leadership must go beyond a 'one man show' and extend to a collaborative profile which emphasises on the authors' statement, "Success in tomorrow's markets means working with stakeholders to understand, predict, and shape our future environment and ways of living. Tackling important problems together will require teamwork and respect." (Mirvis et al, 2010, p.8)

Other examples such as Nestlé, Unilever, and P&G with their efforts in enhancing their product's nutritional image and promotion towards a healthier consumption and a more sustainable agriculture are also other success stories similar to GE. They have all adopted innovative methods and strategies to develop the next generation leaders which can deliver and lead at all stages and encounter all sorts of complex matters such as social, economic and environmental issues and exercise leadership practices that makes a difference not just in the business sense but to the community and the whole world - what leadership should be about.

4.1.5 CSR Competencies of Leadership

Mirvis et al (2010) came up with four domains for developing competencies on how to lead a company responsibly. The domains are: self-leadership, shared leadership, enterprise leadership, and ecological leadership as explained below:

1. Self-Leadership: Is at the individual level with heightened self-awareness, emotional and ethical intelligence and most importantly cognitive sophistication needed in order to understand and manage the complex responsibilities of performing business in an ethical manner on a global scale.

2. Shared Leadership: The hierarchical structures with centralized dominance from the top that ought to be replaced by a more bottoms-up approach. Leading by listening and catalyzing which is a much more effective strategy than leading by speaking and directing.

3.   Enterprise Leadership: Is the skill to align and influence multi-purpose structures and attend to diverse stakeholders' interests at a moral, environmental and social level in a collaborative manner.

4.   Leading in an Ecosystem: Synthesizing all ethical practices into a holistic image where leader inside the firm and stakeholders outside of it can comprehend what an organisation stands for and what its responsibilities are at a larger and more global scale.

Combining the above four domains into a holistic system can enable leaders to look beyond the short-term into the future by stimulating creativity in the social and environmental welfare and establishing a commitment that transforms the world to a much better place.

It is hence not surprising that the number of organisations moving from the traditional to contemporary model of responsibility is growing. This is seen through acts of revising codes of ethics, corporate policies and internal procedures and inducing sustainable processes in their day-to-day activities in order to merge their staff functions and business goals towards CSR movement.

Additionally, Mirvis and Googins (2006) have portrayed this movement through table 23 below by presenting five stages that relate to the society (from the outside in) and responding to the society (from inside out). The stages start from Complaint and move towards Engaged, Innovative, and Integrated, ending at Transforming.

Development of Corporate Responsibility Outside In/Inside Out

		Stage 1 Compliant	Stage 2 Engaged	Stage 3 Innovative	Stage 4 Integrated	Stage 5 Transforming
Relating to Society: Outside In	Issues Management	Defensive	Reactive, Policies	Responsive, Programs	Pro-Active, Systems	Defining
	Stakeholder Relationships	Unilateral	Interactive	Mutual Influence	Partnership	Multi-Organization Alliances
	Transparency	Flank Protection	Public Relations	Public Reporting	Assurance	Full Exposure
Responding to Society: Inside out	Citizenship Concept	Jobs, Profits & Taxes	Philanthropy, Environmental Protection	Responsible to Stakeholders	Sustainability or Triple Bottom Line	Change the Game
	Strategic Intent	Legal Compliance	Reputation	Business case	Value Proposition	Market Creation or Social Change
	Leadership	Lip Service, Out of Touch	Supporter, In the Loop	Steward, On Top of It	Champion, In Front of It	Visionary, Ahead of the Pack
	Structure	Marginal: Staff driven	Functional Ownership	Cross-Functional Coordination	Organizational Alignment	Mainstream: Business Driven

Adapted from Mirvis, P. H. and B. Googins. Stages of corporate citizenship: A developmental framework. *California Management Review*, 48, 2, 2006, 104-126.

Table 23: Developmental model of CSR

Source: (Mirvis and Googins, 2006 in Mirvis et al, 2010, p.40)

The main idea in the above displayed movement methodology of table 23 is to have organisations look (outside in) to define the matters and roles that are relevant to them in their relations with the community and the outside world and secondly, to consider internally (inside out) on how the organisations will approach them in a responsible and ethical manner.

Putting the above theory in practice, organisations that wish to transform their businesses from a defensive to a proactive stand towards the society must first implement an open two-way and feedback-rich bond with the society via an effective mechanism to understand and analyze what is happening on the outside. Also, from the inside, a culture that is proactive to any signs of threat or opportunity must be strengthened to enable change and sustain initiatives for long-term survival. All this is obviously achieved through people that hold strong competencies and traits of positive leadership. Moreover, from the inside out, each company ought to analyse their own unique 'response-ability' which can easily be listed by collaboration of internal

departments such as Human Resources, Legal and Compliance, Marketing and PR, etc altogether. Through steering committees and knowledge management, these departments or teams can work together to achieve the common CSR goals for the company. (Mirvis and Googins, 2006)

4.1.6 Theories/statements of Leadership in CSR

Figure 12 below is a hierarchical approach to four interdependent factors, more like an infinity symbol shape. As explained by Anderson in Mirvis et al (2010) "This relational formulation presents responsible leadership in a dynamic web of simultaneous interactions and considerations. In principle, actions and judgments in the economic sphere between business and society are no more or less privileged than those in the spheres of socio-politics, ecology, and morals" (p.12)

Remarkably, the different studies explored in the paper also suggest that awareness of situations externally and appreciating the inner-self (internally) have a direct relation to the leader's capacity to visualize innovative ways to solve problems across both social and business levels.
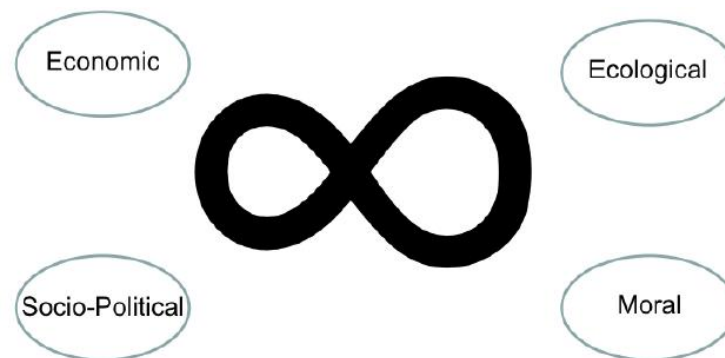
Figure 12: Responsible Leadership (relational)

Source: (Mirvis et al, 2010, p.12)

Another relevant theory is represented in figure 13 below by the same Authors explaining how leadership is a role of an individual leader (Me) at a wider area of responsible company (We), and also of a larger responsible ecosystem of other businesses, regulators, the Public, and other competitors, etc (Us) which adds to the

leaders responsibility to act in a ethical way to sustain a responsible leadership in his/her business or organisation.

Figure 13: Holistic view of responsible leadership

Source: (Mirvis et al, 2010, p.14)

There are mainly three different tiers of leadership in a business. The first is the traditional (modernist) perspective, second is the contemporary (relational) perspective and third is the holistic perspective emerging on the (horizon) as summarised in table 24 below. Each one portrays different interactions between society in economic, socio-political, ecological, and moral spheres and the business.

	Traditional (Modernist)	**Contemporary** (Relational)	**Horizon** (Holistic)
Economic Sphere	Profit Maximization	Value Creation	Total Wealth Creation
Socio-Political Sphere	Legal compliance	Legitimacy	Partnership
	Shareholders	Stakeholders	Integrative Social Contract
Ecological Sphere	Externalities	Impacts	Sustainability
Moral Sphere	Minimize Harms	"Balance" Interests, Harms/Goods	Do Good Repair and Enrich

Table 24: Constructs of Responsible Business Leadership

Source: (Mirvis et al, 2010, p.17)

Mirvis et al (2010) explains in the first construct the Traditional (Modernist), the organisation is concerned with profit maximization and the accountability is owed

primarily to financial shareholders where it is compelled to follow the Law but offers no duties with the produced "externalities" or waste such as pollution, labour exploitation or long-term health damage. Whereas, in the Contemporary (Relational) construct, the organisation acquires multiple stakeholder's accountability and unlike the traditional view, exercises CSR of long-term value and innovation by the leaders. Lastly, the Horizon is the 'Holistic' and utopian view of responsible leadership which looks after increasing and enriching the total wealth for the society and the world.

An Italian business leader (name was anonymous) stated as his business struggles at a time of economic downturn "If I think about responsible leadership, in the particular moment we are living, I think mainly of economic responsibility. But today an economically responsible leader also has to be responsible to people and society. A firm in a difficult moment must survive, not only for shareholders, but also for workers, suppliers, and all stakeholders." (p.18)

Booz Allen's Chairman and CEO, Ralph Shrader also adds, "to simply say it's not my job [to take on social issues], or that I don't have time for that, reflects a complete lack of understanding of where the corporation is today." Indeed, many others see these issues in terms of corporate risks and opportunities and feel obliged to respond accordingly. (p. 20)

On a relevant note, Carroll (1979) outlook on business responsibilities which were explained in the CSR section earlier in this paper are mainly founded on the economic and legal features and then a later apprehension for the ethical aspects. This also is similar to Welch (2003) perception of CSR as he states "A CEO's primary social responsibility is to assure the financial success of the company. Only a healthy, winning company has the resources and capability to do the right thing."p.83

Several organisations have made the decision to go beyond what the Law expects of them and have preferred to exceed average expectations in CSR such as employment diversity, hiring handicapped, and HSE concerns and much more. These are merely indications that organisations today are going forward far from the historical perceptions of Carroll and Welch and emerging in a more responsible leadership and higher concern for CSR.

Graph 2 below conducted by GlobeScan which questions the Public on yearly basis of whether organisations are "not at all," "somewhat," or "completely" accountable for their business operations and its impact on the community. A large segment of the Public as shown below has held the firms 'completely' responsible for reducing human rights abuses, preventing the spread of HIV/AIDS, and reducing the rich-poor gap.

Based on the above, companies must be aware that, by the minute, the Public is more aware of their obligations towards the society, community and environment and are consciously pointing fingers of blame when no action is taken to reduce any of the variables stated below on the chart.

This awareness by the Public has also been indicated by other surveys such as one done by McKinsey & Co. global in 2005 which stated that only 16% of executives across 116 countries believe that businesses ought to "focus solely on providing highest possible returns to investors while obeying all laws and regulations." While the larger remaining percentage of 84% are strongly with the view that businesses must "generate high returns to investors but balance that with contributing to the broader Public good." (p.23). These percentages only indicate strongly how business in the developing economies and countries must shift towards a more responsible nature towards the society and environment it operates in.

CSR Monitor 2009

Corporate Social Responsibility Monitor 2009

Expectations are high for Business

Companies "Held Completely Responsible for," Average of 25 Countries

Category	Value
Not harming the environment	69
Treating employees fairly	68
Ensuring responsible supply chain	65
Providing quality products/services at lowest price	59
Applying same high standards globally	53
Reducing impact on climate change	52
Improving education/skills in surrounding communities	44
Listening/responding to public concerns	44
Increasing global economic stability	43
Helping reduce rich-poor gap	42
Reducing human rights abuses	42
Supporting charities / community projects	42
Solving social problems	38
Supporting progressive government policies	34

■ Operational responsibilities
▨ Citizenship responsibilities

csr07_lla-n_total

GLOBESCAN

Graph 2: Public views of business responsibility (average of 25 countries)

Source: (Mirvis et al, 2005, p. 22)

Social norms and organisational culture have a large impact on the organisation and its leaders. Social norms, culture and national business system play a role in developing an environment which promotes sense-making to the employees and also promote positive practices towards CSR and moreover, determines the effective leadership style of the leader (Angus-Leppan et al, 2010). Figure 14 below summarises this concept.
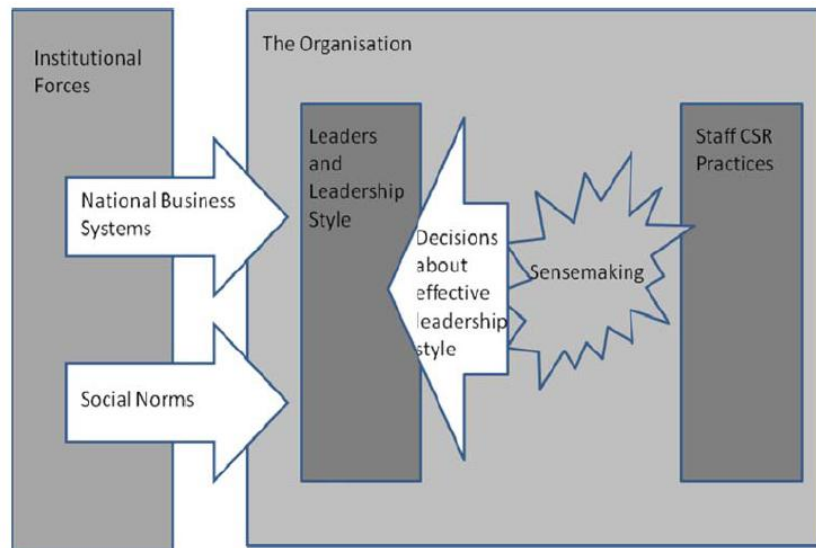
Figure 14: Factors that influence CSR practices amongst leaders and staff

Source: (Angus-Leppan et al, 2010, p.196)

4.1.7 CSR and Leadership in a Global Context

Godos-Dı´ez et al (2011) conducted a study that looks into the importance of leadership in driving CSR within an organisation stemming from the Agency-Stewardship approach of managerial behaviours. Managers who fit the Agents profile are described as those that are opportunistic and follow their self-interest and when working within efficient control mechanisms would maximise value for the shareholders. Whereas, Stewards have a more holistic approach and have moral values which surpass their own benefit seeking collective benefit for the organisation and stakeholders.

Based on the Authors review, hypotheses were developed and researched through surveys conducted in large businesses based in Spain. The hypotheses read as follows:

- Hypothesis 1: "The closer the manager profile is to the steward model versus agent model, the more salient the perceived role of ethics and social responsibility will be."

- Hypothesis 2: "The closer the manager profile is to the steward model versus agent model, the higher the level of CSR practices in firms will be."

- Hypothesis 3: "The perceived role of ethics and social responsibility will mediate the relationship between manager profile and CSR practices."

The study found that a manager's profile based on the agent-steward approach has a direct influence on CSR practices with of course the importance of the perceived role of CSR. It was also found that CEO's associated with the steward model are more inclined towards ethics and social responsibility. This is in line with the understanding that Stewards are more concerned with long-term benefits for an organisation whereas Agents are more focused on short-term results considering that CSR principles are considered as beneficial in the long run.

Thus, firms whose Top Management acts as Stewards would be more likely to practice and encourage moral and socially responsible practices than those who act as agents. In a Steward run organisation, there is a lower monitoring cost resulting in more resource that can be dedicated towards social tasks.

Finally, the study also found that CEOs who have ethics and social responsibility high on their personal agenda are more likely to make it a core requirement of their measure or corporate effectiveness.

Other relationships found in the research relate to the age of the organisation and of the CEO. The older the firm and the longer the operational time the more that stakeholders expect from it resulting in a need to address those needs such as CSR. The age of the CEOs might imply that the younger the age the more socially aware they are and indeed the more open they may be towards new ideas. Although it must be noted that these relations were not sufficiently substantiated as some research indicates that the older, and hence wiser, the CEOs the more ethically and socially responsible they become and there is no direct link between the age of an organisation and CSR practices.

4.2 CSR and Leadership in the UAE Context

CSR is on the radar across many entities and organisations operating in the UAE, however there are several aspects and gaps that must be addressed prior understanding the synergy between it and the Leadership practices of those who lead CSR.

Reports generated by a study conducted by Mirvis et al (2010) which was previously touched on earlier in the paper, examined how religion, tradition culture and other historical factors can get different business expectations showed that the United Arab Emirates, South Africa, Chile and Brazil all show that entities are expected to approach social issues when the Government is unable to. Where in the UAE specifically organisations are "most concerned with economic efficiency, compliance, and charity; there is neither a tradition of nor advocacy for stakeholder engagement and the state lacks institutional capacity to regulate and monitor enterprise in this sphere" (p.21). While there are certain views of responsible leadership and the organisation's role, there is a big influence by the country's history, culture, development stage and most importantly the social agreement between the Public and the private enterprises.

The Centre for Responsible Business (CRB) formed in 2004 by the DCCI focuses on promoting business responsibility in the UAE. The CRB offers programs that are developed to spread CSR experiences and cooperation assist in training and learning and increase capability to progress CSR in the UAE with leading organisations being recognised through the Mohammed Bin Rashid Al Maktoum Corporate Social Responsibility Award. (dubaichamber.com,2012)

In order to further promote CSR, the Dubai Chamber CSR Label aims at classifying and recognising good CSR-practices among Dubai-based companies which in turn enhance their reputation on the marketplace by aligning international best practices in CSR in the local perspective and assisting them in identifying and effectively communicating their practices to the stakeholders. Moreover, the DERC has also been establishing a number of training seminars which are customized to the requirements of organisations in the UAE and Gulf region as to spread more CSR awareness to the range of businesses that are set-up in the addressed countries (Kapur, 2006).

A paper prepared by Kumar and Balakrishnan (2011) looks into a study that was conducted on 50 contracting organisation (Mechanical, Electrical and Civil) in the UAE which considered the effectiveness of CSR demonstrated by these companies in relation to the CSR framework of the European Foundation for Quality management (EFQM).

Whilst CSR was well established in the UAE from a strategic standpoint through Government (Executive Council) direction, corporate and national strategy, community initiatives (mandatory employment of Nationals, females and those with special needs) and allocation of dedicated budgets for CSR, there is still significant room for maturity. CSR in most organisations is limited to donations or charity and whilst budgets are allocated, CSR initiatives are undertaken by specific departments or teams rather than by direct involvement of Top management with well-developed CSR programs. Setting of CSR action plans, tracking, quantification of results, monitoring of effectiveness, internal/external communication and Employer Branding associated with CSR were found inadequate and must be further developed to integrate and further mature CSR in the UAE.

Similarly, the Dubai Centre for Corporate Values (DCCV), formed in 2006 through the collaboration of the Dubai Technology and Media Free Zone Authority (DTMFZA), Dubai International Financial Centre. (DIFC) and Dubai Airport Free Zone Authority (DAFZA) have also developed a Dubai-based EFQM CSR model applicable to the free zones and, at a later stage, to companies in Dubai.

The EFQM CSR framework has also been implemented across the whole of the Emirate of Abu Dhabi through Abu Dhabi Award for Excellence in Government Performance (ADAEP) which is a dynamic and dedicated programme under the sponsorship of the General Secretariat of the Executive Council, built to coordinate and advance all facets of excellence in Government performance to ensure the efficient and effective delivery of the programme's goals and include sustainable value development to the performance of Government business transactions and processes. (adaep.ae, 2011)

The ADAEP endorses comprehension of the necessity for excellence in Government and competitiveness for continuous advancement and enhancement in that particular sector that tends to be monopolised. Further more the ADAEP plays a role in spreading awareness and sharing of the organisation's best practices through displaying the

triumphant ones and proposes improvement strategies from those less fortunate.
(adep.gov, 2011)

The ADAEP process is a meticulous and challenging one that tries to concentrate on the
Government departments' production and outcomes and steer them towards attaining
the uppermost values of Government performance.

The structure of the ADAEP Cycle awards is presented in the pyramid figure 15 below:
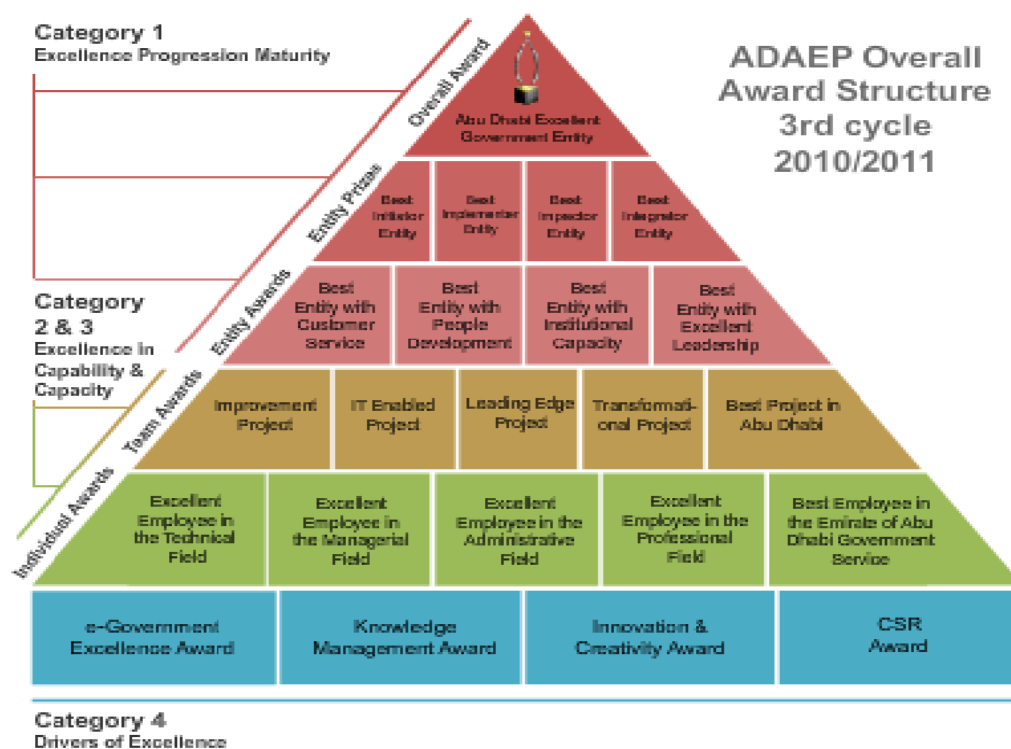
Figure 15: ADEP Overall Award Structure

Source: (adep.gov, 2011)

Moreover, the Dubai Municipality, which considers itself a leader in social
responsibility as it is within its priorities of existence, has implemented numerous
community based initiatives, in collaboration with a group of Public bodies and
establishments including the excellence program explained above, concentrating on
charitable projects, voluntary, humanitarian, training and education initiatives as well as
sports and cultural activities.

