The Influence of Corporate Social Responsibility Policy and Initiatives on Human Resource Management Practices and Experiences

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Abstract

The expectation that organisations will act in a socially responsible manner under the guise of Corporate Social Responsibility (CSR) is now one of the most significant contextual influences organisations face. This is particularly relevant to organisations located in industries that have the potential for significant environmental impact such as the cement industry. One often-acknowledged key element in CSR is the role of people in the successful implementation of CSR policy and practice. However, CSR research is rarely focused on the influence of people management in this process. This research has specifically brought back into focus the complexities, tensions and contradictions evident in the employment relationship via insights from the field of Human Resource Management (HRM) and the utilisation of the HR Causal Chain Model (Purcell et al., 2009) as a broad research framework.

Using a single-case systematic combining approach (Dubois & Gadde, 2002, 2014) within a social constructionist perspective, this study aimed to address the question: How does Corporate Social Responsibility policy and initiatives influence Human Resource practices and stakeholder experiences? The case organisation used in this study was an Australian cement manufacturing plant, known for the purposes of this research as CementCo. The study utilised in-depth interviews, observation, analysis of secondary documentation, and thematic analysis to explore both the intended HR and CSR policies and practices of CementCo, and the processes involved in how these practices are enacted by line managers and experienced by employees in consideration of workplace culture and subcultures.

The process-based approach provides significant insights into the HR and CSR implementation process and the 'black box' of HRM research. The findings demonstrate that while it is important to design and commit to strategically aligned and integrated HR and CSR strategies and policies, the dynamic and unpredictable process of implementation has a much larger impact on the success of these strategies than is recognised in contemporary CSR research. As such, one of the key contributions of this research is that within HRM and HRM-CSR research the implementation process should be considered, and it should be considered as a process that relies on the actions and attitudes of multiple stakeholders.

The study has acknowledged and embraced the complexities, tensions and contradictions often neglected in mainstream HRM, and more broadly the organisation of work and people. It has explored the realities of organisational life, the perspectives and perceptions of those often forgotten in mainstream literature, and the processes of how work is organised and

how people are managed. It has also contributed to the broadening of the field through the inclusion of more than just traditional HR functions, by exploring HR's broader role in the organisation and its social responsibility. In doing so, this study has shifted the HR research approach to one that incorporates the broader realities, processes, experiences, and perceptions, and thus redefined what a HR thesis can look like.

Dedication

This thesis is dedicated to my little monster, Jakey. You, my love, are everything!

And to Lou and Greg for…well…more than can be put in this dedication!

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There are so many people who have contributed to this long and challenging journey, who have provided support, encouragement, motivation, and even space when I needed it. Without you all, there would be no thesis.

First and foremost, I would like to thank all the participants at CementCo. Thank you for your participation and the trust you put in me. I have learnt far more then I imagined from you all and for that I am grateful.

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To my amazing husband, Jason. Thank you for your love and support, and for your belief in me. Thank you for always being there for me and for your incredible patience. I love you, you make everything better!! Oh, and thanks for all the times you occupied our little monster so I could get some work done!

To my little man, my spunky monkey, my little monster, my Jakey Pakey! You are everything to me. You inspire me to be better and to believe in myself. Your beautiful smile, your giggles in the baby monitor in the early hours of the morning, and your sweet interruptions to 'help mumma do work on her puter', to 'just give mumma a kiss and cuddle' or to 'give you a whisper' made sitting in front of the computer a little bit easier.