Based on the extensive literature research and review, the sections below will display several entities operating in the UAE Public and private sectors and particularly in Abu Dhabi and Dubai to look at various CSR initiatives taken on board by their business leaders:

A. DU Telecommunications:

The local Tele-communications service provider, Du, encourages its multi-cultural work-force to get involved in community work. It also was a sponsor of the first IS conference in the Gulf region for formalising standardisation for CSR in GCC countries. Du's CSR strategies and objectives include "Education in Creating Stars for Tomorrow" which focuses on investing in today's youth for the benefit of tomorrow, "Heritage – Reviving Culture" which educates UAE youth about their heritage and culture in order to strengthen identity and connection with the past, and "Corporate Governance" which is based on their brand values: friendliness, honesty and confidence, and which begins with an independent, committed and engaged Board of Directors that aligns strategies with community needs and the nation's growth strategy. (Qasim et al, 2011)

B. Dubai Airport Free Zone Authority (DAFZA):

DAFZA is one of the fastest growing free zones in the region with CSR forming a part of its agenda with policies in place that are implemented as part of the positive business model to preserve clients and employees by reaching out to the community and help encourage a positive work environment. The Community policy implemented at DAFZA sees contributions to paintings and craft products exhibition and auction for the benefit of children with special needs, participation in the Dubai Cares and Clean the World campaigns, blood donations and donations to earthquake victims. DAFZA also coordinates with local colleges and institutions for internship programs providing opportunities for students to learn from professional staff at DAFZA. The Environment policy at DAFZA introduced the "green building' concept before it became mandatory by statutory authorities by introducing its own standard towards sustainability in buildings. (Qasim et al, 2011)

C. Emirates National Oil Company (ENOC):

ENOC is an oil and gas company which is committed to maintaining the highest CSR standards and giving back to the community. The 'community development' initiative focuses on less privileged UAE nationals by providing them adequate training and converting them into strong job candidates. In 2010, a program was run which allowed a group of 15-18 year olds to join their parents at work for a period of four weeks as part of an internship program and offered them the opportunity to learn real-life work skills, build their confidence and brought them closer to their families. The 'Environment' initiative provide numerous eco-friendly products, promoting waterless carwash services and utilising numerous environmental conservation and pollution prevention technologies such as solar-powered lighting and design upgrades in their service stations to contain petrol fumes. The 'Initiatives during Ramadan' campaign collects money for donations in association with numerous societies and the 'Marketplace and Workplace' initiative focuses on exceeding customer expectations in terms of quality and service by ensuring consistency in elevated standards in terms of HSE and by attracting and nurturing talent to become an Employer of choice. (Qasim et al, 2011)

D. Al Ghandi Electronics in Association with Philips:

Al Ghandi Electronic is one of the main distributers for grooming products joined forces with the Dubai Municipality to launch a campaign which lasted for a month called the "Together for Better Health and Safety – Dare to Share" which was aimed at educating the community and the saloon/grooming trades in Dubai about the need for safe and hygienic grooming habits. (Qasim et al, 2011)

E. Jotun:

Jotun is one of the leading producers and suppliers of coating and paint in the world. It collaborated with Dubai Municipality to undertake a tree-planting movement at the 'Jebal Ali Hazardous Waste Treatment facility' which was an initiative taken from the on-going program for a clean and green Dubai. This activity forms part of the company's 'Environment' policy which also contributes towards reducing harmful

greenhouse gases. The company also invests heavily in energy-conserving products. As part of their 'Community' initiative, the company supports the nation's efforts of Emiratisation and the formation of a dedicated CSR committee focused on the implementation on the organisations strategies. Donations also form part of their community strategy where the company donated computers to a Dubai Municipality sponsored charity for societal development purposes as well as a blood donation drive by Jotun employees. Finally, the company organises an annual "World Environment Day" where employees and their families are engaged in fun, environmentally-friendly activities and competitions. (Qasim et al, 2011)

F. Hewlett Packard (HP):

HP is a leading company in computing technology and printers, in collaboration with Dubai Municipality; it developed the 'What goes around comes around' campaign, which is under the HP Planet Partners Program. This provides a free of charge and effortless return and recycling service for original HP toner cartridges. Moreover, the recycled plastic from collected cartridges is used to manufacture new HP toners along with other products. (Qasim et al, 2011)

G. Emaar Properties:

Emaar is one of the major Dubai-based and largest international real-estate developers, in collaboration with Dubai Municipality has implemented a water-use efficiency system as part of the green building initiative aimed at reducing sewage production by applying water saving measures which also benefits residents through reducing water bills. (Qasim et al, 2011)

H. Masdar City:

Masdar, a project in Abu Dhabi, is a city that has been planned to depend completely on solar energy and other sources of renewable energy, with a sustainable, zero-carbon, zero-waste ecology. The planning of this city is guided by 'The One Planet Living Principles' and it emulates the traditional Arabic city designs. It aims to achieve high

levels of resource efficiency and low-carbon footprint during operational life of the city. (Qasim et al, 2011)

CSR in Masdar expands larger than any other CSR-followed organisation in the UAE and far beyond corporate philanthropy. Masdar is a vital source for Abu Dhabi Future Energy Company (ADFEC)'s business which collaborates with several international NGOs including the Worldwide Fund for Nature (WWF) to spread awareness programs across the UAE in regards to renewable and sustainable energy. (Mehrez et al, 2010)

Through the support of a strong leadership, Masdar is pushing for a one-of-a-kind evolution from an oil-based nation to a knowledge-based technology industry through the establishment of several energy options such as Renewable Energy and technologies in water resources which will have a huge positive impact in the country and the MENA region as a whole.

There are several challenges that Masdar and the UAE must overcome before the completion of these initiative but all seem insignificant next to the leaders of the Energy sector and leadership of Abu Dhabi's Government and their strong belief and drive towards a knowledge-based wealth in renewable energy.

I. UAE Non-Free Zone Organisations

An exploratory study conducted by Katsioloudes and Brodtkorb (2007) which surveyed 2,100 employees of 50 plus UAE organisations to find out how aware were these organisations were of CSR. The sample was focused on all the non-free zone organisations only in the private sectors and especially in the construction and financial sectors of Dubai. The reason behind excluding Free Zone organisations, is because usually only non-free zone companies tag along the CSR principles of the headquartered mother companies abroad. (Mehrez et al, 2010)

The findings of the study concluded that firms in the UAE are in general socially responsible to the society and its needs and are adequately involved in charity and good cause campaigns.

Also, many organisations assign resources for goals that benefit both the society and the business and are much aware that this mutual benefit will aid in the success of the business. On the other hand, the study has shown that there is a lack of strategic alignment between the firms CSR acts and business goals.

J. McDonalds Middle East (UAE)

Another example of leadership steering CSR practices in the UAE is Mcdonalds fast-food chain of restaurants in the Middle East. An Abu Dhabi based firm has signed a deal with Mcdonalds to convert its UAE kitchen's vegetable cooking oil into truck fuel through a conversion process taking place at a factory in Dubai. This deal could account for around 27 percent of worldwide fuel for transportation by year 2050 and is the first of its kind in the GCC region. (Yee, The National, 4 Jul 2011)

The Chairman of the Neutral Group and owner of the bio-fuel firm, Mr. Karl Feilder states, "We're in competition with the state-owned fuel monopoly" He also adds "But bio-fuel production in the Middle East is still in its early days. Pressure to cut carbon emissions has led Etihad Airways, the Abu Dhabi airline, to collaborate on research into the feasibility of bio-fuels made from saltwater vegetation, and Ecobility, another bio-fuel company, has announced plans for a used vegetable-oil to fuel factory, but those are among few Public developments in the UAE." (p.2)

The leaders behind this exceptional decision, Mr. Wadah Abusin, the Commercial Director for Ecobility and Mr. Rafic Fakih, the Managing Director of Mcdonalds in the UAE, are very proud of this CSR initiative and have supported it since it emerged as an idea until today when it became a reality and a success story for Mcdonalds in the UAE, Middle East and Worldwide, especially that bio-fuels are a major contributor to the food crisis globally. (Yee, The National, 4 Jul 2011)

K. National Bank of Abu Dhabi (NBAD)

NBAD aims to deliver sustainable and attractive returns to shareholders by considering the impact of their business decisions on future generations. CSR is embedded in the way that business is done rather than simply undertaking a series of independent projects that have no relevance to NBAD's vision or mission of becoming the 'Number One Arab Bank'. Delivery of this promise is by developing trust and listening to customer needs. (CSR Middle East Organisation, 2012)

Internally NBAD seeks as being an Employer of choice by empowering employees and increasing their level of engagement within the organisation at all levels. The bank also seeks to minimize impact on the environment by raising internal awareness through the 'NBAD Reduce, Re-Use and Recycle' programme. (nbad.ae, 2012)

Ultimately, NBAD aims to integrate CSR and sustainable business practices into their corporate culture. The bank produces an annual sustainability report called "Holding Ourselves Accountable" in which it communicate effectively the steps taken on an annual basis towards CSR and sustainable growth. NBAD won the award for 'Best CSR Programme in the Middle East' preceding the publishing of their 2009 Baseline Sustainability Report. The sustainability framework in NBAD is based upon economic performance, investing in their people and the environmentally smarter approach among other factors. (CSR Middle East Organisation, 2012)

L. Emirates Transport

Al Dar news have announced a recent Publication in its paper on how the Board of Directors of Emirates Transport in the UAE has adopted their own policy in the field of social responsibility by supporting and donating several contributions to the community and the preservation of the environment. Mohammed Abdullah Al Jarman, Director General of Emirates Transport have stated that Emirates Transport considers the social responsibility programs a fundamental pillar in implementing its activities and services in the community and is keen in contributing to different social roles which serve the country, community and the environment. (Al Dar News, 13 March 2010)

Moreover, the organisation's contributions to safety and occupational health through constant participation in many social activities and support of charitable and humanitarian activities and other social activities through the application of quality assurance policies in the field of safety of staff and customers have enabled it to be one of the leading names in CSR today.

Al Jarman added that Emirates Transport is paying attention to the application of the general Government trends and it directs the Ministry of Social Affairs to activate this aspect through Social Responsibility Fund and Emirates Social Award to benefit from global conventions. As a result, the company has adopted the policy of social responsibility to legalize and regulate its social practices through allocating annual budget for these practices that include financial events and activities.

In addition to provide the company services to charitable organisations freely and encouraging charges and the continuation of the company in protecting the environment through pursuit toward projects that limits the environmental damage. Mr. Mohammed also pointed out that this policy includes Emirates Transport staff support and establish their loyalty through the various privileges they get. (Al Dar News, 13 March 2010)

M. Regulation and Supervision Bureau (RSB)

The Bureau for the water, wastewater and electricity sector in the Emirate of Abu Dhabi as mentioned earlier in the paper is a semi-Government regulator body which is committed to protecting the interests of water, wastewater and electricity users in the Emirate of Abu Dhabi; whether they are domestic, commercial or industrial customers.

The main aim is for the organisation to fulfil this duty by monitoring the companies to ensure they comply with their obligations to customers. These obligations include the following:

- a commitment to high customer standards and quality of service;
- not to unduly discriminate between classes of customers;
- to offer a customer connection on reasonable terms;

- to adhere to a procedure for handling customer complaints;
- to adhere to any standards prevailing in the Emirate of Abu Dhabi to protect the environment;
- to adhere to any standards prevailing in the Emirate of Abu Dhabi to protect the health and safety of the general Public; and
- to adhere to any Code of Practice (or policy) concerning payment of bills and procedures to be adopted for disconnecting customers. (rsb.gov.ae, 2012)

The Bureau demonstrates visible leadership in establishing and implementing the above stated principles at all levels of the organisation. Through leading by example, empowerment, intuition, self- understanding and information sharing in a way designed to achieve operational excellence by improving security, safety, reliability and efficiency of the water, wastewater and electricity sector in the Emirate of Abu Dhabi.

These principles and objectives are in turn used to set the company's business strategy, mission, vision and values, which are communicated periodically across the divisions and departments. Moreover, the mission, vision and values are driven by the organisation's stockholders' strategies and interests as required by the relevant laws. Where as, the stakeholders include the consumers or end users of water, wastewater and electricity services in the Emirate of Abu Dhabi, licensees, existing and potential investors and Abu Dhabi Government (both as the sector policy setter and subsidy provider).

The Bureau Board of Directors and Top Management are fully committed to ensure that the license holders are performing their duties and operation as per licence requirements and international standards. To fulfil this commitment, they have introduced a systematic monitoring mechanism within the organisation to regularly review the compliance of the licence holders against the licence requirements and report regularly to the Top Management.

Furthermore, the senior managers also are in charge of monitoring the overall strategic plan and review all annual strategic plans including annual budgets and business plans and objectives established by the Bureau, all in the aim to ensure that the organisation's CSR commitment that is embedded in its role and function in the Emirate is fulfilled to the optimum and most efficient manner. (Rsb.gov.ae; Annual Work Plan 2011-2015)

N. AL DAR Properties PJSC (AL DAR)

ALDAR Properties PJSC (ALDAR) which was discussed in Section 3.4 (B) of the is in charge of establishing, maintaining and owning communities and Infrastructure in Abu Dhabi, in support to the Emirate's 2030 vision and to ensure that the organisation is in full alignment with the leadership vision of the president, H.H. Sheikh Khalifa Bin Zayed Al Nahyan by supporting the Government of Abu Dhabi in developing an Arab Capital city that is highly sustainable.

"To support this goal ALDAR, as the major property company in the Emirate of Abu Dhabi, understands its responsibility and is committed to creating attractive, modern, efficient and sustainably built communities to high quality standards that balance the needs and well being of users with that of the environment, whilst maintaining the unique heritage and culture of the UAE." (aldar.com, 2012)

The organisation has adopted several positive and promising CSR initiatives and commitments towards achieving its sustainability goals such as the following which are published on their website: (aldar.com, 2012)

- "Implementation of management systems that foster continuous improvement, effective decision making, and responsible risk management.
- Constant evaluation, and where appropriate, incorporate the use of innovative technical solutions.
- Corporate governance framework that will seek to disclose information openly and transparently beyond legal requirements.
- Publication of an annual Corporate Social Responsibility Report with commentary and clarification of our methods in sustainable management.
- Application of ethical business practices founded on the principles of honesty and trust.
- Commit to the provision of a good working environment that promotes well being, equity, dignity and respect across diverse cultures.
- Promotion of the highest standards of health, safety and security for ALDAR employees and all who work on our behalf, as well as other users of our facilities (residents and visitors).

- Encouragement of our supply chain to continually improve their sustainable performance and support the local economy.

- Recognition of the benefits of raising awareness and understanding amongst our stakeholders with respect to the protection of culture, heritage, and ecology.

- Creating a balance between development needs, effective conservation of nature and enhancement of the local ecology.

- Active participation and support of initiatives that benefit the communities we work in.

- Acknowledgement that climate change presents very serious global risks that require our active response.

- The judicious use of natural resources across the whole life of a development from planning, design, development, construction, refurbishment and asset management."

The organisation has also stated that the successful implementation of the above stated initiatives depend on AL DAR's leaders and Executive Management Team, as well as their employees. (aldar.com, 2012)

In light of the above, the leadership efforts behind CSR are positive; however, Zorzopulos (2006) (in Thibos, 2009) discussed how generally, Middle Eastern managers do not link between their organisation's CSR initiatives and their corporate targets and strategy. The author also explains that Zakat and philanthropy; which were discussed earlier in this paper; are inseparably knotted in the mentality of Muslim religious managers and notes based on the research he conducted in the UAE "that, while philanthropy is an important feature of regional business organisations, the concept of strategic philanthropy is not widely recognized or practiced" (p.40)

In addition, the participants in Zorzopulos study on the UAE provided information on how the philanthropic contributions of their organisations are usually a voluntary commercial expenditure and rarely are there organisations that utilise such giving to their own corporate benefits. This practice only emphasizes more on how these philanthropic contributions are more of cultural and Islamic concepts in the region which are perceived by leaders as community responsibilities rather than a good corporate practice to the society as a whole. (Thibos 2009)

Reflecting back on the point stated above, Zorzopulos (2006) also explains the negative consequence of this approach towards CSR and even though philanthropy is a worthy and respectable contribution, he states that "as long as CSR and philanthropy remain synonymous its effectiveness and scope will remain greatly limited". Such contributions do not address more important issues which fall under CSR which are raised in the day-to-day functions of the organisation such as workers labour rights and fairness, environmental and health and safety issues, and many others. (Thibos, 2009 p.41)

The above summaries that even though there are positive indicators of CSR in the UAE and specifically in the Public entities operating in the Emirate of Abu Dhabi, the majority of these activities concentrate on donation-based deeds. The main focus seems to be on the preservation of the environment followed by Health and Safety and rarely any attention is given on projecting CSR to workplace and wider strategic community welfare projects.

This conclusion has also been similarly highlighted in Qasim et al (2011), where the Authors have discussed a research conducted by the Dubai Ethics Resource Centre (DERC) and the Data Management and Research Department of the Dubai Chamber of Commerce and Industry (DCCI) which indicates that the Emirates of Dubai and Abu Dhabi are the main drivers behind CSR across the UAE and that although there is a high level of CSR awareness, there tends to be a low level of CSR practice with failure to adopt CSR policies related to auditing, monitoring and reporting of the practices and many companies' implementation of CSR being associated with Zakat.

The study also indicates that the accountability in which the organisations act towards the environment, health and safety, consumers and the community which are also an effect of the strong religious impact (from Islam) prove that there is a high awareness of CSR amongst UAE organisations but employees see no direct relevancy of its importance to their organisation. This is a main weakness that must be addressed.

Responsible companies ought to enlighten their employees to take full account of the company's impact on the community, economy and environment on a global context; similar to Masdar and RSB; while making decisions. Leaders of such entities must

therefore support and invest in improving CSR initiatives and transforming challenges into opportunities across all the levels of the organisation.

As quoted on ADWEA's website on CSR "We cannot make major improvements in HSE if we do not have visible and sustained commitment from people in all areas of work – including top-level management". (adwea.ae, 2012)

4.2.1 CSR and Leadership Development

Based on the above strengths and gaps in the presented CSR initiatives of a wide range of organisations in the UAE concluded in the section above. This section will present theories and present ways recommended to improve the current status of CSR in the country.

Quinn and Van Velsor have worked with the Center for Creative Leadership (CCL) to study leadership practices of socially responsible companies to explore actions exhibited by individuals or groups with the goal of producing leadership.

The CCL findings were grouped into eight categories of leadership practices in CSR which were Top Management Support, Ethical Actions, Engaging across boundaries, Empowerment and development, Operationalising CSR, Performance development and accountability, communication and developing vision, strategy and policies as summarised and explained below:

Globally Responsible Leadership Practices

Source: Center for Creative Leadership.

Figure 16: Circle of responsible leadership practices
Source: (The Center for Creative leadership in Mirvis et al, 2010, p.45)

1. Top Management Support: The CCL study has found that the main drive supporting CSR efforts is the Top Management, whose leaders aid in exposing CSR and spreading awareness about its responsibility across all the organisation by using different communication channels to demonstrate their commitment via resources (energy, money, time and knowledge) to special projects with social welfare and formal approval structure to these goals.

2. Creating and Aligning Vision, Strategies, and Policies: CSR Vision responsibilities (the "why") must be clear before connecting it to the business strategy and (the "how") in order to develop its long-term goals, (the "what"). Policies should be able to connect the vision and strategies to the employee's daily routine work such as communication, recruitment, incentives, performance development and many other processes.

3. Operationalising CSR: Planning and implementing CSR goals and operations start by locating a direction locally (rather than at an international level), to ensure that environmental and social plans, especially those that are sensitive can be more rational to the community and ones that are of the greatest impact.

4. Accountability for Performance: Performance development and accountability action was found out to be the most successful tactic by the CCL team study. The reason behind this is because all the successfully driven CSR firms had formal measures and procedures along with audits and reporting that are active across all business units to ensure a high overall company progress.

5. Communicating CSR: External and Internal CSR communication, both top-down and bottom-up and across all the levels of the organisation is an important factor. This practice enables leaders to spread to all employees:

    a. a positive and productive work-related message,
    b. a relation to CSR in the business language, and
    c. an interest that add more meaning to their work.

6. Developing and Empowering Employees: Employee empowerment is an understanding by the company's employees that their Employer is fully committed to involving them to their day-to-day work with inspiration and motivation. The organisation will provide all staff with the attention and care as the Employees contribute with knowledge and ideas.

7. Engaging across Boundaries: CCL has found that engaging across many boundaries is very beneficial to the organisation. This practice deserves special focus for the role it plays in increasing employee empowerment and building commitment towards leadership in CSR.

Firms usually apply tailored efforts to support global responsibility. Examples are free medication to poor developing countries in Africa or nutritious food supply to the countries where hunger is a main concern such as in Somalia. These external projects abroad have an impact on the employees which is positive and long-term and encouraging collective commitment towards CSR initiatives of the organisation at a wide scope.

8. Acting Ethically: Supporting ethical action in a company is the final practice presented by Mirvis et al (2010). CCL has found that leaders that lead responsibly

and ethical in their organisations usually do the same at the confidence of their own house.

Valued behaviours such as recycling and conserving energy (recycling plastic and paper or switching off electricity when not needed and reducing consumption of tap water) shows that code of ethics infused in organisational processes is a habit and a character that goes far beyond the eyes of a corporation.

The above eight practices can be used as a guidelines for all leaders of organisations in the UAE that pursue or wish to pursue CSR in their business in a successful and consistent manner.

The upcoming section will further explore the third variable of this study named Employer Brand and the role it plays in impacting the CSR in organisations today.

4.3 CSR and Employer Branding

In today's competing markets, more and more companies are seeing the benefit of linking their branding to CSR. Hatch and Mirvis (2010) explain a four-aspect design step that makes it possible to create an effective synergy between the two notions if followed consistently by an organisation:

i.   Holistic thinking: Merging both CSR and branding means having a holistic viewpoint on the design of artefacts or pieces of work which in the commercial world takes into consideration the production, selling, usage and sourcing, etc.

ii.   Multiple logics and criteria: Utility and functionality are two of the main creations looked into in the commercial world and the design thinking. Equally important, is imagination and creativity where Employer Brands look strongly into engaging stakeholders emotionally via multiple intelligences (IQ, EQ, including AQ and SQ) and to better assimilate the symbolic expressions and meaning of the brand, which enables organisations to consider future expectations and fresh ideas about CSR activities.

iii.   Participatory process: The key of this design process is participating and engaging all those involved and not involved whether voluntarily or involuntarily in establishing inventive brand strategies and CSR initiatives where both CSR and branding combines proactive and new ideas and initiatives from different perspectives.

iv.   Positive intention: Targets and goals are one of the most obvious and basic means of expressing how a firm wishes to approach their branding strategies based on it its commercial actions. If the main intention behind the act is a positive and pure intention towards the cause, then the CSR actions will blend in smoothly with the brand image which is well presented.

Aggerholm et al (2011) explains that Introducing ethics into brands is critical for all employees. Employees own personal morals are tied to the choice between what is good and what is evil as they are expected to perform to the Employers morals and wear that identity mask of the Employer's face. Hence, establishments no longer are considered as rigid and isolated entities but are rather social co-constructions to be conferred by all organisational stakeholders. Moreover, communication is not only a tool to be used to channel certain issues but recognized as constitutive of the organisation "in terms of dialogical processes, complex discursive formations and interpretation of meaning among the organisational stakeholders" (p.2)

In other words, the Employer-employee relationship in particular, i.e. the Employer Brand ought not be an isolated concept to communication but one that is within and channelled through communicative processes for it to become an integrated dimension of the CSR strategy in the organisation.

4.3.1 CSR role in Employer Branding

CSR is an important and essential drive of corporate assets in today's businesses. The role of CSR in building brand identity is crucial at times when the Public, customers and governmental regulatory firms are cynical about corporate actions in the areas of Public

health and safety, conservation of water and energy, environmental issues and many other numerous ethical and social matters.

A number of businesses today have smartly chosen to implant their CSR initiatives into their Employer Branding to improve how they are presented as a socially-active and creative organisation. It is true, that numerous firms outline formal CSR agenda's and attend to societal matters in a responsible matter but rarely do they follow a strategy that links the two together. With this in mind, the business ought to focus its core practices and stated goals towards CSR and establish a strategy that aim to link between the two notions. Researchers have proven that more companies have started incorporating these matters as part of their corporate brands, which is a promising start. (Mirvis and Hatch, 2010)

Referring back to the four-step design process developed by Hatch and Mirvis (2010) it clarifies that since CSR stir internal forces, whereas the brand makes it attractive externally, the process aids in creating social work in a socially meaningful and symbolic way which is beneficial to those within the organisation and externally within its stakeholders and Public.

Hence, it is the brand that portraits the identity of the company as an image to the Public and hence its selection to projects will sure be understandable and familiar to anyone acquainted with that image or so called brand. Therefore, linking the brand to relevant CSR projects will similarly portray a picture which is much more expressive to both external and internal stakeholders and which furthermore enhances the image and reputation of the company's brand to those who believe the organisation is responsible to the community.

Attracting talent, motivating employees, improvements in employee selection, recruitment and retention and comforting the general Public are few of the many benefits CSR can bring to the Employer Branding. Moreover, it also adds to CSR by making the gap between the company image and core business smaller, not only through providing standards and options for choice from an ever-lasting list of how to better the universe, but via presenting the choice options to best deliver them. (Vassileva, 2009). It is inevitable to see that linking brand and CSR within a company

will raise new creative ideas and innovative thoughts from the joint efforts and activities of the two notions.

Moreover, it is also worth noting that in this area of talent management and recruitment, organisations driven to lead in CSR must employ an Employer Brand which embeds the CSR view into the employee value scheme.

There are several ways in which a company can promote the numerous benefits of considering the Employer-value scheme and value-based environment by employing the Employer Brand in CSR. As a few have been stated by Strandberg (2009) "Employee volunteer programs and community involvement are oft-cited company values expressed by employees, and found within employee value proposition and internal brand development efforts. Campus recruitment programs are ideal environments for CSR oriented recruitment. In such an environment, recruitment interviews include questions on ethics and CSR; the offer letter reinforces the corporate culture; and the early employee contact reinforces the CSR brand." (p.14).

The place of CSR to the notion of brand expressiveness is mostly important as it exposes the corporate image in the eyes of the Public. This thought is very important to be considered as environmental and social consciousness during the past decades have risen and Employers are more than ever conscious as their CSR actions are being monitored closely. Therefore, firms today are employing the brand strategies to reflect and approach the external environment to which the business belongs.

The Commission for the European Communities also argues that CSR has gained enormous acknowledgment across companies as an important aspect of governance due to the aid it provides to the drastic and fluctuating turbulences in the environment surrounding the business especially nowadays when organisations have started to appreciate the issues of brand image and the need to select and retain highly skilled employees as well as attract them.

There is a relatively low perception of the role on which CSR plays in developing corporate brands and branding. A number of literatures have been reviewed and analysed for the sake of gaining a wider understanding of the connection. One study of

which was conducted by Vassileva (2009) discusses a number of questions which where looked into regarding the perceptions of members in and out of the organisations concerning CSR and the role it plays in developing Employer Branding.

Interestingly, the author explained the queries through a conceptual model demonstrating through an elaborate figure displayed below, the components of corporate brands and CSR and the brand developing approach as a 'push-pull' cycle.
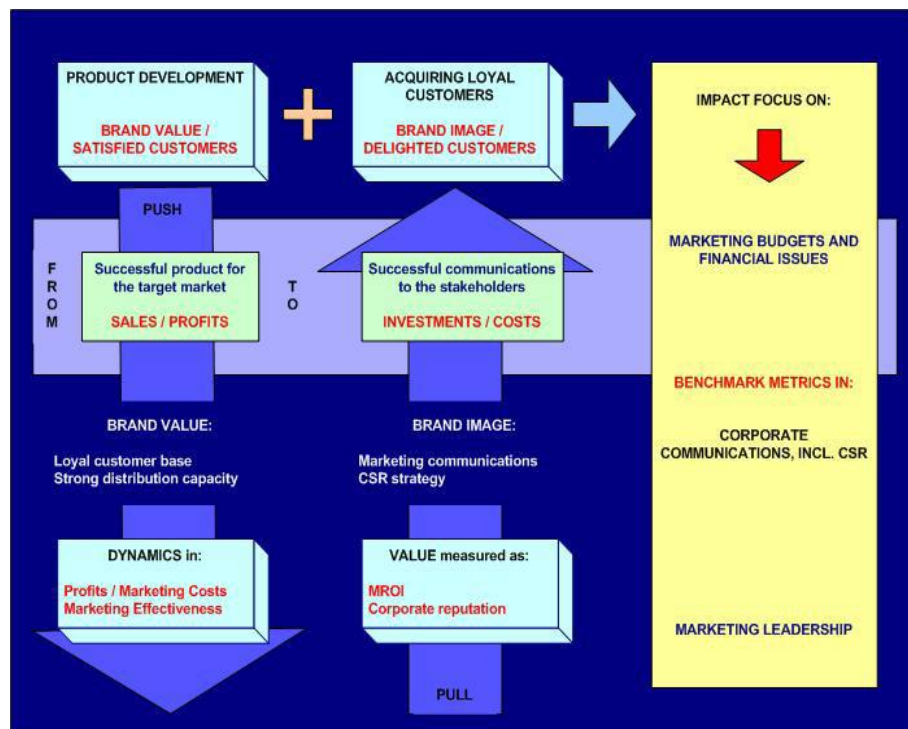
Figure 17: A conceptual Model of the Impact of CSR on Corporate Branding

Source: (Vassileva, 2009, p.17)

This model addresses via the 'Stakeholders holistic view', the CSR impact on Employer Branding through a number of factors. By understanding these factors, Leaders of CSR are aware of the impact that CSR has on branding strategies and the main managerial implications it holds.

The recommended 'pull' versus the 'push' approach recommends that leaders and managers of CSR act proactively to the initial stage of concerns of their stakeholders rather than be 'push'-ed to react to the authoritative regulation entities or external Governmental pressure.

At difficult times, the push strategy is not as smooth or efficient as it is. Companies, especially in the consumer markets are much more concerned with maintaining a good reputation and branding image as consumers are more aware of the CSR practices of the producers rather than just the product. One example of why at times the push reaction strategy is too late to apply is when the reputation is at risk and causes an epidemic such as boycotts. (Vassileva, 2009)

The Economist (1990) stated "Pressure groups are besieging American companies, politicizing business and often presenting executives with impossible choices. Consumer boycotts are becoming an epidemic for one simple reason: they work."(p.69) Such reactions have a huge impact on both sales and the brand's reputation. There are several examples of companies that have suffered large losses and adverse Publicities due to strikes or boycotts by its consumers because of the companies' involvement in unethical acts.

A good reflecting case was in year 1995 when the European boycott of Royal Dutch - Shell decided to dump their oil residue in the sea and then on-land (after stopped by Greenpeace). Due to the boycott, the company endured a loss in sales up to 50% and negative world-wide Publicity. This less socially responsible act mushroomed many criticisms by human right activists and environment-concerned agencies which taught a valuable lesson to all other organisations who do not take CSR seriously to live up to their social obligations and act accordingly. (Smith 2003)

 Nike – a market leader in apparel industry and footwear presents the most infamous story of our time. Nike's image has been heavily distorted and damaged due to allegations that it abuses its workers in harsh conditions at Asian suppliers. After the huge negative Publicity and loss in sales along with pressures from NGOs and other authoritative parties, Nike has hired more than 90 employees in CSR roles and paid considerable attention to its supplier's third party independent audits (McCawley, 2000 in Smith, 2003). This is an example of a company in the consumer market that in the past threw a blind eye to the importance of CSR activities outside its headquarters.

On the contrary, the cosmetics store, The Body Shop states values that activates self-esteem, protects the planet, opposes testing on animals, supports community trade and human rights (thebodyshop.com, 2012) and the ice-cream store Ben and Jerry's who have customers that are willing to pay extra money on their products only because of the company's active involvement in CSR. (Smith, 2003) Ben and Jerry's values quote "We have a progressive, non-partisan social mission that seeks to meet human needs and eliminate injustices in our local, national and international communities by integrating these concerns into our day-to-day business activities. Our focus is on children and families, the environment and sustainable agriculture on family farms". (benjerry.com, 2012)

4.3.2 Synergy between CSR and Employer Branding

The main hurdle to any kind of change in an organisation is isolation. Companies with discrete CSR branding become weak as this isolation starts to take over and overall dysfunctions the Employer Brand of the company. Hence, unifying these two (CSR brand and Employer brand) functions under the supervision of one division where all those involved across different levels of the organisations in Public relations and marketing, communication, human resources and management can work hand-in-hand with the Top Management to foster the Employer Brand. (Mirvis and Hatch, 2010)

Several examples have been explained in detail by (Hatch and Mirvis, 2010) which are summarised in table 25 below proving how CSR and branding are two powerful means that realign the corporation with the Public and Government interests and has the power to maintain a current mainstream of successful corporate practices.

The companies studied by the authors (Hatch and Mirvis, 2010) were General Electric, IBM, Johnson and Johnson and Unilever, which are real-life examples and reflection upon how Employer Branding strategy and the processes of relationship linking come into play in these different yet common corporate contexts.

Company	New Brand Message	CSR Expression	Strengths	Weaknesses
General Electric	Ecomagination: greening	Business model with energy saving products	Central to growth strategy	Perceptions of greenwashing; tie to culture
IBM	Innovation that matters: social/ environmental	Portfolio of socio-commercial innovations	Builds on open sourcing and IBM's global integration	Not resonating with reputation
J&J	Committed to health and future	Nursing campaign	Signature program: win/win	Limited relevance to product brands and businesses
Unilever	Vitality: healthy foods and personal care products	Product improvements and social campaigns	Repositions company in marketplace	Contradictions: Walk the talk?

Table 25: Linking Branding and CSR: Selected Examples

Source: (Hatch and Mirvis, 2010, p. 51)

A study conducted by the Reputation Institute in the US found that CSR plays a significant role in Employer Branding. In the United States, 62 percent count CSR as a main driver in attracting employees to an organisation. Surprisingly, other countries have shown even a higher percentage and a greater impact of CSR on the branding of the organisation, such as 69 percent in India, 79 percent in China and 71 percent in Germany. Whereas even higher in Argentina where the percentage goes as high as 80.6. (Mirvis et al 2010).

A further study also conveys that employees prefer to work for a socially responsible company rather than one that is not. This is the number one reason of why tobacco companies have always faced challenges in recruiting and retaining high-calibre of talent (WEF, 2003).

4.3.3 Global studies on CSR and Employer Branding

A number of studies conducted from around the world are displayed in the section below to understand the relationship and impact of CSR on Employer branding or 'organisation attractiveness' as referred to in some of the studies discussed below:

a. Corporate social performance (CSP) was introduced in the study which
   conducted a large number of companies as a method of measurement to how
   efficient were these companies achieving their corporate social responsibilities.
   (Wood 1991 in Altinbasak et al 2009). The study was conducted by
   undergraduate business students to determine the attractiveness of each
   Employer (or company) to a certain sample of potential talent seeking a job.

   The findings of the study conducted by Turban and Greening (1997) supported
   the listed hypothesis which states that the companies which measured higher in
   CSP were viewed as more attractive Employers to work for. The findings also
   confirmed that the higher the organisation's CSP, the more positive its
   reputation was and hence the more attractive they were perceived by potential
   talent than those organisations with lower CPS rating.

b. Another study stated by Albinger and Freema (2000) analysed more than 50
   percent of 2,100 student of MBA which found out that the majority would
   favour working for a firm which provides a low salary but is socially responsible
   than be paid a high salary in an organisation that is not involved in CSR.

c. Additionally, a similar study was conducted by Stanford University which also
   found out that 94% of its students are willing to have a 14% reduction in salary
   (on average) to work for an organisation that is environmental-friendly
   (Montgomery and Ramus 2003 in Guarneiri and Kao, 2008).

d. Furthermore, a research conducted by Towers Perrin in year 2007 found that a
   company's reputation for CSR was listed as "one of the top 10 engagement
   drivers, along with senior management's interest in employee well-being,
   opportunities to improve skills and capabilities and input into decision-making".
   (European Alliance for CSR, 2008, p. 11).

   Besides the positive impact the CSR plays on an organisation's Employer Brand,
   the above studies also prove that there is a high perception of CSR awareness
   across the general Public which gives higher incentives for organisations to take
   cautious steps in their role towards the society and the environment. Also,

organisations today should take into consideration that their CSR initiatives can act as a tool for their Employer Brand and a method to attract the highly-skilled calibre.

e. Moreover, an interesting quantitative study has been conducted by Alltinbasak et al (2009) to understand the correlation between Corporate Social Responsibility orientation and Employer attractiveness of Business students at the Yasar University in Turkey. The findings were based on CSR Orientation ratings of these graduate students which were provided to the context of eight different companies to measure their attractiveness from CSR and ethics perspectives. The eight organisations formed a combination of three essential variables which are high Economic, high Ethical and high Discretionary.

Three research questions, hypothesis and findings of the above mentioned study were as follows:

- **RQ1** – "When presented with organisation descriptions with varying degrees of CSR will respondents discriminate between high or low levels of economic, ethical, and discretionary behaviours when rating degree of Employer attractiveness?"

  Hypothesis 1a: "Organisation vignettes describing high economic behaviour will be rated by respondents as more attractive than organisations described as having low economic productivity."

  Finding 1a: "High Economic Organisations were rated as more attractive than Low Economic Organisations."

  Hypothesis 1b: "Organisation vignettes describing high ethical behaviour will be rated by respondents as more attractive than organisations described as having low ethical behaviour."

  Finding 1b: "Consistent with Hypothesis lb, High Ethical Organisations were rated as more attractive than Low Ethical Organisations."

Hypothesis 1c: "Organisation vignettes describing high discretionary behaviour will be rated by respondents as more attractive than organisations described as having low discretionary behaviour."

Finding 1c: "Consistent with Hypothesis lc, High Discretionary Organisations were rated as more attractive than Low Discretionary Organisations."

- **RQ2** – "How do gender differences relate to CSRO and ratings of Employer attractiveness?"

The second question had two parts. In the first part, relationship between gender and CSRO was examined. It found no significant result between gender and concern for society variables. Second part of the second research question relationship between gender and Employer attractiveness was examined. It was found certain significant difference between gender and low attractiveness elements especially females showed significant lower attractiveness values according to the males. (Low economy, low ethic, low discretionary).

The present study also found significant differences when analyzing male and female respondent's discretionary behaviours. Females had higher mean scores on the discretionary domain of the CSRO measure and were more attracted to organisations that exhibited higher discretionary behaviours. The survey provided an assessment of what college business students indicated as desirable CSR behaviours in term of Employer attractiveness. The questionnaire permitted collected information about student perceptions of organisational CSR, Employer attractiveness and respondent CSRO.

- **RQ3** - What is the relationship between an individual's CSRO and their perceptions of Employer attractiveness?

Hypothesis 3 a: Individuals who report a high concern for economic behaviours on the CSRO measure will be likely to rate organisations vignettes with high economic performance.

Finding 3a: The first part hypothesized that a significant positive correlation existed between Concern for Economic orientation and ratings of Employer attractiveness for firms with high economic behaviours.

Hypothesis 3b: Individuals who report a high concern for society on the CSRO measure will be likely to rate organisations with high discretionary behaviours.

Finding 3b: The second part of Question 3 hypothesized that a significant positive relationship existed between Concern for Society orientation and ratings of Employer attractiveness for firms with higher discretionary behaviour.

Based on the above findings of the mentioned study by Altinbasak et al (2009), the most attractive organisation that was evaluated across all eight companies fulfilled all economical, ethical and CSR areas. The second most attractive was rated highly from two areas of economy and ethics yet failed at CSR and hence was put in the second ranking.

It is therefore logical to say that an organisation which fulfils economic power, ethical values and CSR to the community should be perceived as the most attractive and appealing to potential talent. However, the study also suggests that those which lack CSR but has a good economic power and ethical values to the community can still be perceived to be attractive. Yet, economic power alone will not be perceived the same way, if either CSR and/or ethics were missing. (Altinbasak et al, 2009)

f. As current and potential employees are looking into the CSR of their employees, it has been extremely difficult if not impossible for Employers to ignore CSR in their Employer branding. Edward Jones, has been voted by Fortune Magazine as

being the best organisation to work for, the reason behind being the top on the rank is the high praises of its employees. Almost 97 percent of its workers rated its number one reason was for management's honesty. Furthermore, CSR awareness of the organisation's activities make the employees think highly of it and praise it Publicly. (Smith, 2003)

g. Similarly, Steve Jobs, the CEO of Apple, who has recently passed away, had offered a good example of putting his employees first. Employees at Apple work on the principle that their duty is to provide the best possible customer services to please Apple's customers and not Apple Inc. The Top Management took action from people within. Experienced workers were invited to advise Apple's management on the best customer service practices and how to retain their staff and customers rather than the other way around. Steve Jobs had created an empire from an environment that made employees feel valuable and worthy. In short, he amalgamated Apple not into the lives of the consumers but into the lives of the employees, who made it possible. (Reeves-Ellington, 1998) This is a successful example of how leadership can consider Employer Branding to retain its current employees and also attract potential talent to want to be recruited by Apple, not for its success in business but because the attention it provides to its workers. This has also been affirmed by Jean Martin's Managing Director who quotes "Some organisations are enjoying up to 20 percent higher levels of employee performance not because they pay more or provide better benefits but because they let each employee know how important they are to the success of the business." (Buchanan, 2004 in Marques, 2009, p. 315).