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Statement of Authentication

The work presented in this thesis is, to the best of my knowledge and belief, original except as acknowledged in the text. I hereby declare that I have not submitted this material, either in full or in part, for a degree at this or any other institution.
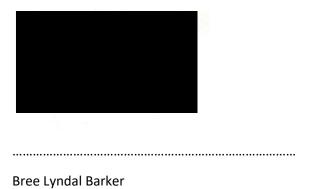
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List of Abbreviations

ASX   Australian Securities Exchange

AWU   Australian Workers Union

BEEP   BuildingCo Employee Assistance Program

BIT   BuildingCo's Infrastructure Technology

BPS   BuildingCo Production System

CAAA   American Chamber of Commerce

CCAA   Cement Concrete & Aggregates Australia

CEO   Chief Executive Officer

CER   Corporate Environmental Responsibility

CI   Continuous Improvement

CIF   Cement Industry Federation

CLC   Community Liaison Committee

CM&C   Construction Materials and Cement

CSI   Cement Sustainability Initiative

CSR   Corporate Social Responsibility

HSE   Health, Safety and Environment

HR   Human Resources

HRD   Human Resource Development

HREC   Human Research Ethics Committee

HRM   Human Resource Management

JSA   Job Safety Analysis

KSA   Knowledge, Skills and Abilities

LAP   Lean Action Plan

OCB   Organisational Citizenship Behaviour

OHS   Occupational Health and Safety

PDP   Personal Development Plan

POS   Perceived Organisational Support

RBV   Resource-Based View

SDT   Sustainability Diagnostic Tool

SHRM   Strategic Human Resource Management

SOP   Standard Operating Procedures

SWIM   Safe Work Method Statement

TPM   Total Productive Management

VMB   Visual Management Board

WBCSD   World Business Council for Sustainable Development

3C's   Concern-Cause-Countermeasure

Foreword

My supervisor recently said to me over nachos (amazing nachos by the way) "*I've seen it with you, me and James, we want to do a HR thesis, but what is a HR thesis?*"

For me, this pretty much sums up the challenge that I've had throughout this whole PhD experience. I'm the type of person who, to feel comfortable, needs to know where I'm going and how I'm getting there. I need organisation, a direction, and a clear path to where I'm going, and I'm great. But without that I'm way out of my comfort zone, and my fear of not being perfect, of not doing the right thing, is intensified. So, of course, I decide to do a PhD in a field that is so full of complexities and contradictions. A field of multiple, conflicting, overlapping and at the same time seemingly completely different ways of understanding and researching. The field of HRM is not straightforward. There is no right or wrong answer or way of researching. HRM is interdisciplinary. There are a multitude of definitions, conceptualisations, theories, ways of researching, levels of analysis, and so on, and each of these provides a different perspective on how we understand HRM, or at a more basic level, how we manage people and organise work. They have their foundations in different disciplines and they view the organisation of work and people management from different perspectives.

This lack of clarity, of the right way or a straight-forward path to follow, has pushed me so far out of my comfort zone and challenged everything about me (which let's be honest, my supervisors would say is the best thing to happen to me, but, well, it didn't feel like it at the time). Understanding and reconciling these different perspectives has been challenging and confusing and time-consuming. Focusing in on what it is I want to study amid the considerable HRM, people management, organisational behaviour, industrial relations, and employment relations literature, was difficult. Getting it out of my head and turning it into an academic research project that is relevant and purposeful, and yet interesting to me, was even more so. The whole process has overwhelmed me and challenged me, but at the same time, inspired me and provoked me. And just when I think I've got it, I read something else and I'm overwhelmed and confused again (luckily I have awesome supervisors that, time and again, bring clarity and point me in the right direction).

But this is what makes this research so interesting, and so worthwhile and valuable. I look back on this process and I'm amazed at how far I've come and what I've achieved, the knowledge I've gained and the knowledge I've contributed to the field. Without this journey, this overwhelming, challenging process, this thesis would not be what it is today.

So, for me, at its most basic level, this thesis is about exploring how people are managed and how work is organised in a way that is rarely done in HRM research. I want to explore the process of how people are managed, the process of how work is organised and the impact this has on those who actually experience it. I want to see if they do experience this process as they are intended to, and if not, why? I want to know what is it about the process, about the organisation of work, about the way they are managed that influences their perceptions and experiences, and what it means for the organisation. And this is what got me from the beginning. It's not the CSR aspect, it's not the HRM aspect in the traditional sense (not to say these aren't interesting and valuable research areas), it's the complexities and the contradictions. It's understanding the interactions between people. It's how work is organised and the impact this has. It's how people are managed and the processes implemented to do this. It's exploring why one group of people do something one way and another group do it another way. It's the dynamics and complexities of the workplace and how people deal with it that fascinates me.