Whether CSR has a positive effect on Employer Branding and the corporate reputation or not, Smith (2003) argues that CSR at least helps to avoid and reduce the impact of poor corporate social performance criticism. It reduces low employee ethics and also reduces time spent on NGO's disparagements.

The next section will look into the synergy of CSR and Employer Branding from a UAE perspective stating example and discussing different literature review.

4.4 CSR and Employer Branding in the UAE context

A study of four selective UAE companies was conducted with the purpose of analyzing recent literature reviews regarding the concept of Employer Branding and asserts amongst MNC's and local companies from various industries in the gulf region. The selected UAE organisations which were studied along with other Governmental entities are shown below:

A. Nestle in the Middle East (NME):

One of the most recognizable names across the food industry brands, Nestle Middle East (NME) has thrived among the decades to portray a spot-less corporate brand and leadership via its international corporate philosophy 'Good Food, Good Life'.

This has been evident through a number of activities. Nestle has spent Over One and half million dollars in Staff development in the Middle East region alone, in order to develop staff's capacities to the full potential by also providing employees with opportunities to travel abroad and gain work experience by exposure to different assignments, a variety of cultures and nationalities, vocational training, team-building projects and much more. (Sarabdeen et al, 2011)

NME is also one of the leading and strategically-driven organisations which stands out by linking its CSR initiatives to its Employer Brand. This has been achieved by its quarterly and annually event organizing and participating in spreading awareness campaigns stressing on the vitality of a healthy lifestyle and eating habits while at the same time creating a feeling of belonging by involving and considering the social and realistic needs of its employees. Activities such as sports activities and marathons sports as well as 'good eating habits' programs and many more are a few examples. Simultaneously, it acts responsibly back to the community via blood-donation and contributing constantly to local charities and special-aid organisations to assist in raising financial funds to those in need. (Sarabdeen et al, 2011)

The Dubai Cares campaign was one of NME's local contributions in the UAE through building two middle-sized schools for around one thousand students. NME's contributions also extend beyond, where the organisation helped in restoring several historical sites and areas in Damascus, Syria in order to preserve its culture and promote the same as part of its CSR initiative to preserve cultural heritage worldwide. (nestle-family.com, 2012)

B. The Emirates Airlines (EA)

Emirates Airlines, part of the enormous Emirates Group umbrella, ranked amongst the top 20 profitable fleets in the world and awarded over 400 global prizes, is the second selected organisation in this study conducted by Sarabdeen et al (2011). Eight main features have been displayed to learn more on how and why EA has been considered a leading success via its Employer Brand:

Employee Recruitment: EA Human Resources utilises a number of recruitment tools and strategies to ensure the best talent and expertise of the highest calibre are found and selected as EA considers its employees the core value of its business.

Diversity of Workforce: Over 150 nationalities from across the world are employed. A diverse work force at EA is considered a key strength on the basis of new thoughts, creative ideas and innovative strategies.

Development and Training: EA believes in constant development of all its employees and hence have established a Plateau Learning Management System for its training purposes and have adapted a learner-centric approach which allows each staff member to take accountability for his/her own career development and learning curve.

Employee Reward and Recognition: Special supplementary benefits, annual increments, performance and retention bonuses do not involve any racism, discrimination or favouritism and are distributed and appointed to all staff in a fair and ethical manner.

Remuneration: Both non-cash and cash remuneration benefits are provided to EA's employees. They enjoy a competitive tax-free compensation package, annual accommodation and transportation allowances. Senior staff members are also provided with profit-sharing options and an exchange rate protection scheme for such cash remuneration benefits. Whereas, non-cash benefits such as holiday leave, airfares, children educational support allowance, pension, global and local medical cover, all ensure that staff are highly comfortable, pleased and retained.

Website: EA's communication team have illustrated a user-friendly and interactive website which provides its visitors for any relevant information they may need to learn about the organisation regardless of the boundary lines or location.

Corporate Social Responsibility: EA in this study has proven to be another real-case example of an organisation that embeds its CSR initiatives to its Employer Brand. EA is an eco-friendly firm which takes huge steps to reduce its carbon footprint and resources by linking strategically its CSR initiatives to its departments and Employer Branding through a specialized team named 'Strategy and Communications'. (EA, 2011)

Leadership: Leadership support at EA is considered a main component of the Employer Branding concept. The President of Group Services and the Dubai National Air Travel agency (DNATA), Mr. Gary Capma, explained in various media channels how the employees are the key reason for the overall success at EA and for this reason, he encourages extensive vocational training and development at a high and continuous level. Whereas, The President of EA, Mr. Maurice Flanagan, adds that careful measures are considered in the recruitment of EA's talent – as they are the main reason behind why the company has been successful and established the way it is today.

C. Gulf Food Trading (GFT)

The third company presented in the study by Sarabdeen et al (2011) is the Gulf Food Trading (GFT) which is the main distributor of Mars GCC in the UAE and was established in 2001 with a manpower force of 180 employees. The study stated that this company does not employ any existing initiatives or standards to create its Employer

Brand but rather undergoes several activities which prove its extensive involvement in CSR, employee engagement and well-being.

GFT engages a variety of lifestyle and health directives such as 'fruits and vegetables' day once every week. Where freshly prepared sacks of vegetables and fruits are prepared and distributed to all GFT employees. (gftuae.com, 2011)

Also, employees participate in sports such as Yoga and championships of Cricket and Basketball where the company facilitates memberships at clubs and coordinates matches against teams of other companies. Many more well-being and social as well as financial-planning advice are also provided by the firm all to encourage good health, engagement and socialization for the well-being of the employee as a valued individual.

In relation to the recruitment process, the Human Resources and interview panel have stressed on the importance of rotations, orientation programs and the 'psychological contracts' where both GFT and the potential employees expectations are aligned to reduce the gap to a more sensible, do-able and realistic 'promise' between the two parties of what is expected from each other at GFT.

D. Regulation and Supervision Bureau (RSB)

Finally, the fourth example is the RSB - a Semi-governmental regulatory body (which has been addressed several times in this paper) has recently released a media campaign regarding a new billing system with new consumption bands images (table 26 and figure 18 below) as a way to address the consumption of water and electricity and influence long-term behavioural change of UAE residents, as the growing population and economic growth is putting more pressure on the world's resources.

The consumption bands give an average range for water and electricity use, a tool to manage consumption, depending on whether you live in an apartment or a villa (term used for all other premises).

> ✅ the ideal-average consumption
>
> ❗ the above ideal-average consumption
>
> Whether in the "**green**" or in the "**red**", you can adjust your electricity and water use to keep within the ideal range for your type of property.

Table 26: Consumption bands of new bills – Abu Dhabi
Source: (rsb.gov.ae, 2012)
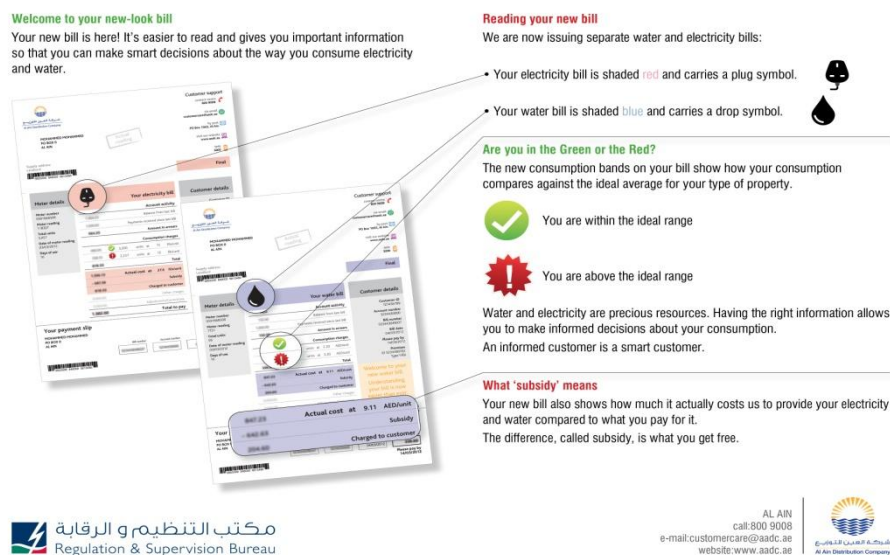
Figure 18: New Billing System – Initiative to a CSR approach
Source: (rsb.gov.ae, 2012)

The media campaign that facilitated this CSR initiative was presented through street billboards, radio channels and physically as brochures in the water and electricity bills. Moreover, the HR Manager also arranged to communicate it and announce it to all the Public sectors of Abu Dhabi in an aim to improve the branding of the Bureau and spread awareness of this CSR initiative across the Emirates. These channels of communication of this positive CSR initiative towards Abu Dhabi's resources of water and energy have had a lot of positive feedback from sector organisations already. Customer-feedback is awaited in April 2012 as the new billing system goes live in March 2012.

Moreover, the RSB has recently taken numerous initiatives to reduce the environmental impact of the high water and electricity consumption in Abu Dhabi. It has recently, in

November 2011, created two 'Wise' Offices in the sector to champion the water and electricity efficiency in the country. Water-wise for example aims to build the evidence base for the effective management of water resources and promotes social benefits of water efficiency through consultation, education and awareness campaigns. Similarly, the Power-wise office addresses the same but for electricity and power. (rsb.gov.ae, 2011)

These offices also presented the organisation's CSR initiatives at the fifth World Future Energy Summit that took place in January 2012, where the Bureau collaborated with Department of Municipal Affairs to achieve the 'Sustainable Cities' theme at the summit. (RSB's Newsletter No. 19, 2012)

From a financial perspective, an organisation's Employer Brand can be its most influential tool given that positive opinion would cause continued employee commitment and therefore positive profitable return. In 2010, a conference on the Arab Giving Forum in Abu Dhabi was steered towards making the civil society, entities in the private and Public sectors conscious of the benefits that CSR can offer. (Arab Giving Forum, 2010)

The above examples have pointed how several Employers in the UAE play a role in the importance of spreading CSR, enforcing employee relations and engagement as well as overall well-being and show efforts in linking it with the help of its leaders and Human Resources to the Employer Brand. There is however a lot of work required in terms of Employer Brand modelling, strategic theories, concrete practices that are absent and which are required for the maturity and development of this field.

The next final section of this chapter aims to merge what has been previously discussed in this chapter and the previous one of the three variables: Leadership, CSR and Employer Brand. The section will further explain their synergy and benefits of the HR involvement across the mentioned variables.

4.5 Human Resources, CSR and Employer Branding

During the past decades, organisations have appreciated more and more the importance of Human Resources Management (HRM) rooting from the appreciative of how internal firm resources act as a unique basis for creating a competitive advantage and enabling people strategically to contribute to the firm's success via normative means of employee recruitment, retention, training and development, assessment, and rewards, all of which ensures a perfect fit between talent management and the company's strategic course. (Aggerholm et al, 2011)

It is believed that CSR, if invested well, can create value for both the stakeholders and the organisation. As stated earlier this is only possible if these CSR endeavours are marketed to an audience. The way to handle this is to manage and plan the right marketing tools from a strategic perspective. Therefore, to create a virtuous Employer Brand, an organisation must choose how to best communicate it: whether to use marketing communication such as "advertising, sponsoring, direct marketing, packaging and promotions" which is an easy access to the Public or whether to reflect it internally to the employees and other potential ones out in the marketplace. (Ven, 2008, p. 346) For the Governmental entities the latter is recommended as Ven (2008) stated "keeping a low profile can be recommended to companies who want to build a virtuous corporate brand without raising high expectations about the virtuous nature of the company". (p. 346)

Hence, this is where HR plays a crucial role as a medium between the Employer and the Employee in relation to branding CSR initiatives, employee commitment to the job, the mutual trust and matching of expectations. Considering, the last focus on matching expectations, brings the issue of psychological contracts – another type of psychological contract comes in place that conceptualizes the notion of Employer Branding as a CSR concept of socially responsible Employers. As stated by Martin Edwards (Kings College) "Employer Branding is intrinsically linked to individual psychological contracts via a set of complex activities, which differ depending on the organisational context" (CIPD, 2008, p.5). An example carried by Turban and Greening (1996) also clarifies this point where the authors discovered that firms that were scored higher on

socially responsible disciplines such as employee relations and HSE policies, have been perceived as a highly viewed and attractive potential Employer. As a result, Employers that seek much more than maximizing profit (i.e. socially responsible Employers) by playing a larger role to the general welfare of the society have a higher chance in attracting talent and retaining them too which hence contributes to the creation of an effective and positive Employer Brand and guarantees an affixation with the employee on the overall corporate brand. (Aggerholm et al, 2011)

Institutions at market, civil society and Government are imposing on organisations to build CSR into their practices and operations. With CSR being an uncertain domain, leadership at the Top Management and Human Resources support in the domain of CSR is regarded by many as a means to repair reputation and build brand value rather than a true indication of inherent commitment into the socio-environmental objectives. (Ben et al 2010) This is an important perception that needs fixing requires immediate.
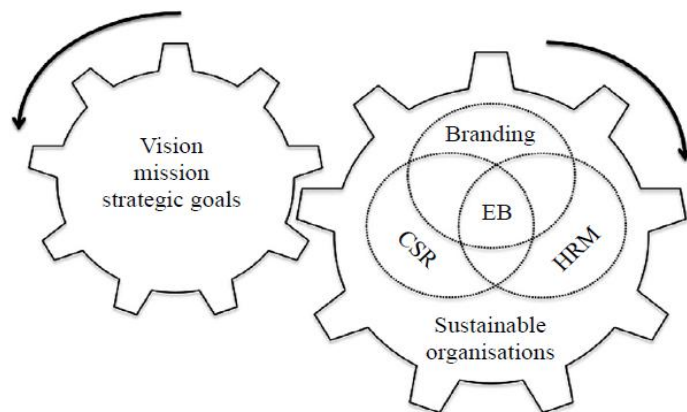
Figure 19: Employer branding process in sustainable organisation

Source: (Aggerholm et al, 2011, p. 114)

Ambler and Barrow (1996) via a study conducted across several UK companies that apply branding techniques to HRM, concluded that the Employer Brand concept is potentially valuable for organisations and by involving it to HRM activities, it has the ability to strengthen the value of the organisation's corporate equity from a customer perspective which benefits both the Employer Brand and the HR function and the organisation as a whole by aligning the core function together as displayed in figure 19 above. On a relevant note, a recent study conducted on 104 national and international

companies in the UK by 'People in Business' found that in the past four years, the number of Employer Brand Managers have increased from 10% to 28% indicating that HR leaders and organisations generally are appreciating the importance of the Employer Brand management in today's competing environment. (Woods, 2010)

However, Employer branding requires careful planning and consists of specific processes for it to be valuable and useful. Aggerholm et al (2011) outlines three main features of the Employer branding processes as follows:

(1) The support of the overall corporate strategy, thus being a strategic branding discipline;

(2) The co-creation of values, i.e. continuous values negotiation with stakeholders according to their stakes and expectations; and

(3) Employer-employee relationships for reflection on mutual needs as well as current and future expectations.

With the above three points of Employer branding features in mind, its role is evidently vital in the Employer-employee relationships and is very much involved in the contexts that face firms in the community such as societal prosperity, stability and recession which determines how the Employer Brand is to be presented under different circumstances. Figure 20 below addresses the sort of questions that can be raised such as the following:
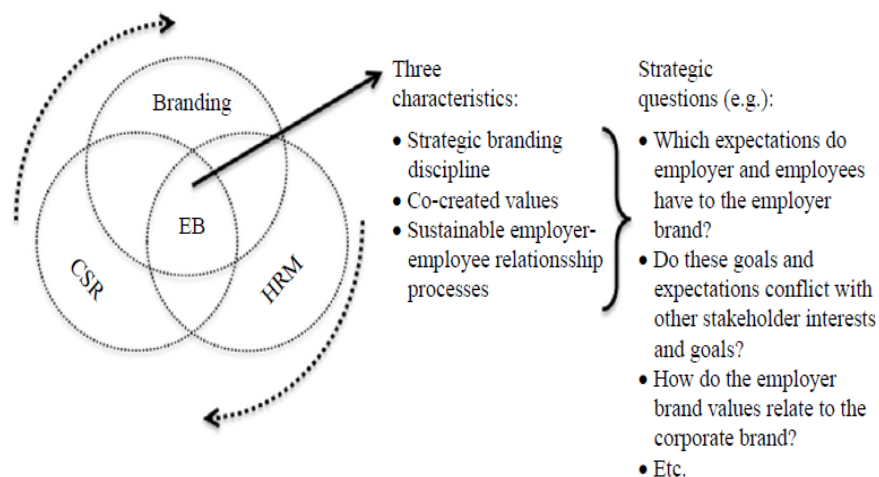
Figure 20: Employer branding characteristics and reflections
Source: (Aggerholm et al, 2011, p.116)

- "Does the organisation brand itself as Employer with one voice at all times or does the voice change depending on the differing strategic contexts?"

- "What might seem as valuable in times of prosperity, i.e. high wages, might seem less relevant in times of crisis in which job security is a first priority."

- "Should the organisation prioritize economic growth or underline the CSR, giving priority to the emotional relation to the individual?"

- "And does the employee experience a shift in the psychological contract due to harder times, and if so how does such a shift impact the Employer Brand?" (p.116)

All these questions that underlie the establishment of the Employer Branding stress on the importance of HR involvement in initiating trust, negotiation, and transparency between Employers and employees whether current or potential, to ensure constructive Employer Branding processes are taking place successfully and with value return to the organisation.

Brammer and Rayton at Bath University conducted a study to identify the link between CSR and employee perception. The main focus was on the effect of 'value-based organisational brands on employee perceptions' and activities. It also examined how workers perceive CSR goals and if it had an impact on their attitudes and activities in the organisation.

The finding of their study proved that CSR policies has an influence on "employee perceptions of organisational values, impacting workforce motivation, satisfaction and commitment, which results in reduced absenteeism and turnover and higher job performance" (p.6)

Moreover, the authors also concluded that promoting CSR initiatives may support the organisation in developing its Employer Brand and that it results in positive outcomes such as a more enthusiastic, productive and efficient workforce in the organisation. (CIPD, 2008)

In leading CSR organisations, Strandberg (2009) explains how HR managers can integrate components of CSR into different HR aspects of an organisation such as job descriptions, team targets and performance plans. In addition to the reward programs which include the incentive pay, basic salary and other monetary and non-monetary benefits, it aligns them all to the overall CSR objectives and strategy of the organisation.

The need for this arises because usually organisations pay employees based on their financial performance and the profit return they endured back to the organisation. In this manner the Employer only promote profit-maximizing behaviour and neglects the necessities to regard the sustainability issues.

Through fostering the appropriate HR tools such as Performance Management Systems, HR can encourage effective CSR behaviour of the employees. This can be done, by incorporating a few competencies or personal objectives in the appraisal performance system which is aligned with the overall CSR strategy of the organisation, which is further aligned with the job accountabilities of the employee's job description and annual work plans of the team or division's performance targets.

HR can benefit from such an implementation by linking and incorporating CSR parameters into their reward systems such as annual increments, performance bonuses, promotion, etc. which gives a higher incentive for employees to align with the CSR goals of the organisation and take accountability to ensure they also contribute to it. The Author provides examples of non-financial measures such as employee satisfaction questionnaire and surveys, Health and Safety and employee engagement.

In summary, the above explains that branding, even though has been refereed to as a marketing notion, is now receiving attention in the HR field, especially in Employer and employee branding which has been found to be a very strong and positive tool in attracting talent, promoting and branding CSR strategies of an organisation and also increases business performance.

However, according to Strandberg (2009) "there is little guidance available to human resource leaders who wish to advance CSR within the firm" (p.10) Therefore, he

proposes in his paper a checklist of sequential steps for HR managers and provides a roadmap for them to employ a strategic approach towards sustainability.

Prior to introducing the ten steps for practitioners and leaders of HR, the adapted figure below explains how HR, CSR and Leadership together play a collaborative role in transforming an organisation towards the route of practical and efficient sustainability practices explained in table 27 below.

THE HR MANAGER'S ROLE AS BUSINESS PARTNER TO THE ORGANIZATION: A CAVEAT

The following lays out 10 steps HR practitioners can follow to support the integration of CSR throughout the business strategy and operations. Their efforts will be successful to the degree they are supported by a strong Board and CEO commitment to CSR integration. The HR department cannot act outside of its authority, most of which lies in its ability to influence as opposed to direct organizational activity. As a business partner to the organization, it can and should provide facilitation, coordination and expertise, but it cannot dictate a CSR direction. The Board and CEO set the tone at the top, and need to walk the talk of CSR in order to provide effective leadership and contain cynicism. CSR needs to be built into the organization's business strategy and the CEO's performance goals, along with measurable objectives and regular performance reporting. CSR also needs to be a component across all senior manager performance plans, in order for it to flow to other levels of the organization. All this, with the encouragement, facilitation and expert support offered by the HR department.

Table 27: HR role as a business partner

Source: (Strandberg, 2009, p.11)

Displayed below are the ten steps adapted from Strandberg (2009) as a pathway for leaders and managers in HR who wish to commend themselves in the involvement of CSR in their organisations.

Step 1: Vision, mission, values and CSR strategy development

For CSR to be successful it needs a transparent and clear mission, vision and values. Hence, HR personnel ought to create these foundation if absent, maintain them if they exist and support their progress and development by integrating factors that encourage CSR involvement.

"Where a CSR ethic has not yet taken hold, the HR manager could champion the need and opportunity for a vision, mission and set of values and show how it can add ROI to the organisation, why this could be both a good business strategy and a good people strategy. The manager can bring the opportunities to the attention of the senior executive and the board on what it means and why it makes good business sense" (p.12)

Once the framework for the mission, vision and values are established, the organisation will define its CSR strategy. It is the HR role at this first step to be involved on all the avenues of the CSR strategic direction of the organisation and aid in establishing the CSR strategy.

Step 2: Employee codes of conduct

The second step of this framework is implementing the codes of conduct of the organisation's employees.

"Since a number of recent high profile corporate frauds, boards of directors have become very concerned about the ethical culture within their organisations, looking for 100% sign-off on and compliance with codes of conduct which articulate their ethical values. This is an ideal home for the expression of an organisation's commitment to socially and environmentally-based decision-making as it is one of the rare documents which all employees are bound by and come into contact with" (p.13)

The code of ethics is one of the essential ways in incorporating CSR standards. The codes standards must not include explicit terms such as "Corporate Social Responsibility" or "Sustainability" but rather communicate implicit definitions of how employees can follow standards towards CSR.

Step 3: Workforce planning and recruitment

This third step, compromises of five sub-steps, first, an analysis of the current competencies of the workforce; second, identification of future competencies; third, a comparison of current versus future workforce requirements in order to recognize the

competency shortage and excess; fourth, preparation of forecasted arrangements for allocating the required workforce; and finally, an evaluation of the workforce competencies and its validity against the objectives.

From CSR perspective, an organisation in this step will need to evaluate the required competencies that are crucial towards a sustainable community through selecting the CSR competencies that are key in the scope of structural changes such as "an economy of resource and energy scarcity, human and environmental security constraints, changing societal norms and Government expectations". (p.13)

Internal aspects as well such as attracting highly skilled talent to consider applying for a job at the organisation will require the organisation to align the CSR vision and targets to guarantee that such a calibre is developed with the suitable focus.

Step 4: Orientation, training and competency development

Optimum engagement and alignment can be guaranteed via early employee 'buy-in' and induction to the strategic CSR direction of the company. A general induction must be conducted compulsory to all the employees, especially the new hires, who ought to receive all the necessary information of CSR procedures and policies, CSR issues and the key stakeholders which the firm engages with.

Moreover, details on how the firm evaluates CSR performance and when it produces its CSR report must be communicated to in the orientation programs along with the organisation's mission, vision, mission and CSR values and goals.

It is important to allow CSR to be an essential part of training programs and hence, all staff members must conduct a CSR training or workshop on a continual basis, either annually or semi-annually. Employees with direct CSR responsibilities such as the HR Manager and/or indirect accountability such as an Accounts Assistant will have different CSR training depending on the CSR criticality to the role. Additionally, the Author also states that "it is important not to overlook the probationary review. This is

an ideal moment for consideration of the employee's alignment with and commitment to the organisation's CSR aspirations" (p. 14)

This step will allow the organisation to state its CSR competencies and learning programs that it will require for the future in order to fill any CSR competency gaps that may arise.

Step 5: Compensation and performance management

As explained at the start of this section, HR plays a large role in HR setting performance standards and objectives.

The Top Management are the influential power that sets the strategic direction of an organisation but it is the HR which creates the CSR goals and establishes performance systems which encourages CSR behaviours. This could be reflected in the employee's job description, induction programs, exit meetings and other HR-related aspects.

Step 6: Change management and corporate culture

The transition an organisation exerts in order to incorporate a CSR culture requires a change management approach and this does not happen suddenly, but rather comes in different phases or levels of readiness for sustainability.

Therefore, it is crucial for HR practitioners to be developing a CSR program with consideration to the organisation culture and how work is done in the organisation.

All the employees along with the Top Management need to be rewarded when incorporating and cooperating with such an ethical culture. This will also aid the HR efforts in developing a reputable Employer Brand for the organisation to retain and attract the best calibre out of the market-pool.

Step 7: Employee involvement and participation

It is equally as important to involve the employees in the development of the CSR programs as their engagement will encourage their likelihood to participate after the program is implemented.

As stated by the Author Stranberg (2009, p.18) "Employee engagement has been acknowledged as a key driver of shareholder value in a firm and is becoming a key metric for monitoring corporate performance by Board and management".

Stradberg (2009) has also adapted the below pyramid figure 21 from Melcrum (2006) to explain the four levels of the employees engagement can be portrayed as a pyramid starting from "I'm aware of the message, where employees are aware of the CSR message and strategy and the relationship with the objectives of the organisation; to "I understand the message" where employees understand the rationale behind these CSR statements and how they contribute to the well-being and growth of the organisation they work in. The third level upwards is "I believe", here the employees feel sincerity and confidence towards the CSR objectives and are ready to commit to them, and lastly, "I am committed to act", at this final stage at the peak of the pyramid, employees are committed and inspired towards the CSR objectives and incorporating ways in how they can help the organisation achieve them.

Figure 21: Employee Engagement Pyramid

Source: (Strandberg, 2009, p. 19)

There are several ways in which HR can achieve the employees commitment in the organisation's CSR initiatives, a fun and effective way is through spread awareness and engaging the employees in events such as contests or workshops; "CSR Champions Teams" or "CSR workshop to those who matter and care" which can yield workers interest and help the organisation's operations in bettering the community and CSR initiatives. (p.20)

After several sessions and commitment of participations and having them rewarded, employees will start aligning their role in the organisation with the values until they become hooked as part of the CSR team.

Step 8: CSR Policy and Program Development

HR plays an influential role in driving policy development and implementing programs in areas of HR that maintains CSR initiatives.

Flexible working hours, wellness and a multi-cultural and fair environment are CSR programs that are within the HR domain. Similar to the cases this paper explained earlier around the CSR initiatives of Nestle, RSB, Gulf food, Emirates Airlines, and RSB to mention a few in the UAE. The mentioned organisation's had a dominant role of HR employing these programs to form a reputable image of their Employer Brand and encourage employees' commitments towards the CSR initiatives.

There are several programs, such as employee volunteering ones which are also within the HR domain and can assist in developing the Employer Brand while at the same time are cost-free in achieving the targets of the CSR objectives towards the society.

There are other numerous ways which can leverage and influence sustainable practices inside and outside the organisation when HR is involved in the process.

Step 9: Employee Communications

Without communication, any CSR strategy is deemed to fail as without conveying the meaning and purpose of a program, it loses it worth and employees will not see the value of the organisation's CSR efforts.

"Intranets, websites, blogs, wikis, social networking sites, podcasting, videos, forums, townhall meetings, regular team briefings, webcasts, voicemails, print and electronic newsletters and other forms of social media need to be deployed to bring the CSR message to the workforce – in ways that are attuned to the communication channels of the employee, which are changing rapidly in this age of web" (p.21). These are a few channels the Author states as useful tools for communicating CSR initiatives.

However, these communication tools must be used for voicing the Top Management, CEO's and the board members of the organisations. Their commitment will encourage the commitment of all the lower levels and will lead a higher level of engagement.

HR can utilise the communications tools as well through channelling successful stories and cases of CSR leadership across the company's different divisions. HR managers and directors can bring to life such stories as guidelines for CSR objectives and initiatives in action within the organisation.

Step 10: Measurement, Reporting – and celebrating successes along the way!

Finally, the last step that HR can follow as a pathway towards CSR is measurement and reporting. As the saying 'what cannot be measured, cannot be managed'. In CSR, this is the case. Therefore, CSR performance and employee commitment must be continuously and accurately measured and reported to the concerned parties, usually in the method of a yearly CSR or sustainable report that is published both internally and externally.

"Other human capital metrics, such as turnover, health and safety, employee development and diversity, for example, can be additional metrics which reveal the firm's CSR commitment and the degree to which it walks its talk". (p.22)

As stated by Morimoto et al (2005) "One of the advantages of social reporting is encouraging responsible decision making, which means that to create culture for organisations as well as managers to be aware of, to understand, and to practice CSR". (p.318). This is therefore a method for HR and the organisation to appreciate the small and big efforts conducted by each employee towards the big picture of 'driving CSR'.

This final step is exceptionally important for the corporations in the UAE to consider, as stated by Business and the Environment (2010), leaders in Top Management and HR in the UAE and Middle East appreciate and value CSR and its benefits, yet they rarely tend to report it.

It is learned from the above that HR and Top Management are encouraged to work cross-functionally to incorporate CSR goals into how the organisation operates. The HR manager can work as a mediator or as a translator of the company's CSR dedication across all divisions. Moreover, the HR leadership on CSR commitment requires the full support of the Top Management for it to be successful. The proposed 10 steps stated by Strandberg (2009) as a roadmap can aid in providing some direction and understanding the HR crucial role in CSR which promotes a sustainable working environment which incorporates the ethics and standards of CSR in a practical and do-able manner.

The next chapter will explore the research methodology this paper adopted to support the main arguments and research question explored in the previous chapters.

Chapter 5
Research Methodology

A research methodology has been adopted with an aim to provide a rational and analytical support to the main arguments, objectives and research questions of this study.

This chapter outlines the research approach, model, variables, hypothesis based on the research questions. Along with the hypotheses, the research population, pilot study and sample, and of course the statistical and non-statistical tools used. Finally, the chapter concludes with the limitations of the study which fortunately did not hinder its completion.

5.1 Research approach

In this paper the aim is to expand the narrow definition of leadership into a much contained and relevant one to the study of this paper that can explain what it means to lead business responsibly. The paper sheds the light on the theories and research findings in the origins and manifestations of leadership and its practices on CSR and also the mediating impact of Employer branding on CSR.

This approach drawn on literature review, survey research and interviews will help form a bridge between theory and practice.

The paper's 8 chapters were developed based on:

1) Theoretical framework, concepts and Literature review covering the germane literature on leadership, Corporate Social Responsibility and Employer Branding. This includes cases and analyzing data from a variety of sources such as e-journals, articles, text-books, databases, media and the internet.

2) Interview's analysis and finding of four corporate leaders at four different entities operating in the Public sector in the Emirate of Abu Dhabi.

3) Questionnaire analysis and findings of 66 employees working in the Public sector of Abu Dhabi

Hence, this study adopts a combination of the three approaches in efforts to recognize the impact of leaders in the Public sector of the UAE on CSR implementation. It also determines the impact of Employer Branding on CSR mainly through the analysis of the survey respondents and taking into consideration the answers from the interviewees to support the findings.

5.2 Research methodology

The purpose of this study is to measure two affects:

1) The role of leadership on CSR in the Public sector entities of Abu Dhabi, UAE and;

2) The role of CSR on the Employer Brand of the entities of the Public sector of Abu Dhabi, UAE

The quantitative survey research was found to be the most appropriate methodology to be used in this study. The main reason behind this, is due to the nature and rationale of this study which was merely to understand the correlations and synergy between leadership, CSR and Employer Branding and not the cause of any particular relationships. To strengthen the finding, another quantitative research also has also been used via interviews, with the leaders from the Top Management, Human Resources and Communications.

The difference between the two types of interview research is highlighted in the table 28 below.

Qualitative
  Semi-structured or in-depth: The researcher has an interview schedule with a list of themes and potential questions to ask the interviewee. This interview style is flexible, allowing for an open dialogue that can extend beyond the parameters set by the interview schedule.
  Unstructured: An interview style where the researcher has a brief topic guide, allowing considerable freedom within the interview. The interview takes the form of a conversation rather than a more structured question-answer session.

Quantitative
  Structured: Sometimes called a standardised interview, a structured interview involves the researcher asking each interviewee the exact same questions. Questions will generally offer the interviewee a fixed range of answers (typical of survey research), followed by a statistical analysis of the results.

Table 28: Interview Styles

Source: (Broom, 2005, p.66)

As explained above a structured (standardised) interview was conducted across the four organisations in this study where all the interviewees were required to answer eleven questions in the same sequential manner which is the typical nature of a quantitative survey research, rather than a qualitative one where the interview is flexible and allows for open questions and dialogue which can go beyond the questions listed. (Broom, 2005)

5.3 Research variables

Variables are grouped into a number of categories such as independent variables, dependent variables, mediator variables and so on. This study's research model is built specifically on all three mentioned variables. An independent variable causes positive or negative alterations in the dependent variable and on the contrary, a dependent variable changes value due the impact of the independent variable. Whereas, the mediator variable is intermediate in the causal process relating an independent to a dependent variable. (Mackinnon, 2003)

The Variables used in this paper's research model as displayed in figure 22 are three: independent variable (Leadership Styles), dependent variable (CSR Practices) and a mediating variable (Employer Branding).
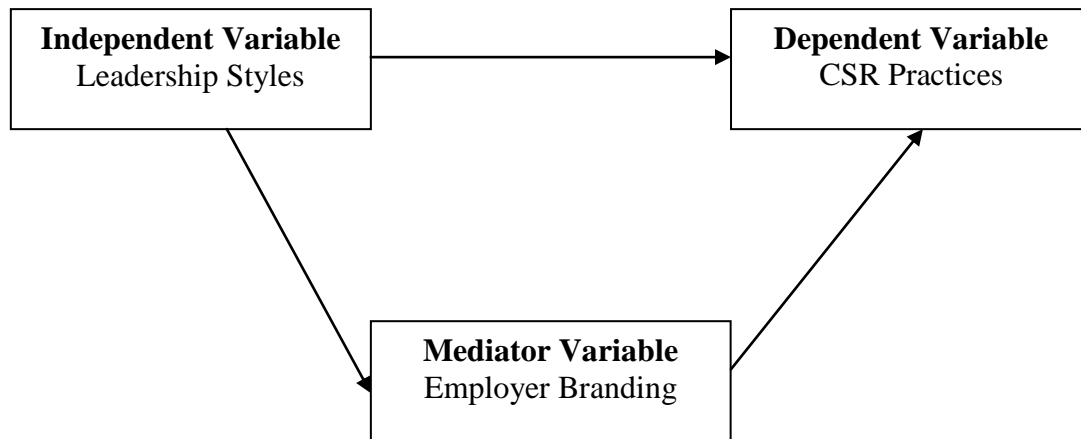
Figure 22: Research variables of the study

The Leadership styles (independent variable) has a direct influential impact on CSR practices (dependent variable). Whereas, the Employer Branding (mediator variable) is an inclusion that identifies further the direct relationship between the other two variables.

5.4 Research model

Table 29 below shows the hypotheses upon which this research model is based which has been developed and extracted from the literature review and the research questions.

No.	Hypothesis Statement
1a	Leadership has a positive impact on CSR
1b	Leadership has No impact on CSR
2a	CSR has a positive impact on the Employer Brand
2b	CSR has No impact on the Employer Brand
3a	There is low perception of the role on which CSR plays in Employer Branding in the UAE
3b	There is high perception of the role on which CSR plays in Employer Branding in the UAE

Table 29: List of Hypothesis for the study

5.5 Research design

The most common quantitative data collection method is the questionnaire as indicated by McClure (2002) as an effective strategy to analyse perceptions and information for a large sample and hence has been used as the primary tool for the purpose of this study. Moreover, interviews have also been used to support the findings and analysis extracted from the questionnaire. As explained by McClure (2002) the researcher can gather a wider perception of the study in hand via conducting interviews and help "better understand the context for an individual's behaviour and decision-making rationale." (Seidman, 1998 in McClure 2002, p. 2)

5.6 Data collection

There were two types of data used and collected for this study. The secondary data which is used mainly in chapter 3 and 4; which are the theoretical framework and literature review has been developed from extensive research extracted from electronic databases such as e-journals, articles, media and the internet. A few books that concentrated on the topic in hand were also used. The main type of data collection that provided the main findings of the study was the Primary data which was collected from the survey distributed. Additionally, the interviews that were conducted within the studied organisations of the Public entities in Abu Dhabi were an additional source of data that provided great insight and information and contribution to the analysis of the study's findings.

5.6.1 Questionnaire

The questionnaire was distributed to the sample population for the data collection. The seven-page questionnaire includes an introduction letter which commences with a brief explanation of the research aims and the questionnaire's four main following sections:

1. General Information
2. Corporate Social Responsibility (CSR)
3. Leadership
4. Employer Branding

The introduction letter also ensures that the survey is anonymous and that the participants' identity will remain unknown. Moreover, it states that the responses will be treated at the strictest confidence.

A 5 point likert has been used in the questionnaire and its sections to deal with all the given variables. The CSR section questions were adopted from the CSR awareness raising questionnaire developed by the European Commission Directorate-General for Enterprise (2005). Whereas, the perception of leadership styles was adapted by Avolio and Bass (1999) Multi Leadership Questionnaire (MLQ) which was initially developed by Bernard Bass (1985).   Finally, the Employer Branding was adopted from Gomes and Neves (2010). Details on the questionnaire sections are described below:

Section 1: Personal information

Section one of the questionnaire comprises of the personal and demographic information of the sample. Participants were required to fill eight (8) simple questions stating their Gender, Marital status, Age group, Education background, and Total years of experience, Number of years in current position, Management level and Functional Area. Due to the large number of functions that exist in any one organisation, an open choice of 'other' with a choice of writing it down was provided.

Section 2: Corporate social responsibility (CSR)

Section two of the questionnaire display statements on the initiatives of Corporate Social Responsibility implemented by the participants' organisations. This section of the questionnaire was adapted from the European Commission Directorate-General for Enterprise (2005) CSR awareness raising questionnaire.

A Likert scale of five (5) points was provided for selection options in regards to the Corporate Social Responsibility practiced by their Employer. The founder of the scale Rensis Likert, produced it in his thesis work as a way to measure attitudes of the

population he was studying and studies have shown that the scale has gathered data much more than any other method. (Likert, 1932)

The scale options and measurement of the scale were as follows:

- ✓ Strongly agree - 1
- ✓ Agree - 2
- ✓ Don't Know - 3
- ✓ Disagree - 4
- ✓ Strongly Disagree - 5

Section 3: Leadership styles

Section three of the questionnaire display statements on the perception of leadership styles and practices as well as characteristics of the participants' line manager(s) and Employer in the Public sector of Abu Dhabi. This section of the questionnaire was adapted by Avolio and Bass (1999) Multi Leadership Questionnaire (MLQ) which was initially developed by Bernard Bass (1985).

The same five (5) points Likert scale was provided for options of participants in regards to the Leadership styles practiced by their Employer and line manager as in section two above.

Section 4: Employer Branding

Finally, Section four is the last section of the questionnaire which displays statements on the Employer Branding of the participants' organisations addressed in the Public sector of Abu Dhabi. This section of the questionnaire was adapted by Gomes and Neves (2010).

The original questionnaire used in Gomes and Neves (2010) study consisted of fifteen question items. Two only were excluded from the survey which were:

- I would not be interested in this company, except as a last resort
- This company is attractive to me as a place for employment

The reason why the above two questions were omitted, is to shorten the number of questions in the questionnaire and because the below question was included which has relatively the same meaning to the two omitted questions:

- My organisation is an attractive place to work

The same five (5) points Likert scale was also used in this section as in section two and three of the questionnaire.

5.6.2 Interviews

The interview set of questions was conducted with leaders of Top Management, communication and HR of four different state-owned organisations in the Emirate of Abu Dhabi. The two-page interview question-list includes eleven questions that are relevant to the research aims and variables which are CSR, Leadership and Employer Branding.

The interview comprises of two inter-related sections. Section A is partially extracted from (Wright, 2006) which displayed six questions on Leadership and CSR adapted from an interview around Corporate Social Responsibility with Eva Sage-Gavin at Gap Inc. The reason why this article and interview questions were selected in this study is because of Gap's strong reputation for CSR and successful involvement in sustainable projects. Gap also employs a large team of over 90 employees specialized in CSR worldwide. (Cohen, 2010)

Section B of the interview is extracted from the study's research questions and consists of five questions covering CSR and Employer Branding. The final question covers all the three mentioned notions.

The interviews questions are as follows:

Section A: Leadership and CSR

1. I want to thank you for spending time with me today to talk about the Corporate Social Responsibility efforts at your organisation. I want to begin with a broad question: How exactly does your Employer define Corporate Social Responsibility? What seem to be the levers that you use or the pieces of it that you would use to describe how you approach Corporate Social Responsibility?

2. What's the source of the Corporate Social Responsibility effort at your organisation? Where did it all begin?

3. While many would see the ethical sourcing and workplace issues as obvious parts of the CSR effort, explain a little more about how you operate responsibility.

4. What are the major costs and benefits that your organisation gains from its Corporate Social Responsibility effort?

5. Let's shift to talk a little bit about the role of the HR function. In what ways does the HR help to promote Corporate Social Responsibility within your organisation?

6. What is your role personally in this company's Corporate Social Responsibility efforts?

Section B: CSR and Employer Branding:

7. What kind of organisational leadership or communication systems have to be in place to ensure that the Corporate Social Responsibility effort will last beyond the current leadership?

8. What does your CSR initiatives add to the brand (Employer Brand) at your organisation?

9. How do organisations with such a strong workforce reputation link CSR as part of its Employer branding promise?

10. How do your internal functions such as Human Resources align and interface to support the Employer Brand?

11. Finally, looking 10 years from now, what are your views of how CSR, Employer branding, and Leadership will develop at your organisation and in the UAE as a whole.