So this is where I start…

Chapter 1:   Introduction

1.1   The Organisation of Work and People: Complexity and Contradiction

Since the industrial revolution, scholars have been researching, analysing, theorising and speculating on the organisation of work and people. There are endless concepts, ideas, theories, models and values developed or utilised to explain organisations, work and people management, and these are explained from a multitude of perspectives and paradigms. Insights come from economics, political science, sociology, Industrial and organisational psychology, management, history, law, geography, and even biology. The approaches to understanding, analysing and evaluating it vary widely; from the theoretical or philosophical position to the level of analysis, and many in between. Each of these offer unique, insightful, and relevant perspectives, and these perspectives may complement or build on existing research, or they may conflict with or oppose existing perspectives. They may also contradict or overlap each other, or be at opposite ends of the research field so that they have nothing in common except for the fact that they have the organisation of work and people as their object of research.

Pick up any introductory management, organisation studies, employment relations, or people management textbook and one of the often implicit, underlying themes is the complexity. The complexity of understanding work and organisation, the complexity in defining and conceptualising it, the complexity as a result of the tensions and contradictions evident in the employment relationship. These complexities and contradictions have been highlighted over the past decades, and have been a key theme in a number of influential writings, going all the way back to classical theorists such as Karl Marx and Max Weber (Jaffee, 2008; Watson, 2017). Marx, for instance, revealed how the process of controlling labour through subordination, exploitation, and through organisational structures and strategies contributed to the accumulation of capitalist wealth. At the same time, however, these processes had the effect of fueling resistance and opposition of the working class, both collectively and individually, highlighting that the effort to increase efficiency and profitability had the paradoxical effect of intensifying collective opposition (Jaffee, 2008; Watson, 2017). Weber's concern for rationality and maximising efficiency, among other things, highlights a similar tension. Weber, as a central element in his theory of bureaucracy, suggested that the

rise of rationalisation as the dominant operating principle was the most efficient form of authority. While bureaucracy maximised efficiency, Weber argued it was also the dominant force that stifled freedom and creativity. Thus tensions exist between maximising efficiency and the struggles of workers to resist the 'iron cage' of bureaucratic control (Jaffee, 2008; Watson, 2017).

These complexities and tensions were built into their analysis, and represent a fundamental organisational tension between objective efforts to increase efficiency and profitability on the one hand, and subjective labour reactions to these efforts on the other. The complexities are still evident today and continue to pose challenges for the organisation of work and people (Brewster, Gooderham, & Mayrhofer, 2016; Legge, 2005; Watson, 2017). However, despite the extensive research that has considered, analysed and articulated the complexity, contradictions and tensions, the majority of more recent organisational studies, and more specifically people management studies, have continually narrowed their focus to a point where these contradictions and tensions are barely considered. These studies tend to take a managerial point of view, typically focusing on how to manage organisations more effectively and efficiently *from the perspective of management*. For much of the mainstream literature, maximising this efficiency is all that matters (Grey, 2007). Within people management studies, this focus on efficiency is seen in the pursuit of demonstrating people management's contribution to organisational performance (Beer, Boselie, & Brewster, 2015; Brewster et al., 2016). These studies tend to fixate on meeting the needs of owners of business or appealing to senior management.

Brewster et al. (2016) suggest that this 'dominant research orthodoxy' has contributed to serious levels of employee dissatisfaction and a failure to deal with pressing global issues. They, along with others, suggest that this preoccupation with short term performance and appealing to management is narrow-minded in its regard for other stakeholders and society in general (Beer et al., 2015; Brewster et al., 2016). Furthermore, it is also argued that typically the concept of 'performance' is defined as short-term financial performance, and there is an assumption that the role of HRM is to contribute to that. Brewster et al. (2016) do, however, articulate that "of course, there have been studies of HRM that have examined the contested and contexted nature of HRM, but they have been too few and they have made too little impact. Such papers do not fit easily into the prevailing "proper science" orthodoxy of the leading academic journals and consequently find it hard to be influential. However, they more closely reflect the reality of the stakeholders in HRM and we call for more such papers" (Brewster et al., 2016:186).