The interviews were conducted in a relaxed, yet formal manner at the interviewee's organisation. A brief introduction of the topic and purpose of interview was explained and the above-mentioned questions were covered and answered in all the interviews, in the same identical sequence.

The more probing and projective questions, such as 'What's the source of the Corporate Social Responsibility effort ...' and 'What kind of organisational leadership or communication systems ....' were asked in the middle of the interview meeting when the interviewee was accustomed to the nature of questions, knowledge of the topic being discussed and also had enough time to answer.

After each interview, the interviewee was debriefed of what was noted by the interviewer on the summary and notes interpreted from the interview.

5.7 Research population

The probability method used in the study is a random sampling technique and has been employed to collect the sample of the study which is the purest form of probability sampling that allows equal probability of the population to be chosen especially that it is impossible to address and indicate the full population according to StatPac (2012). Due to time constraints and other restrictions mentioned in the 'limitation of the study' section of this paper, it was extremely difficult to target the whole of the UAE population. Hence, only the Emirate of Abu Dhabi only, which is the capital of the UAE and the largest city in terms of size and population as indicated by Suliman (2006) was

approached. Also, to narrow down the size of the sample, the study targets and specializes in the Public sector of the Emirate focusing on the Governmental and Semi-Governmental entities of Abu Dhabi only.

5.8 Pilot survey

A draft questionnaire was piloted to three (3) employees similar to those included in the primary study. The pilot results have been used to refine the questionnaire further before its final distribution to the participants across the entities in the Public sector. The pilot group review and comments on the preliminary draft were as follow:

1. Questions were closely presented one after the other which was confusing to which selection is to which question. Hence, a colour coded highlights were used.

2. The formatting of the pages was on a Portrait vertical set-up and suggestions where to present it on landscape layout - which has been done.

Whereas, the interview was piloted by the researcher herself whom answered the questions in full to forecast the time taken to complete the interview which was between 20 to 30 minutes approximately and whom the responses to the questions were relevant being in charge of HR in a Semi-Governmental firm in Abu Dhabi.

5.9 Research sample

Thirteen (13) organisations where approached from different industries in the Public sector of Abu Dhabi. However, the majority were from the utilities sector – Water, Wastewater and Electricity sector due to the researcher's ease of access to these entities and experience in its industry for almost nine years as well as the Researcher's good relationship and connections with a large number of employees in Human Resources, Top Management and other technical staff in the addressed sector.

Both hard and soft copies of the questionnaire were circulated. The survey was circulated via email to thirteen (13) Governmental and Semi-Governmental entities, two (2) in which were approached through friends and personal relationship in hard-copy version to ease the way people filled it and ensure that the paper was returned, as the number of distributed copies were counted.

The questionnaire was distributed by hand and by email to around five hundred and Ninety (590) employees.

As for the interviews, they were all conducted face-to-face at four selected Public organisations. The selection was based on the respondents that agreed to conduct the interview with the researcher.

The interviewees were sent a copy of the interview questions prior the interview meeting via email to facilitate prior clarifications or enquiries (if any) before the interview discussion.

5.10 Ethical considerations

To ensure that each participant provided open and honest answers that were retained in a confidential manner by the researcher. An introduction letter was included in the survey at the very beginning by stating on the cover-letter that "this questionnaire gives you the opportunity to express your views on a wide range of issues and practices related to leadership, Employer Branding and Corporate Social Responsibility. Therefore, we seek your assistance to be as open, fair and honest as possible as you can in your responses".

Moreover, an explanation on the discretion and confidentiality of the data collected was also explained by stating "Please be assured that your identity will remain anonymous and your responses will be treated in the strictest confidence. No part of this questionnaire requires confidential information. The results will be strictly used by the researcher for study purposes only". Similarly, the interviewees' names and their Employers similarly were not disclosed in this study.

5.11 Limitations of the study

There has been only one limitation to the interviews conducted, which was the low number of responses. Out of the 13 entities addressed to conduct an interview session, only 4 responded and agreed.

Whereas, there has been numerous constrictions and obstacles that faced the questionnaire data collection which is the primary source of this study. Only sixty six (66) questionnaires were filled and returned out of the five hundred and ninety (590) distributed ones. Hence, only eleven (11) percent of the total circulated number was collected.

There are several reasons for this low number of questionnaire returns; mainly due to the following:

1) **Sensitivity of the questions:** sections 3 and 4 of the questionnaire hold several personal and sensitive questions. A few questions of that nature are displayed below:

The Leadership section questions such as:
- My manager is absent when needed
- My manager avoids making decisions
- My manager keeps track of all my mistakes, etc

The Employer Branding section questions such as:
- My organisation is an attractive place to work
- I enjoy working for my manager
- My organisation provides suitable pay and benefits, etc

The above questions are few of many other sensitive questions asked in the survey that may have causes unease and reluctance for many to answer and participate.

2) **Centralized and Bureaucratic environment:** Unlike the Private sector, it is worth noting that the Government entities in the Emirate of Abu Dhabi are founded by a

highly centralized and bureaucratic environment. Where the employee and his manager have a huge power-distant and an extremely formalized approached. The top-down hierarchies in decisions are very common. This operating culture and environment have made it very difficult to engage employees in disclosing information about their Manager and Employer.

3) Lack of trust: Even though the survey had an 'anonymous and confidential' note addressed in the introduction page of the survey. Many readers did not have the trust in the analysis of the data collected. Due to several personal information required, which even though did not require the participant's name and nationality, many still considered they could be personally traced by age group, marital status and gender if addressed by their Employer.

4) Fear: Another reason that may have played a role in the low number of participants is that the survey was sent out from an HR Manager (the researcher) of a semi-Governmental entity that governs and supervises the majority of the addressed entities which the survey was distributed to. Many of the participants were approaching the researcher with apologies of not wanting to answer the questionnaire due to personal reasons and fear of disclosing some of the questions they feel were too personal to be shared. Regardless, the number of times they were assured by the researcher that the responses are for research purposes. Only few with courage and value to the research conducted have been daring to share their information.

5) Disclosure circular: Moreover, there has been a circular circulated by one of the higher authoritative body in the Emirate advising all the Government-state entities not to approach the press or Public without seeking approval and permission from the Head Office. Employees having to answer questions related to their Employer, Manager and Job role to them is disclosing information to an unknown recipient which may be considered against the circular order. This has promoted mixed feelings of fear. It is of course also unreasonable for an average employee to address the head office seeking approval on an issue that is irrelevant to their job or Employer and hence have ignored and neglected filling the questionnaire for cautiousness, which ultimately did not serve the purpose of the study which to understand the sample of the study which concentrates in the Public sector.

6) Open-ended question: There was an optional open-ended question at the end of the questionnaire addressed for the participant to include further remarks (if any) to their role, Employer and line manager. However the question did not attract any responses at all. This is also due to fear in disclosing any additional information.

5.12 Method of analysis

The questionnaire data collected was inputted and analysed using SPSS version number 19. Inferential and descriptive statistics were adopted to evaluate the information and sample population and features collected. In order to test the reliability of the scales used in the questionnaire, the Cronbach's alpha reliability test was used. The relationship between leadership (as a global variable), leadership styles, Employer Branding and CSR were tested using Pearson's correlation and regression analysis.

Table 30 displayed at the end of this chapter lists the variables' scales and their respective items (as in the questionnaire). Additionally, the findings of the tests are all analysed and displayed in the upcoming chapter of this study.

The hypothesis and research questions for analysis of the study were the following:

RQ1: Does Leadership play a role in CSR in the Public sector of the UAE?

Hypothesis 1a: Leadership has a positive impact on CSR
Hypothesis 1b: Leadership has No impact on CSR

RQ2: What does CSR add to the Employer brand of the organisation?

Hypothesis 2a: CSR has a negative affect on the Employer Brand
Hypothesis 2b: CSR has No impact on the Employer Brand

RQ3: How do the Governmental and Semi-Governmental organisations in the UAE perceive CSR as part of their Employer branding promise?

Hypothesis 3a: There is low perception of the role on which CSR plays in Employer Branding in the UAE.

Hypothesis 3b: There is high perception of the role on which CSR plays in Employer Branding in the UAE.

RQ4: How does Leadership and internal functions such as Human Resources align and interface to support the Employer Brand?

The fourth and last research question had no hypothesis due to its descriptive nature (immeasurable) and will be used for the recommendations discussion.

Whereas, the interviews conducted were quoted exactly as the interviewee responded in the interview and incorporated as relevant to the above mentioned Research Questions.

The high quality interviews involved each interviewee's personal view of leadership and CSR and induced the high knowledge and experience of the interviewees.

The interviewees answers were honest in the way the participant's role was described and were all consistent and gave concise responses and accurate answers that were relevant to the topic and questions asked.

The interviews are presented and analysed in detail in chapter 7.

Sl.No	Factor No.	Factor Name	Item No.	Items	Name	Label
Transformational leadership (TRFL_LS)						
1	1	Idealized Attributes (IA)	1	My manager instils pride & respect in others for being associated with him/her	LS1_IA1	IA1
2		Idealized Attributes (IA)	2	My manager goes beyond his/her self interest for the good of the team	LS1_IA2	IA2
3		Idealized Attributes (IA)	3	My manager displays a sense of power and confidence	LS1_IA3	IA3
4	2	Idealized Behaviour (IB)	1	My manager talks about his/her most important values and beliefs	LS2_IB1	IB1
5		Idealized Behaviour (IB)	2	My manager specifies the importance of having a strong sense of purpose	LS2_IB2	IB2
6		Idealized Behaviour (IB)	3	My manager considers the moral and ethical consequences of decisions	LS2_IB3	IB3
7		Idealized Behaviour (IB)	4	My manager emphasizes the importance of having a collective sense of mission	LS2_IB4	IB4
8	3	Inspirational Motivation (IM)	1	My manager talks enthusiastically about what needs to be accomplished	LS3_IM1	IM1
9		Inspirational Motivation (IM)	2	My manager articulates a compelling vision of the future	LS3_IM2	IM2
10		Inspirational Motivation (IM)	3	My manager expresses confidence that goals will be achieved	LS3_IM3	IM3
11	4	Intellectual Stimulation (IS)	1	My manager seeks different perspectives when solving problems	LS4_IS1	IS1
12		Intellectual Stimulation (IS)	2	My manager encourages others to look at problems from different angles	LS4_IS2	IS2
13	5	Individual Consideration (IC)	1	My manager spends time teaching and coaching	LS5_IC1	IC1
14		Individual Consideration (IC)	2	My manager considers each individual as having different needs, abilities and aspirations from others	LS5_IC2	IC2

Transactional leadership (TRCL_LS)

15	6	Contingent Reward (CR)	1	My manager provides assistance to others in exchange for their efforts	LS6_CR1	CR1
16		Contingent Reward (CR)	2	My manager discusses specific terms of who is responsible for achieving performance targets	LS6_CR2	CR2
17		Contingent Reward (CR)	3	My manager makes it clear what one can expect to receive when performance goals are achieved	LS6_CR3	CR3
18		Contingent Reward (CR)	4	My manager expresses satisfaction when others meet his/her expectations	LS6_CR4	CR4
19	7	Management by Exception Active (MBEA)	1	My manager focuses all his/her attention on dealing with mistakes, complaints and failures	LS7_MBEA1	MBEA1
20		Management by Exception Active (MBEA)	2	My manager keeps track of all mistakes	LS7_MBEA2	MBEA2

Passive and avoidant leadership(PL)

21	8	Management by Exception Passive (MBEP)	1	My manager fails to interfere until a problem become serious	LS8_MBEP1	MBEP1
22		Management by Exception Passive (MBEP)	2	My manager waits for things to go wrong before taking action	LS8_MBEP2	MBEP2
23		Management by Exception Passive (MBEP)	3	My manager shows a firm belief in "if it ain't broke, don't fix it"	LS8_MBEP3	MBEP3
24	9	Laissez Faire(LF)	1	My manager avoids getting involved when important issues arise	LS9_LF1	LF1
25		Laissez Faire(LF)	2	My manager is absent when needed	LS9_LF2	LF2
26		Laissez Faire(LF)	3	My manager avoids making decisions	LS9_LF3	LF3

Corporate social responsibility (CSR)

27	10	Employee Relations(ER)	1	My organisation encourages employees to develop real skills and long-term careers	CSR1_ER1	ER1
28		Employee Relations(ER)	2	My organisation offers good work-life balance for its employees	CSR1_ER2	ER2
29		Employee Relations(ER)	3	My organisation takes the opinion of employees on important issues	CSR1_ER3	ER3

30		Employee Relations(ER)	4	My organisation has a formal internal communication channel to communicate with employees	CSR1_ER4	ER4
31		Employee Relations(ER)	5	My organisation adheres to the UAE labour law and regulations	CSR1_ER5	ER5
32		Environment (EV)	1	My organisation adheres to the environmental law of the UAE	CSR2_EV1	EV1
33		Environment (EV)	2	My organisation curtails its expenditure by reducing its environmental impact	CSR2_EV2	EV2
34	11	Environment (EV)	3	My organisation provides accurate environmental information regarding its products and services to customers, suppliers and local community	CSR2_EV3	EV3
35		Environment (EV)	4	My organisation undertakes environmental activities in association with environmental groups & agencies such as Green Peace, ERWDA and PETA	CSR2_EV4	EV4
36		Environment (EV)	5	My organisation enjoys competitive advantage against its competitors by providing environmentally sustainable products and services	CSR2_EV5	EV5
37		Community (CM)	1	My organisation engages in community development (for example provide training opportunities for disadvantaged group)	CSR3_CM1	CM1
38	12	Community (CM)	2	My organisation encourages employees to volunteer and participate in community development activities	CSR3_CM2	CM2
39		Community (CM)	3	My organisation provides financial support and donations for local community development projects	CSR3_CM3	CM3
40		Community (CM)	4	My organisation is associated with NGO's/agencies/non-profit organisations which focus on community development	CSR3_CM4	CM4
41		Market place policies (MP)	1	My organisation respects its suppliers	CSR4_MP1	MP1
42		Market place policies (MP)	2	My organisation ensures that its supply chain is socially responsible	CSR4_MP2	MP2
43	13	Market place policies (MP)	3	My organisation provides adequate after sales service to its customers	CSR4_MP3	MP3
44		Market place policies (MP)	4	My organisation has a formal procedure to register and resolve complaints from customers and suppliers	CSR4_MP4	MP4
45		Market place policies (MP)	5	My organisation provides adequate and relevant information to its customers regarding its products and/or services at the point	CSR4_MP5	MP5

				of purchase		
46		Market place policies (MP)	6	My organisation provides goods and services at affordable prices	CSR4_MP6	MP6
47		Ethics (ET)	1	My organisation has a formal code of conduct	CSR5_ET1	ET1
48	14	Ethics (ET)	2	My organisation communicates its values to its customers and suppliers via marketing collateral, presentations and so on	CSR5_ET2	ET2
49		Ethics (ET)	3	My organisation provides training to employees on its values, code of conduct and ethics	CSR5_ET3	ET3
50		Ethics (ET)	4	My organisation undergoes external social auditing to certify its activities as ethical	CSR5_ET4	ET4

Employer Branding (EB)

51		Organisational Attractiveness Perception (OAP)	1	My Organisation is an attractive place to work in	EB1_OAP1	OAP1
52	15	Organisational Attractiveness Perception (OAP)	2	I enjoy working for my Manager	EB1_OAP2	OAP2
53		Organisational Attractiveness Perception (OAP)	3	My Organisation links the CSR initiatives to the organisation's values and goals	EB1_OAP3	OAP3
54		Organisational Attractiveness Perception (OAP)	4	My Organisation is responsible in the sector and society	EB1_OAP4	OAP4
55		Work Meaningfulness (WM)	1	My job challenges my professional ability	EB2_WM1	WM1
56	16	Work Meaningfulness (WM)	2	My job requires new technical skills to be learned frequently	EB2_WM2	WM2
57		Work Meaningfulness (WM)	3	My job will require performing different tasks and involving diversified abilities	EB2_WM3	WM3
58		Work Meaningfulness (WM)	4	My Organisation's involvement in CSR activities gives more meaning to my job	EB2_WM4	WM4

59	17	Organisational Attributes (OA)	1	My Organisation provides stability and safety on the job	EB3_OA1	OA1
60		Organisational Attributes (OA)	2	My Organisation provides access to training and development programmes	EB3_OA2	OA2
61		Organisational Attributes (OA)	3	My Organisation provides suitable pay and benefits	EB3_OA3	OA3
62	18	Work Responsibility (WR)	1	My job allows strong autonomy and independence in the organisation of activities to perform	EB4_WR1	WR1
63		Work Responsibility (WR)	2	My job allows freedom and independency in the choice of procedures to perform	EB4_WR2	WR2
64	19	Employment Advertisement (EA)	1	My Organisation's website is constantly updated with the latest vacancies	EB5_EA1	EA1
65		Employment Advertisement (EA)	2	My Organisation uses more than one channel to communicate its professional jobs to Public	EB5_EA2	EA2

Table 30: List of leadership, CSR and Employer Branding scales and their respective items (as in questionnaire)

Chapter 6

Analysis of the Findings

This chapter provides the data analysis interpretation on the findings extracted from the survey collected. To start, the distribution of the selected sample according to the demographic and career information of the participants is presented in an analytical table. Followed by the tables presenting the reliability and correlation tests and finally an analysis of all the above mentioned.

6.1 Demographic and career information

The demographic and career features of the study sample are detailed in Table A below. The total population of the sample compromises of 66 participants and employees from the Governmental and Semi-Governmental entities in Abu Dhabi.

The bulk of the sample are female (37). The remaining respondents are male (29). Almost 61 percent of the respondents are married (40) while the remaining 39 percent (26) are single.

61 percent of the participants were holders of Bachelor degrees (40), (21) participants were holders of Master degree or higher which accounts to 32 percent while the remaining 7 percent had a diploma (3 participants) or high school degrees (2 participants).

The majority of the participant's age groups were from the range of 25-35 years (34) while the next most is the next following range 36-45 years of age (19)

The table also shows that almost equal numbers of participants had 2 to 7 years (23) and 8 to 13 years (25) of experience. While only (6) had 14 to 19 years of experience, whereas (10) had over 20 years of experience. (2) participants had only 1 year or less of experience.

The survey had four organisational hierarchy segments; Non-Managerial, Lower Management, Middle Management and Top Management. The table shows that almost equal numbers of participants are in the lower (20) and middle management (22). Another (20) were in the Non-

managerial level. Only (8) respondents that answered the survey are employed at the Top

Management level.

The number of years in the current position (seniority) for most respondents was for the 2-7

years selection, as (35) answered it while (18) answered one year or less and (10) answered 10-

13 years only 3 has 14 or more number of years in experience.

Finally, the functional area were from different functions than what was mentioned in the

choice selection (30) selected other (13) were from management and (5) each from

Finance/Accounting and Administration. Only (1) participant was from the customer service.

Table 31 displayed below describes the distribution of the selected sample according to demographic and career features	Gender	Marital Status	Education	Age	Experience	Management Level	Experience in Current Position	Functional Area
Male	29							
Female	37							
Married		40						
Single		26						
High school			2					
Bachelors			40					
Diploma			3					
Masters or above			21					
Less than 25				4				
25 – 35				34				
36- 45				19				
46-55				5				
56 or above				4				
one year or less					2			
2 - 7 yrs					23			
8 - 13yrs					25			

14- 19yrs					6			
20 years or above					10			
Non Managerial						20		
Lower management level						22		
Middle management level						16		
Top management level						8		
one year or less							18	
2 - 7 yrs							35	
8 - 13yrs							10	
14- 19yrs							3	
Management								13
Customer Service								1
Marketing or PR								4
Finance or Accounting								5
Human Resource								3
Administration								5
Health, Safety and Environment								5
Others								30
Total	**66**	**66**	**66**	**66**	**66**	**66**	**66**	**66**

Table 31: demographic and career features of the study sample

6.2 Reliability Tests

The following section depicts the outputs of the data analysis obtained by employing the SPSS statistical software.

Table 32 below displays the results of the reliability test for 18 different variables. Reliability test examines the scales adopted to determine the independent variables. As discussed by Sekaran (1999) the reliability values over 0.60 are acceptable. Gliem and Gliem (2003) also added that the good value of Cronbach's alpha should be equal to 0.8. As revealed in the table below the scales used in our study are reliable since the average of the Cronbach's Alpha for the all tested variables was more than 0.95.

	Cronbach's Alpha	No. of Item	Mean	Variance	Std. Deviation
CSR1_ER – Employee Relation	.925	5	9.50	8.68	2.95
CSR2_EV (Environment)	.978	5	11.74	21.64	4.65
CSR3_CM (Community)	.967	4	9.40	14.21	3.77
CSR4_MP(Market place policies)	.975	6	12.86	32.49	5.70
CSR5_ET (Ethics)	.947	4	7.82	8.61	2.93
LS1_IA (Idealized Attributes)	.965	3	6.06	7.41	2.72
LS2_IB (Idealized Behaviour)	.962	4	8.53	12.50	3.54
LS3_IM (Inspirational Motivation)	.913	3	6.36	6.08	2.47
LS4_IS (Intellectual Stimulation)	.951	2	4.27	3.74	1.93
LS5_IC(Individual Consideration)	.957	2	4.17	3.90	1.97
LS6_CR (Contingent Reward)	.970	4	8.86	14.06	3.75
LS7_MBEA(Management by Exception Active)	.961	2	4.64	3.10	1.76
LS8_MBEP(Management by Exception Passive)	.966	3	6.60	5.75	2.40

LS9_LF (Laissez Faire)	.931	3	6.74	6.93	2.63
EB1_OAP (Organisational Attractiveness Perception)	.967	4	8.40	14.64	3.83
EB2_WM (Work Meaningfulness)	.928	4	8.74	11.18	3.34
EB3_OA (Organisational Attributes)	.956	3	6.35	7.12	2.67
EB4_WR (Work Responsibility)	.924	2	4.79	3.06	1.75

Table 32: Reliability Test

6.3 Correlation Tests

The correlation test was performed to assess the correlation between the diverse variables along with assuring the correctness of the hypotheses. Table 33 below shows the output of the correlation test also obtained from the SPSS software.

Hypothesis 1a: Leadership has a positive impact on CSR. **(Accepted)**
Hypothesis 1b: Leadership has No impact on CSR. **(Rejected)**

Hypothesis 2a: CSR has a positive impact on the Employer Brand. **(Accepted)**
Hypothesis 2b: CSR has No impact on the Employer Brand. **(Rejected)**

Hypothesis 3a: There is low perception of the role on which CSR plays in Employer Branding in the UAE. **(Rejected)**
Hypothesis 3b: There is high perception of the role on which CSR plays in Employer Branding in the UAE. **(Accepted)**

Correlations

		G.CorporateSocial Responsibility	G.LeaderShip	G.EmployerBranding
G.CorporateSocialResponsibility	Pearson Correlation	1	.886**	.868**
	Sig. (2-tailed)		.000	.000
	N	66	66	66
G.LeaderShip	Pearson Correlation	.886**	1	.945**
	Sig. (2-tailed)	.000		.000
	N	66	66	66
G.EmployerBranding	Pearson Correlation	.868**	.945**	1
	Sig. (2-tailed)	.000	.000	
	N	66	66	66

**. Correlation is significant at the 0.01 level (2-tailed).

Table 33: Correlation Test

The Correlation test is used to examine the acceptance of the three hypotheses. In this test the p value decides the existence of the correlation. In the aim of achieving a proper research, it is assumed that the confidence level is equal to 99%, consequently α is equal to 0.01 in the 2-tailed method. According to the Pearson Correlation approach, when the p value greater than α, the null hypotheses is accepted. According to the table 33 outputs, it is obviously illustrated that the H1a, H2a and H3b are accepted since the p value is 0.00 and less than α, however their H1b, H2b and H3a are not accepted for the same reason mentioned above.

6.4 Regression Tests

Hypothesis 1a: Leadership has a positive impact on CSR. **(Accepted)**
Hypothesis 1b: Leadership has No impact on CSR. **(Rejected)**

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	0.886	0.78	0.78		0.339

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.8	1	26.8	232.95	.000ᵃ
	Residual	7.40	64	0.12		
	Total	34.15	65			

Model		Unstandardised Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.37	0.12		2.95	0.004
	G.leadership	.820	0.05	0.89	15.26	.000
a. Dependent Variable: G.CorporateSocialResponsibility						

Table 34: Regression Test - Leadership and impact on CSR

As shown in table 34 above from the SPSS regression test output, the regression (SSR) value is equal to 26.8 and the total (SST) value is equal to 34.15 Thus, the r^2 value is equal to 26.8 /34.15= .78 and the adjusted r^2 value is equal to .78 as shown above. Hence, almost 78.4% of the variation in the Corporate Social Responsibility (CSR) can be explained by the variability in the independent variables studied which is the 'Leadership'. Furthermore, as indicated by the ANOVA test in the above table, the significant value is 0.000. This value points out that it is significantly safe to replicate the results of the sample on the entire population. As continuation of the regression analysis, the table above also demonstrates the coefficients (β) of the linear relationship between the dependent variable (% of Corporate Social Responsibility) and the identified independent variable which is the 'Leadership' as per the following equation:

$$Y = \beta_0 + \beta_1 X_2 + \beta_2 X_2 + ... + \beta_k X_k + \varepsilon$$

The coefficients (β) shown in the table indicates that the effect of changing of the Leadership, on changing the percentage of Corporate Social Responsibility. As shown in the table above, all the coefficients are positive and significant. So, to change the % of Corporate Social Responsibility from one category to another, the independent variable which is the 'Leadership' should be changed by the associated coefficient Beta value.

Hypothesis 2a: Leadership has a positive affect on the Employer Brand. **(Accepted)**
Hypothesis 2b: Leadership has No impact on the Employer Brand. **(Rejected)**

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.945[a]	.892	.891		.2757	

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.40	1	40.40	531.34	.000[a]
	Residual	4.87	64	.076		
	Total	45.26	65			

Model		Unstandardised Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.002	.100		-.019	.985
	G.leadership	1.007	.044	.95	23.05	.000
a. Dependent Variable: G.EmployerBranding						

Table 35: Regression Tests: Leadership and impact on the Employer Brand

As shown in the table above from the SPSS regression test output, the regression (SSR) value is equal to 40.40 and the total (SST) value is equal to 45.26 Thus, the r^2 value is equal to 40.40 /45.26= .89 and the adjusted r^2 value is also equal to .89 as shown in table 35 above. Hence, almost 89.2% of the variation in the Employer Branding can be explained by the variability in

the independent variables studied which is the 'Leadership'. Furthermore, as indicated by the ANOVA test in Table 35, the significant value is 0.000. This value points out that it is significantly safe to replicate the results of the sample on the entire population. As continuation of the regression analysis, the table demonstrates the coefficients (β) of the linear relationship between the dependent variable (% of Employer Branding) and the identified independent variable which is the 'Leadership' as per the following equation:

$$Y = \beta_0 + \beta_1 X_2 + \beta_2 X_2 + ... + \beta_k X_k + \varepsilon$$

The coefficients (β) shown in the table indicates that the effect of changing of the Leadership, on changing the percentage of Employer Branding. Therefore, to change the % of Corporate Social Responsibility from one category to another, the independent variable which is the 'Leadership' should be changed by the associated coefficient Beta value.

Hypothesis 3a: There is low perception of the role on which CSR plays in Employer Branding in the UAE. **(Rejected)**

Hypothesis 3b: There is high perception of the role on which CSR plays in Employer Branding in the UAE. **(Accepted)**

Model	R	R Square	Adjusted R Square		Std. Error of the Estimate
1	.868[a]	.75	.75		.418

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.08	1	34.08	195.10	.000[a]
	Residual	11.18	64	.175		
	Total	45.26	65			

Model		Unstandardised Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.040	.161		.248	.805
	G.Corporate SocialRespo	.999	.072	.868	13.97	.000

	nsibility					
a. Dependent Variable: G.EmployerBranding						

Table 36: Regression Test – Perception of role on which CSR plays in Employer Branding

As shown in the table above from SPSS regression test output, the regression (SSR) value is equal to 34.08 and the total (SST) value is equal to 45.26 Thus, the r^2 value is equal to 34.08 /45.26 = .75 and the adjusted r^2 value is also equal to .75 as indicated in table 36. Hence, almost 75.3% of the variation in the Employer Branding can be explained by the variability in the independent variables studied which is the 'Corporate Social Responsibility'. Furthermore, as indicated by the ANOVA test in table 36, the significant value is 0.000. This value points out that it is significantly safe to replicate the results of the sample on the entire population. As continuation of the regression analysis, the table also demonstrates the coefficients (β) of the linear relationship between the dependent variable (% of Employer Branding) and the identified independent variable which is the 'Corporate Social Responsibility' as per the following equation:

$$Y = \beta_0 + \beta_1 X_2 + \beta_2 X_2 + ... + \beta_k X_k + \varepsilon$$

The coefficients (β) shown in Table 36 indicates that the effect of changing of the Corporate Social Responsibility, on changing the percentage of Employer Branding. As also shown on the table, all the coefficients are positive and significant. So, to change the % of Employer Branding from one category to another, the independent variable which is the 'Corporate Social Responsibility' should be changed by the associated coefficient Beta value.

Chapter 7
Discussion of the Findings

This chapter provides a discussion on the findings presented in the previous chapter which analyzed the results of the data collection and information gathered for the sake of the study in this paper.

Several tests were conducted using the SPSS statistical software to analyze the reliability tests on the measurement scales of the variable used. Also, the regression test was done in order to verify and validate the stated study hypothesis as discussed in chapter 6.

The overall aim of the findings and analysis is to provide an understanding to the impact of leadership on Corporate Social Responsibility. Moreover, to comprehend the relationship of the organisations Employer Brand in relation to the CSR notion and its additional impact, whether positive, negative or neutral on the Corporate Social Responsibility of the Public entities operating in Abu Dhabi.

The chapter and the sections under it will discuss the following relationships and results:

7.1 Leadership and CSR

As indicated in the previous chapter, the regression test conducted in the study has accepted Hypothesis 1a: that Leadership has a positive impact on CSR which has been proven through the F statistic 232.95 at a significance level of 0.000. Moreover, the t value of 15.263 at 0.000 proves that there is a positive relationship between CSR and Leadership. The details are presented in Table 34.

This correlation that Leadership has a positive impact on CSR has also been proven through the interview responses of the Leaders in questions 6 and 7 as per the analysed segments below:

Interviewee 1. Answer to Question 7:

"*Leaders within our organisation are what you would refer to as transformational leaders who encourage people at all levels to be involved in strategic development and contribute towards the growth of the organisation and beyond.*"

In the presented interview segment, the interviewee argues that the leadership support is a main contributor and strategic drive to the growth and development of the organisation and what goes beyond such as community and society. The interviewee explains that the direct positive relationship of leadership is what has impacted the involvement of CSR in the organisation.

Interviewee 2. Answer to Question 6:

"*My role as a Senior Sponsorship Manager is to ensure that the organisation's objectives are aligned with our community engagement objectives. I also play a psychological role. In the sense that I am the driving force and role-model for my team and subordinates below me, my enthusiasm and faith in the objectives towards a better community for my people (Emiratis) helps them follow the same league*".

As indicated above by the second interviewee, the leader's role is essential in aligning and supporting ''community engagement objectives''. As explained, a leader is ''the driving force and role-model'' for the employees and subordinates working with the Leader and hence leadership play a large role of impacting CSR engagement in the organisation.

Interviewee 3: Answer to Question 6:

"*....my role as a manager of the Human resources division entails me to undertake several duties in regards to the CSR-nature of practices we undertake as directed to me by the Top Management in the organisation who induce these values to us and encourage the practices of CSR activities as per what is dictated in the Law we operate in of course*".

The segment quoted of the third interviewee above also emphasises that regardless the job role one takes in an organisation, leadership and especially Top Management has the largest and more direct impact on the company's CSR engagement as stated ''…..*entails me to undertake several duties in regards to the CSR-nature of practices we undertake as directed to me by the Top Management in the organisation who induce these values to us*''.

Interviewee 3: Answer to Question 6:

"*... what is necessary is a strategy and can only be established if CSR is seen as strategic. Leaders at the top level must not only support it, they must be the main driving force behind it.*

If these two ingredients are present then I believe CSR has the necessary ingredients to mature".

All the above findings have also been supported by the literature conducted in the study. Such as Mrivis et al (2010) which conclude that there is a strong relationship between Leadership practices and the CSR drive in every organisation. The Authors quote "the CEO is often the driver of responsibility efforts. This means that in the most sustainability oriented companies, he or she plays a central and active role, with the Top Management team, in making CSR visible, raising awareness about global responsibility, and exhibiting personal commitment to this agenda" (p. 46)

7.2 Leadership and Employer Branding

The regression test has accepted the Hypothesis 2a: that Leadership has a positive impact on the Employer Brand. As indicated in Table 35 the Beta value is 0.95 which indicates that Leadership has a positive and strong correlation with Employer Branding.

These findings have also been indicated through the responses of the interview questions 5, 7 and 8 as per the quoted segments analysed below:

Interviewee 1. Answer to Question 8:

"*....As directors and leaders of this organisation, we aim to be seen as an organisation that has a responsibility not only to deliver projects on time, but also in a way that is not harmful to the environment and society*".

In the presented interview segment above, the interviewee argues that there is a relationship between the leadership role and the Employer Branding of the organisation. The statement '*As directors and leaders of this organisation, we aim to be seen as an organisation …….that is*

not harmful to the environment and society" explains that there is a positive impact of leadership on Employer Branding in an organisation.

Interviewee 2. Answer to Question 7:

"....We have the full support of the Board members and Top Management at my organisation. We are blessed to have them understand the importance of the initiatives we have set especially of how expensive they are (Laughs). As for the communication systems in place we use the internet which is the most powerful tool..."

As indicated above by the second interviewee, the leadership's role plays an influential factor and impact on an organisation's Employer Brand. The support of the Top Management as stated by the interviewee helped set the CSR initiatives regardless how costly there are and hence also indirectly impacting CSR engagement in the organisation.

Interviewee 3: Answer to Question 5:

"I also play a leading role in emphasising these CSR-related tasks (as you said) to attract the highly specialised talent to come and work for us. .... Hence, I use it as an Employer Branding tool to attract and retain talent".

The segment quoted above of the third interviewee explains the relationship and impact of leadership on Employer Branding. "*I use it as an Employer Branding tool to attract and retain talent"* – this statement suggests that a leader in an organisation can implement his or her power and direction to steer practices in his/her role to facilitate Employer Branding. In the case above it was HR leadership to attract talent as part of the Employer Branding notion.

This finding also relates to a different study which found that 22% of the managers claimed that the "Social Responsibility and Community Involvement" is integral to their company's reputation and image, this criterion is ranked 8 from 9 in corporate reputation significance (Hill and Knowlton Middle East, 2007 in Ronnegard 2010). In part, the low level of CSR involvement explains the reason behind the low level of Employer Branding and corporate reputation in the organisations of the UAE.

Moreover, the above finding has also been supported by Guarnieiri and Kao (2008) which explained thoroughly the strong relationship between CSR and leadership and quoted "… having leaders directly involved in various CSR initiatives helps strengthen the company's overall reputation in the marketplace" (p.38)

7.3 CSR and Employer Branding

Finally, as shown in table 36 from the SPSS regression test output, Hypothesis 3b has been accepted which states that 'there is high perception of the role on which CSR plays on Employer Branding in the UAE'. The Beta value shown on the mentioned table which is 0.868 shows that there is a strong correlation between CSR and the role of Employer Branding in the UAE.

This high perception of the role on which CSR plays on Employer Branding in the UAE has also been indicated through the respondents answers of questions 8, 9, 10 and 11 in the interview conducted. The analysis of the questions that indicated the above correlation is discussed as per the following segments:

Interviewee 1. Answer to Questions 9, 10 and 11:

"*When CSR is part of the brand, it also becomes the source of strength for the workforce. The workforce must aim to uphold the values associated with the brand such as CSR*".

"*…. With Abu Dhabi being such a small community, word is easily spread that our organisation is very much focused on such attributes which would encourage people in society to strengthen their knowledge in this field as well as other organisation to follow suit to maintain an Employer of choice and branding status.*"

"*CSR is recognised to a certain extent across the board in the UAE. It is however still in its very early stages. Simply demonstrating that an organisation is actively involved in charitable work is but a small part of CSR. With time, and as organisations, aim to attain international standards, the organisations, the leaders and Government bodies will have to have implemented strict guidelines based on international policies in order to maintain, as we are always striving to do in the UAE, a strong position on the world stage*".

In the presented interview segments above, the interviewee proves to have a high perception of the role CSR plays in the Employer Branding of his organisation.

Interviewee 2. Answer to Questions 8 and 11:

_"..... If we don't brand we get no responds from the community, no interest from applicants and no support from stakeholders because they are unaware of the objectives value."

"…..But there is room for development with the Multi-National Companies expanding in the region and organisations becoming more aware of the value of branding and CSR, some are being proactive while if other don't do the same, they will soon dissolve in the market and how competitive it has become the last 6 years."

As indicated above by the second interviewee, the role of CSR in Employer branding and vice versa is highly perceived as he adds "So branding is everything to us."

Interviewee 4. Answer to Questions 8 and 11:

"The gains [of CSR] very much relates to the reputation of the company to be seen as a good Employer that can help Abu Dhabi reach its 2030 vision."

"…. CSR has to go beyond the hype and must be seen as much more that PR but rather as the core of every company…..Of course, HR has to also be one of the stakeholders on the table and to have a voice and a say when stating CSR initiatives. All of these come together to help build a company's brand. PR, is a means by which we can position the company, its CSR and its brand."

The above findings also relate to Mirvis and Hatch (2010) literature findings that not only states that there is a strong correlation between CSR and Employer branding but also a very positive one as quoted "…branding and CSR can be two potent tools to realign corporate with Public interests. Combining their forces, in our view, makes it doubly possible to imagine a future brighter than the one we are likely to have if we maintain current mainstream corporate practices." (p.53-54)

Moreover, the finding above which states that there is a high perception of the role on which CSR plays in Employer Branding in the UAE is also stated by most managers whom believe

that the Government should play an active role in promoting CSR (Emirates Environmental Group, 2008 in Ronnegard 2010, p. 11).

To add to that, Qassim et al (2011) also states that even though organisations in the UAE have a high perception of CSR and its advantages there is a deficiency in advertising and promoting its initiatives to the Public. This also related to a study which had been conducted in the UAE by Dubai Ethics Resource Center targeting local managers. The survey found that 72% responded that they were "highly aware" or "very highly aware" of concepts relating to CSR, but only a mere 24% of local companies reported any CSR activities at all (Dubai Ethics Resource Center, 2006 in Ronnegard, 2010). This explains that the understanding of CSR is present but the action based on it is significantly absent.

The Authors quote "Why then are companies in this part of the world having such a hard time with CSR? Even leading advertising agencies in the UAE and the Gulf are lukewarm in promoting CSR, partly due to the perception that it requires time to craft the proposition and align the participants and yet delivers precious little in financial payback". (p.11)

The above finding analysis and interpretation of the questionnaire results and interviewee responses support the hypothesis 1a, 2a and 3b which states that leadership has a positive impact on CSR and that CSR also has a positive impact on the organisation's Employer Branding. Moreover, there is also a high perception of the role on which CSR plays in the Employer Branding of the Governmental and Semi-Governmental entities in Abu Dhabi.

The next chapter provides a conclusion of all what has been stated in the previous chapters and also lists several recommendations for leaders especially those working in HR, in the aim to promote CSR and improve the Employer Branding of their organisations.

Chapter 8
Conclusion and Recommendations

The findings and analysis discussed in the previous chapters based on the survey. Interviews and the literature review conducted will also determine the main conclusion drawn on the study. Also, a list of recommendations suggested from the findings and literature review are presented as advice in the chapter for future development and research.

8.1 Conclusion

The first hypothesis findings and results show that Leadership has a positive impact on CSR initiatives in the Public sector organisations in the Emirate of Abu Dhabi which answers the first research question (*Does Leadership play a role on CSR in the Public sector of the UAE?*).

The primary and secondary data collected along with their analysis and findings that has been thoroughly discussed in the earlier chapters prove that CSR initiatives followed by the current organisations in Abu Dhabi and the UAE are driven mainly by the Top Management and leaders of the organisations or else the firms will not engage in any responsible or sustainable acts towards the society unless enforced by the law.

The addressed organisations seem to have several CSR programs that they employ in their business. However, the four main dominant concerns in which they engage CSR and the reasons behind them are explained below:

A. Corporate Philanthropy:

As discussed in previous sections, social and religious principles are deeply connected in the Arab world and go beyond that by touching all aspects of life including business and personal issues. Muslim people involve religion in all business matters and do not isolate profit-making and ethics. Moreover, social interdependence is a crucial standard in the Islamic and Prophet Mohammed (PBUH) teachings which accordingly state that all the people irrespective of their professions are expected to act ethically towards the community they operate and live in.

Thibos (2009) emphasises in this regard by stating that "Religion and religious symbolism certainly play a role in this process [CSR], especially in the Gulf states" (p.11) Therefore, Islam plays a main role in driving corporations to engage in corporate philanthropy and CSR. Such corporate donations are connected to culture and religion such as Bedouin traditions of generosity and religious beliefs of Zakat. (Qasim et al, 2011).

B. Emiratisation

The second CSR activity that the entities seem to be involved in heavily is Emiratisation which is an initiative by the Government issued to lessen the reliance on expatiate workers and helps in balancing the imbalance in the UAE's population.

As stated by the Business and the Environment (2007) "While in most western countries social concerns might include ensuring equality for foreign minority workers, in Dubai, [UAE] 'natives' are the minority, while expatriates of both Middle Eastern and western heritage make up the majority of the population. This situation may require reversing the focus of the traditional, western CSR perspective to protect native culture" (p.6)

The research studies conducted also state that Emiratisation also contributes to corporate philanthropy in the sense that the donations or financial rewards are given out to sponsor job-training programs or scholarships that returns with good impact to the nation, Government and its nation.

C. Environmental Concern

Several organisations in the Public sector of Abu Dhabi are exerting great efforts on reducing the environmental impacts of their operations especially in the Utilities sector where organisations such as ADDC, AADC, RSB, and ADWEA and other environmental agencies such as EAD are establishing strict environmental laws and abiding to them as well.

D. Health and Safety

The massive construction boom witnessed by the UAE during the past few decades has made it one of the leading Arab countries concerned in Health and Safety issues.