As indicated, this current approach, more often than not, fails to consider the complexity and ambiguity of organisational life (Beer et al., 2015; Brewster et al., 2016; Jaffee, 2008; Legge, 2005; Watson, 2017). It does not take into account the tensions and challenges that exist, the multiple, and often competing perspectives, the role of power and resistance, the tensions between control and consent, or any number of other factors that impact the employment relationship (Brewster et al., 2016; Grey, 2007; Legge, 2005). This therefore highlights the need for a different approach. One that takes into account the complexities of organisational life, that takes into account the reality experienced by somebody other than senior management, and one that shifts current understandings of how people are managed and how work is organised. This research attempts to do just that. It looks at the reality of organisational life, it considers the perspectives of those often forgotten in mainstream literature, and explores the processes of how work is organised and how people are managed.

In addition and in line with Brewster et al's (2016) calls for further research, understanding the dynamics of an organisation means considering the wider societal context that organisations operate in that impacts their people management approaches. An organisation's social responsibility, the expectation by society that organisations will act in a socially responsible manner is now one of the most significant contextual influences organisations face, particularly those in a controversial industry like the cement industry. An organisation's social responsibility is particularly relevant to this study as it is closely linked to HRM and people management. As such, the following section will consider the social responsibility of business and its relevance to this study.

1.2   The Social Responsibility of Business

The links between business and society are evident in much of the organisation studies, management and employment relations literature, as is the notion that business has a responsibility to take care of wider society and the environment. It is more often than not espoused that for organisations today, rapidly changing economic environments as a consequence of globalisation, deregulation of markets, and ever-increasing competition have resulted in changing demands from customers, investors, employees and wider society. With many adding that in light of corporate misbehaviour, ethical scandals, financial crises, and environmental disasters, there is a growing demand for organisations to engage in and commit to socially responsible practices. Organisations are urged to widen their strategic

orientation to include not only economic, but also social and environmental considerations in order to meet or exceed societal expectations. To remain competitive, organisations are encouraged, implored, and demanded to implement and report on their socially responsible activities and practices. They have to be seen as being socially responsible. They have to behave in ways that, at the least, appear to further social, ethical and environmental wellbeing.

Both academic and mainstream sources are profuse with the need for organisations to broaden their strategic objectives and to demonstrate a commitment to what is commonly referred to as Corporate Social Responsibility (CSR). Carroll and Shabana (2010), for instance, assert that the concept of CSR continues to grow in importance and significance in both academic and practitioner communities worldwide. Schoemaker, Nijhof and Jonker (2006) maintain that organisations have to operate in an increasingly more complex social context and organisations can no longer solely focus on making profits, instead they must be socially responsible. Lindgreen, Maon, Reast and Yani-De Soriano (2012) state that it is necessary for organisations to apply CSR standards to their businesses, now more than ever. While Bhattacharya and Sen (2010:8) claims that "CSR occupies a prominent place on the global corporate agenda in today's socially conscious market environment". In the mainstream literature, CSR is emphasised as "creating social value by protecting ecological systems, alleviating poverty, decreasing inequality, and protecting human rights" and that "this new approach can potentially lead to a fundamental shift in corporate social behaviour and actions" (Naccache, Leca, & Kazmi, 2017:1). While Tennant (2015:1) states that a CSR strategy is a crucial component of an organisation's competitiveness, suggesting that CSR has "become one of the standard business practices of our time".