There have been several strict regulations and policies allocated by the Government of Abu Dhabi mainly from the utilities sector which enforces all labour workers, employees and the Public to ensure that safety measures are taken at all times.

Furthermore, the study has also concluded that CSR has a positive impact on the Employer Brand of the Governmental and Semi-Governmental organisations' in Abu Dhabi, which answers the second research question (*What does CSR add to the Employer brand of the organisation*?)

The study has discussed several organisations adhering to strict Health and Safety commitments such as NME, EA, GF, AL DAR and several other Governmental entities in the utilities sector such as ADWEA, AADC, RSB, ADDC and EAD as well as interviews with anonymous senior personnel from leading organisations in the Emirate of Abu Dhabi and Dubai that have also shown the added value and benefits that the organisations' Employer Brand has gained from the CSR initiatives and programs that their leaders and HR have implemented.

Linking the brand to the CSR projects has not only enhanced their organisation's image and reputation as one that is responsible to the community, but has also helped by acting as a tool to attract talent, motivate employees and showed improvements in employee selection, recruitment and retention and comforting the general Public which are a few of the many benefits CSR has brought to the branding.

Additionally, the study also concluded that there is a high perception of the role on which CSR plays on Employer Branding in the Public sector organisations addressed, which answers the third research question (*How do the Governmental and Semi-Governmental organisations in the UAE perceive CSR as part of their Employer branding promise?)*

Also, the interviews conducted with the addressed organisations have showed that the leaders and senior management are well aware of the role on which CSR plays in the Employer Branding of their Employers. Their responses are quoted below:

⇒ "If we don't brand we get no responds from the community, no interest from applicants and no support from stakeholders because they are unaware of the objectives value. So branding is everything to us."

⇒ "When CSR is part of the brand, it also becomes the source of strength for the workforce. The workforce must aim to uphold the values associated with the brand such as CSR."

⇒ "Again, CSR would add to the brand if it was part of a wider strategy.

CSR can only help build a brand, but this means it must be more than just the PR element. CSR would help brand the company as an Employer of choice or a responsible corporate citizen or a company dedicated to Emiratisation."

Finally, the fourth and last research question, stating whether "*Leadership and internal functions such as Human Resources align and interface to support the Employer Brand?",*is addressed in the next section as part of the recommendations list for Leaders in the Top Management and Human Resources to guide them on how to develop and strengthen their CSR and Employer branding across the sectors activities by first understanding the benefits and value of CSR to their organisation.

8.2 Recommendations

The numerous Publications that have been produced and presented in this paper demonstrate the advantages and benefits CSR would have on the practice of an organisation and the possibility of enhanced financial returns. Such texts also consider that third world Governments and consumers would abandon companies which do not have any sound CSR policies in place. Katsioloudes and Brodtkorb (2007,p.19) stated that "It is clear that for the UAE and other Islamic countries, CSR, if adopted and implemented successfully, holds great

promise for the country's business development. If ignored, however, the consequences could be of great magnitude."

The International Institute for Sustainable Development highlights below seven key potential benefits for firms implementing CSR as stated by Keinert (2008):

1. **Achievement of Competitive Advantage**

   A demonstration of socially responsible behaviour and ethical behaviour helps build intangible assets such as credibility. "Do good in order to do well", Seifert et al, (1999) relates to an organisation's strategic approach towards charity expressing that CSR associated actions can have an instant direct affect on corporate reputation in both the positive and negative sense, thus influencing the achievement of a competitive advantage and increased performance.

   CSR can also contribute towards competitive advantage by reducing operational costs by saving on disposal costs for example or by investing in environmentally-friendly products at an early stage before they become imposed through standards and regulations; pushing up costs for rivals who would have to catch up to comply.

   Finally, CSR must be understood as having a long-term benefit even if it incurs costs at an early stage. Such benefits are engagement with the society through PR, good will and political access.

2. **Value-Added and Reputation to Products and Services**

   CSR engagement can create business prospects through value-added products and services which raise the awareness of consumers and stakeholders in the organisation. Targeting ethical consumers and socially responsible investors is a segment that has not been fully exploited and research conducted demonstrates that such consumers and stakeholders prefer to be associated with organisations actively engaged in CSR.

   Consumers are also more likely to spend a premium on products produced in a socially and environmentally sustainable manner. This may be too risky to base purchase

behaviour strategies upon but it is more likely to occur in low-cost items, such as say free-range eggs, due to the low cost and unnoticeable price margins.

One of the underlying issues in creating consumer alliances with CSR-engaged organisations is the lack of sufficient communication and education in the products or services themselves and how they are developed. With time this will have to be addressed in order for organisations to differentiate themselves from the rest (salience), developing stronger trust and consumer loyalty and aligning the organisation with the product/service.

3. **Achievement of Organisational Commitment**

Organisation commitment is one of the key factors contributing to the success of an organisation and is defined as "strong belief and acceptance of organisation's goals and values, and willingness to make efforts for the organisation, and the strong desire to remain a member of this organisation". (p.92) This is highly dependent on the development of a 'socially concerned' environment where the needs of others are taken into consideration and ethical rules and codes are implemented and promoted resulting in a good sense of teamwork and work towards a common goal, making employees feel a strong sense of belonging and drive towards the organisation resulting in high levels of employee retention. Further it creates an environment which is inviting to talent making the organisation desirable to highly knowledgeable and competent applicants.

4. **Equal Opportunities Compliance, Diversity and their Inherent Benefits**

In developed countries it is mandatory to comply with Equal Rights legislation and an organisation will do its utmost to avoid being placed in the spotlight for discrimination. Whilst discrimination is avoided, the percentage of women and people of colour in top positions in US firms is significantly lower than white men; the root of this problem lies in the existence of the "old boys network".

The most important aspect of equal opportunity in the work place relates to the benefits associated with diversity. A work force comprising a mixture of genders and ethnic backgrounds provides an organisation with improved decision-making resulting from the diversity of the group which bring their awareness of global issues into finding

better solutions to problems being considered based on their knowledge, experience and background.

5. **Enhanced Corporate Financial Performance**

   Whilst investment in corporate social practice is costly at first, the benefit is considered as being long-term in terms of return on intangible assets and an indirect benefit on financial returns. An organisation is therefore better off considering investment in CSR and environmentally-friendly solutions as a means to invest in innovation and productivity thus benefitting financially, for example through use of waste products in business opportunities and the creation of new commodities.

6. **Prevention of or Exit Strategies to Organisational Crises**

   A benefit of CSR would be the ability for an organisation to cut its losses after it has been through a self-inflicted or externally imposed crisis. Social and ethical measures taken after a crisis has occurred can contribute towards the successful resolution of the crisis. The crisis itself might present a potential for learning and rebirth of the organisation and competent leaders might be able to use it as an opportunity rather than a threat.

   Lack of CSR on the contrary, can not only prevent an organisation from coming out of a crisis but the lack in itself could be the cause of a crisis. For instance, poor labour relations and Public hostility and threatening actions taken by Governments or civil society could lead loss of sales and market shares. This would lead to the "Spotlight Effect" where organisations under the spotlight would have to take a turn in the way things are done to avoid such crises from happening.

7. **Opportunities for Partnerships and Alliances**

   In a diverse working environment, partnerships help organisations overcome cultural barriers, give them access to distribution channels and provide them with the ability to penetrate markets without compromising resources thus allowing them to share risk, resources and knowledge from their partners.

In philanthropic partnerships based on CSR, a for-profit organisation could partner with a non-profit organisation with interchangeable benefits whereby the non-profit organisation would benefit from sponsorships and the for-profit organisation would benefit from knowledge gained in product design or packaging associated with reusability and other environmental factors as well as enhanced reputation through the alliance and increasing its chances of reaching new consumer segments such as the 'green consumers'.

The above summarised key potential benefits by Keinert (2008) for firms implementing CSR only indicate the greater need for organisations in the UAE to follow a well-developed CSR implementation framework that incorporates 'social, economic and environmental decision-making' across the whole of the organisation starting from the board of directors to front-line employees and officials in the aim to have an intimate inter-connection with effective corporate governance.

The next section introduces such a framework adapted from Hohnen (2007) which provides easy sequential steps in a cycle that is recommended for HR managers and leaders of any nature or industry to consider implementing CSR strategically into its operations.

8.2.1 CSR Implementation Framework:

The below CSR framework displayed below by Hohnen (2007) from the International Institute for Sustainable Development aims to educate an organisation at all levels with the importance of CSR, making it a part of the core business, objectives and strategies. It basically paves the way for individual and collective businesses to align with international standards and create a business environment which is self-sustained.

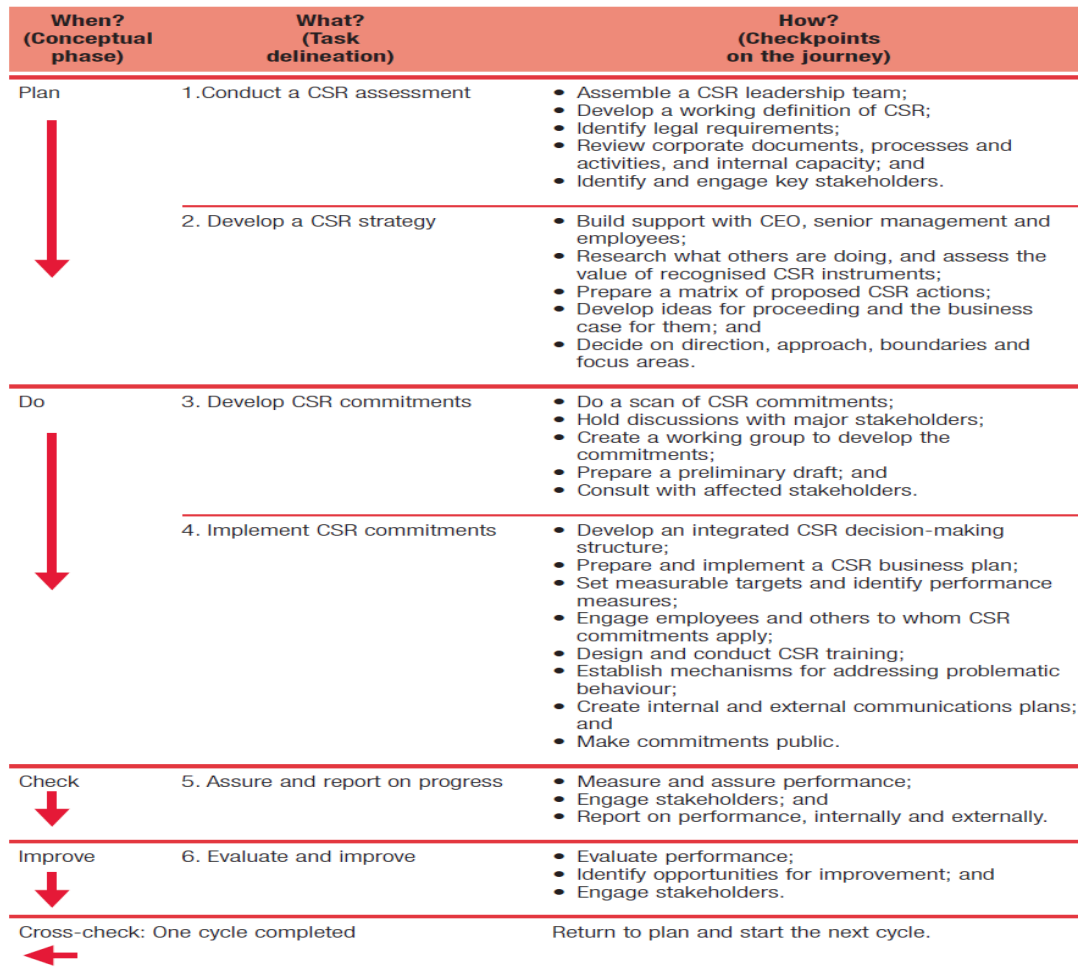The details of each task are outlined in figure 23 and its sections below.

When? (Conceptual phase)	What? (Task delineation)	How? (Checkpoints on the journey)
Plan	1. Conduct a CSR assessment	• Assemble a CSR leadership team; • Develop a working definition of CSR; • Identify legal requirements; • Review corporate documents, processes and activities, and internal capacity; and • Identify and engage key stakeholders.
	2. Develop a CSR strategy	• Build support with CEO, senior management and employees; • Research what others are doing, and assess the value of recognised CSR instruments; • Prepare a matrix of proposed CSR actions; • Develop ideas for proceeding and the business case for them; and • Decide on direction, approach, boundaries and focus areas.
Do	3. Develop CSR commitments	• Do a scan of CSR commitments; • Hold discussions with major stakeholders; • Create a working group to develop the commitments; • Prepare a preliminary draft; and • Consult with affected stakeholders.
	4. Implement CSR commitments	• Develop an integrated CSR decision-making structure; • Prepare and implement a CSR business plan; • Set measurable targets and identify performance measures; • Engage employees and others to whom CSR commitments apply; • Design and conduct CSR training; • Establish mechanisms for addressing problematic behaviour; • Create internal and external communications plans; and • Make commitments public.
Check	5. Assure and report on progress	• Measure and assure performance; • Engage stakeholders; and • Report on performance, internally and externally.
Improve	6. Evaluate and improve	• Evaluate performance; • Identify opportunities for improvement; and • Engage stakeholders.
Cross-check: One cycle completed		Return to plan and start the next cycle.

Figure 23: CSR Implementation Framework

Source: (Hohnen, 2007, p. 19)

Task 1: Conduct a CSR assessment

For firms to take CSR seriously, it is the responsibility of the senior-most parties of a business to recognize the opportunities, challenges and risk of defiance that lie in CSR. It is therefore important to conduct an assessment across the organisation in order to realize weaknesses with regards to CSR in relation to decision-making, products, services or activities.

A five stage CSR assessment process is set out below:

1. Assemble a CSR leadership team;
2. Develop a working definition of CSR;
3. Identify legal requirements;

4. Review corporate documents, processes and activities; and

5. Identify and engage key stakeholders.

This is one of many ways a CSR assessment can be conducted. The importance here is that the organisation and its leaders realise the importance of CSR in order to conduct such tests.

As indicated by Benn et al (2010), Top Management leaders and executives have a strong influence on the CSR implementation especially in the developing world where the power distance is quite large between them and their followers.

Task 2: Develop a CSR strategy

A CSR assessment provides an organisation with the foundation required to develop a road map and induce CSR into the strategy, core business and objectives thus aligning itself better with market and stakeholder requirements. The absence of developed CSR strategies is one of the main reasons behind the gaps and weakness presented in the Public sector organisations in the UAE. As stated by Thibos (2009) "It is this step from philanthropy to strategy that has not taken hold in strength in the Middle East". (p.36)

The following six steps comprise a suggested way to develop a CSR strategy:

1) Build support with the CEO, senior management and employees;
2) Research what others (including competitors) are doing and assess the
3) value of recognized CSR instruments;
4) Prepare a matrix of proposed CSR actions;
5) Develop options for proceeding and the business case for them; and
6) Decide on direction, approach, boundaries and focus areas.

There is no priority order in which an organisation needs to take these steps. So long as the steps are taken, an organisation will be better-placed to achieve the necessary CSR strategy.

In order for the strategy to succeed it must be based on the organisation's values; building on strengths and concentrating on improving or eliminating the weaknesses.

Task 3: Develop CSR commitments

CSR commitments are policies developed by the organisation that focus on what needs to be done in order to manage socio-environmental impacts. There are also several advantages for developing CSR commitment, which:

- Ensures that the company's corporate culture is reliable and consistent with the CSR values;
- Aligns and integrate the company's business strategy, objectives and goals;
- Guides the employees about how they should conduct themselves; and
- Informs Governments, business partners, the general Public and others of the organisation's CSR approach

CSR commitments can be categorized as 'aspirational' or 'prescriptive'. Aspirational commitments are general and associated with long-term objectives. Prescriptive commitments are more specific and may be considered as a set of instruction which must be complied with, such as a 'Code of Conduct'.

Momin and Belal (2009) have stated that the CSR commitments developed in some organisations in the UAE are merely passive compliance to western fashions or practices. Hence, there is a great need for these commitments to be reflected from the organisation's goals and objectives, whether long-term or short-term.

Task 4: Implement CSR commitments

Implementation refers to physical actions taken in accordance with the CSR strategy that is set.

The following steps demonstrate a means by which to apply CSR commitments:

1. Develop an integrated CSR decision-making structure;
2. Prepare and implement a CSR business plan;
3. Set measurable targets and identify performance measures;
4. Engage employees and others to whom CSR commitments apply;

5. Design and conduct CSR training;

6. Establish mechanisms for addressing problematic behaviour;

7. Create internal and external communications plans; and

8. Make commitments Public.

These steps involve every personnel and division in the organisation. For CSR commitments to be implemented successfully, the HR manager must be in charge from the very beginning. According to Taylor et al (2011), HR should play a key role in ensuring that the strategy and commitments are consistent across the whole of the company.

Task 5: Report and verify progress

It is important to report to interested parties and the Public the CSR actions that were implemented and the benefits and positive change that took place as a result. Documenting and Reporting is a good way of demonstrating commitment towards CSR strategy and showing how the organisation's activities are having a positive effect on society. Whilst the reporting should be open, it should aim to be concise with the aim of building trust and credibility.

There is a great need to document the UAE's best practices of CSR and utilise them as learning methods and tools for development of businesses and professionals as well as for the academic students in the UAE. Interestingly, the World Bank has indicated that 'good governance and accountability' as an important factor that is essential for the economic development and sustainability in the Middle East region precisely. (Katsioloudes and Brodtkorb 2007) This, of course only stresses more on the challenging need facing the UAE organisations to put together clear sets of defined and transparent CSR policies and reports that are reliable and competent with those established abroad in developed countries such as the UK and US.

Once issued, those policies and commitments can be transformed into real-life and actual performance which when applied across the different organisation levels and roles along will encourage the organisations to apply CSR policies consistently and report on how they have improved and developed their business performances.

Moreover, the best way of representing the significance of CSR in the UAE context is by illustrating that the business practices it supports need not only be commanded by Islam, like in Zakat, but rather a relevant and complementary foundation of moral and ethical tradition and teachings of the faith towards a much more business-related practices.

According to Aggerholm (2011) this must also be spread by Leaders and HR Managers in the organisations which ought to communicate and report the potential benefits commitment to these sustainable pillars by demonstrating its links to "positive corporate performance, competitive advantage, customer loyalty, enhanced company image and goodwill, legitimacy, and improvements in employee recruitment and retention". (p.108)

Task 6: Evaluate and improve

Following on the reporting, it is important to evaluate the results in order to ensure that the organisation is on the right track towards achieving its CSR objectives, strategy and commitments. It is also an opportunity to seek enhancements to the approach by welcoming input from stakeholders, management, CSR committees and employees. By doing so, the firm is able to monitor the progress, explore any obstacle to success (if any) and ways to overcome them, assess what the other organisations in the sector have succeeded in doing and re-examine current goals.

The information does not only provide a database for process and performance, but it also encourages the development of a "joined-up" or collaborative management.

The main conclusion that can be drawn from the literature conducted and findings of this study is that in every industry, country and job position in an organisation one can collaborate to be inspired and inspire to better the world in ones own area or expertise. Regardless, the immaturity of CSR leadership and gaps in the Employer Branding of the Public sector of the UAE there is always light at the end of the tunnel and as per the findings of this study; there is potential in its development and maturity.

8.3 Academia and Future CSR Leadership:

Academia and education offers transition, ideas that are creative and innovative as a podium for scholars to explain and display practical theoretical dimensions on leadership and its contribution towards CSR in its many extensions.

Many of the academicians referenced in this paper are thirsty for progress towards responsible leaders and their practices and are supporters along with many other authors around the world for transition in the syllabus and other operational practices. Scholars' critics have repelled faculties who elevate the standard of ethics, learn CSR in isolation, or explain leadership as a goal for the universal good and labelled them as theoretical and traditional. The transition, prudent scholars and researchers on the academic side, seek today to identify the modern models of the multiple roles that leaders take part in today's organisations in relation to the community and society they operate in. (Mirvis et al, 2010)

The Principles for Responsible Management Education

As institutions of higher education involved in the development of current and future managers we declare our willingness to progress in the implementation, within our institution, of the following Principles, starting with those that are more relevant to our capacities and mission. We will report on progress to all our stakeholders and exchange effective practices related to these principles with other academic institutions:

Principle 1
Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

Principle 2
Values: We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principle 3
Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principle 4
Research: We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

Principle 5
Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

Principle 6
Dialogue: We will facilitate and support dialog and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

Table 37: Principles for responsible management education

Source: (Mirvis et al, 2010, p.55)

Mirvis et al (2010) have provided a guideline for academic institutions through a list of six principles (presented in table 37 above) which they can follow to aid in the development of managers as tomorrow's leaders; which if implemented and followed will provide vast opportunities of improvement in the academic world.

The concepts cannot be mutually separate but rather must merge together, each providing a different yet complementary view on the activities of an organisation, to form a strong strategic perspective towards CSR in the region.

These recommendations will surely unfold several global benefits. Not only will they aid in the appearance of UAE companies on the international business platform but moreover, they shall improve commercial affairs with the currently existing foreign companies which hence would draw more international names and organisations to open in the country.

Finally, this paper comes to an end with a quote by Katsioloudes and Brodtkorb (2007) stating that "The time to act has come" for the UAE and many other Muslim and Arab countries to implement CSR and benefit from its great business development potential. (p.19)

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