There is also a growing emphasis in the literature on social responsibility as a positive source of competitive advantage. Wong and Gao (2014) states that CSR improves competitive advantage, suggesting that CSR initiatives that are voluntary and strategic produce mutual benefits for the organisation and its social beneficiaries. Bhattacharya and Sen (2010) suggests that organisations are driven by the multi-faceted returns organisations can potentially gain from their CSR initiatives, and that key stakeholders are more likely to reward socially responsible organisations and punish irresponsible ones. There is similar emphasis in the mainstream literature, with Hohnen (2007:2) emphasising the need for organisations to put systematic CSR approaches in place, stating that "the effect of a tarnished reputation often extends far beyond that one firm; entire sectors and, indeed, nations can suffer". In addition, Epstein-Reeves (2012:1) states that "CSR is a way for companies to benefit

themselves while also benefiting society", highlighting that CSR increases innovation, long-term thinking, customer and employee engagement, while creating cost savings and brand differentiation. While Boyle (2016:1) suggests that organisations that invest in CSR are, and will continue to be, industry leaders, as CSR "allows businesses to engage with their customers on a deeper level, and is a powerful tool for communicating brand values and creating differentiation".

Furthermore, it is argued that academic interest in this area is mirrored in organisational rhetoric as an ever-increasing number of businesses espouse their engagement in socially responsible practices and initiatives (Vlachos, Panagopoulos, & Rapp, 2013). Crane, Matten and Spence (2008:4) state that there is virtually no industry, market or business that has not experienced increased demand to "legitimate its practices to society at large", stating that "most large companies, and even some smaller ones, now feature CSR reports, managers, departments or at least CSR projects". Bhattacharya and Sen (2010:8) explain that "more than ever, companies are devoting substantial resources to various social initiatives, ranging from community outreach and environmental protection, to socially responsible business practices". While Rangan, Chase and Karim (2012:2) highlight that a "rapidly growing number of companies in the world practice some form of CSR" and that there is a "rapidly increasing number of companies across the globe committed to CSR practice, and many more entering the fray". Zientara, Kujawski and Bohdanowicz-Godfrey (2015:860) add that "it is hard nowadays to find a large international company without a CSR policy".

However, while the interest in, and publically espoused commitment to CSR has significantly increased in recent decades, the translation of CSR policies into actual practices and the reality of implementing a CSR strategy remains a challenge for organisations (Dobele, Westberg, Steel, & Flowers, 2014; Jamali, Dirani, & Harwood, 2015). Very little attention has been paid to actual implementation of CSR practices. It is, however, argued that the implementation of a CSR strategy and initiatives requires organisations to engage employees in CSR practices, align CSR with employees day-to-day activities and functions, and promote meaningful changes in the organisation's culture (D'Aprile & Mannarini, 2012; Davies & Crane, 2010; Sarvaiya, 2014). Employees have been emphasised as key stakeholders or even drivers of CSR (Inyang, Awa, & Enuoh, 2011; Lam & Khare, 2010; Melynyte & Ruzevicius, 2008; Strandberg, 2009). It is suggested that this involvement can positively impact CSR efforts through the alignment of employee values, and increased motivation, buy-in and commitment (Inyang et al., 2011; Michailides & Lipsett, 2012). In addition, it is argued that successful CSR is reliant on employees' reciprocation, collaboration and willingness to get

involved (Bučiūnienė & Kazlauskaitė, 2012; Melynyte & Ruzevicius, 2008), and that overall, employees' non-involvement in CSR may affect the success of the CSR strategy and initiatives (Inyang et al., 2011; Sharma, Sharma, & Devi, 2009).

While this small but growing body of literature advocates the significant role employees play in putting CSR into practice and the benefits that can be achieved through employee involvement, an increasing number of researchers are calling for more in-depth consideration of this "…commonly neglected stakeholder" (Low & Ong, 2015:261), with a particular focus on their perceptions, experiences and reactions (El Akremi, Gond, Swaen, De Roeck, & Igalens, 2015; Lee, Song, & Kim, 2015; Senasu & Virakul, 2015). As Glavas and Kelley (2014:166) suggest, "although the previously stated literature supports the idea that CSR influences employees, we still know little about how and why CSR directly influences employees". Despite its importance, it is argued that very few empirical studies have actually examined how employees perceive and subsequently react to acts of social responsibility or how perceptions of CSR impact employees' day-to-day attitudes and behaviours (El Akremi et al., 2015; Lee et al., 2015; Senasu & Virakul, 2015).

As such, the involvement of employees in CSR and its influence on their attitudes and behaviour has led to increased calls for research into the links between CSR and HRM. As the aim of HRM is to manage, support and motivate employees to achieve the goals of the organisation, and their influence and responsibility spans the entire workforce, HRM and HR professionals are emphasised as being uniquely positioned to integrate CSR strategy, initiatives and commitment throughout the entire organisation (Milfelner, Potocnik, & Zizek, 2015; Sánchez-Hernández & Gallardo-Vázquez, 2014; Taylor, Osland, & Egri, 2012). HRM policies and practices are espoused as helping direct employees perceptions and actions toward achieving the social and environmental goals of the organisation (Del Baldo, 2013; Jamali et al., 2015; Taylor et al., 2012), as well as addressing issues of internal understanding, valuing and application of CSR principles (Fenwick & Bierema, 2008). Furthermore, it is argued that HR is critical in leading and educating organisations on the value of CSR and how best to strategically implement CSR policies and programmes (Sharma et al., 2009), and plays a key role in fostering an organisation-wide CSR culture (Gond, Igalens, Swaen, & Akremi, 2011; Kwan & Tuuk, 2012; Lam & Khare, 2010; Sarvaiya, 2014; Strandberg, 2009).

Similarly, HR can ensure that what the organisation says publically aligns with how people are treated within the organisation (Melynyte & Ruzevicius, 2008; Strandberg, 2009). Overall, it is argued that as HR influences the key systems and organisational processes, it is well

positioned to foster CSR performance within the organisation (Inyang et al., 2011; Strandberg, 2009).

However, despite the increasing research activity into the CSR-HRM nexus, there are very few HRM studies that address CSR, and even less that consider the role of HR in the enactment of CSR or the implementation process and its impact on perceptions and experiences (El Akremi et al., 2015; Jamali et al., 2015; Voegtlin & Greenwood, 2016). This focus on HR's enactment of CSR, employees as key stakeholders, and the need to understand their perceptions, therefore requires a shift in attention away from the 'what' of CSR (definitions of CSR and benefits it can bring to the organisation), to the 'how' (the process of implementation and the experiences of that process). With the implementation of CSR, what is experienced by employees is the process. It is not the espoused strategy, the written policy documents or the intended practices that is actually experienced. It is the process of how they are implemented, and it is the perceptions of this process that influences employees' experiences, and thus their willingness to participate and engage. As HRM has a considerable role in influencing employees' perceptions and experiences, and is emphasised as having a significant role in the enactment of CSR, understanding the HRM implementation process and the impact it can have on CSR, can therefore provide valuable insights into this understudied research area. As such, this study aims to explore and analyse the implementation process and HR's enactment of CSR within this process.

The following section, therefore, introduces the concept of CSR, the core characteristics that are prevalent in the CSR literature, and the social context of CSR.

1.3   Corporate Social Responsibility

CSR is the idea that an organisations' responsibility extends beyond purely economic goals to take into account an organisations' social obligations. CSR initiatives focus on managing economic, social and environmental impacts of organisational activities, going beyond what would traditionally be regarded as core business practice (Anderson & Landau, 2006; Heslin & Ochoa, 2008; Metaxas & Tsavdardou, 2010). It is a commitment to managing the business ethically in order to make a positive impact on society and the environment (Armstrong, 2008). CSR involves organisations integrating "…social and environmental concerns in their business operations and their interaction with stakeholders on a voluntary basis" (Cruz & Pedrozo, 2009:1176). While CSR is generally defined as the voluntary integration of social and environmental concerns into an organisation's values, strategies and practices, CSR

practices do not always correspond with this or other definitions of CSR and the understandings of CSR held by organisational members may vary widely.

Many attempts have been made to explain and understand CSR. One of the most widely cited frameworks is Carroll's (1991) CSR pyramid for understanding the evolving nature of an organisation's CSR performance. Carroll (1979, 1991) identified a four part definition of CSR that encompasses the social responsibilities of business, including economic, legal, ethical and philanthropic responsibilities. He describes these as the expectations society has of organisations at a given point in time. Carroll, in his 2016 commentary on the definitional framework, emphasises that organisations are expected to fulfil all four responsibilities simultaneously, and that the pyramid should be viewed as a unified or integrated whole (Carroll, 2016). In emphasising its integrated nature, Carroll (2016:6) states that "…in more practical and managerial terms, the CSR driven firm should strive to make a profit, obey the law, engage in ethical practices and be a good corporate citizen".

In addition, Garriga and Melé (2004), in response to the wealth of theoretical contributions where no one universal theory has emerged, mapped the out 'territories' in which most relevant CSR theories and related approaches are situated. They suggest that the most relevant CSR theories are focused on one of four aspects of social reality, namely economics, politics, social integration and ethics. As such, they classify CSR theories and related approaches into four groups. The first group, 'instrumental theories', contains theories that focus on achieving economic objectives though socially oriented initiatives. The second group, 'political theories', recognises the social power of organisations, and the responsible use of this power in the political arena. The third group, 'integrative theories', suggests that business depends on society for their growth and existence and as such must integrate social demands into organisational activity. The final group, 'ethical theories', emphasise that the relationship between business and society is embedded with ethical values.

Despite these well-known conceptualisations and theories of CSR, and the efforts of many writers to define or conceptualise CSR (see, for example, Aguinis & Glavas, 2012; Voegtlin & Greenwood, 2016), there is still little consensus. In fact, Voegtlin and Greenwood (2016:182), in their systematic review of CSR, has suggested that perhaps the only agreement that has come out of the many debates in CSR scholarship is that "CSR is amorphous". In addition, there are a wide range of terms and concepts associated with CSR, including corporate citizenship, sustainability, business ethics, triple bottom line, and corporate philanthropy, that has increased the ambiguity of CSR (Carroll & Shabana, 2010; Crane et al., 2008; Inyang

et al., 2011; Lapina, Maurāne, & Starineca, 2014; Matten & Moon, 2008; Watson, Theofilou, & Grigore, 2015). These concepts are often overlapping or used interchangeably in the CSR literature, adding to the diversity and complexity evident in the conceptualisation of CSR.

In the absence of an overarching definition of CSR a number of authors have identified core characteristics or common elements that are prevalent in the literature. First of all, organisations need to widen their focus to include social and environmental responsibilities (Carroll & Shabana, 2010; Crane et al., 2008; Garriga & Melé, 2004; Lam & Khare, 2010; Strautmanis, 2008). Although, it is often claimed that these responsibilities should not conflict with the organisations economic responsibilities (Coombs & Holladay, 2012; Crane et al., 2008). Inyang et al. (2011) suggest that as organisations are creations of society, they have a responsibility to society, but that this responsibility is inseparable from its economic function. However, it is also specified that CSR initiatives must be voluntarily adopted and therefore must go beyond the economic and legal dimensions to be classified a CSR (Coombs & Holladay, 2012; Crane et al., 2008; Lapina et al., 2014; Maon, Lindgreen, & Swaen, 2010; Strautmanis, 2008). This voluntary process depends on an organisation's understanding of its moral responsibilities, its perceived obligations, as organisations can only act on what is known and accepted as legitimate (Coombs & Holladay, 2012; Maon et al., 2010).

Furthermore, CSR requires a multiple stakeholder orientation (Calabrese, Costa, Menichini, Rosati, & Sanfelice, 2013; Crane et al., 2008; Lapina et al., 2014). This suggests that organisations have a responsibility to a variety of stakeholders as well as shareholders (Maon et al., 2010; Strautmanis, 2008). Stakeholders are any group or individual who affects or is affected by the achievement of organisational objectives (Freeman, 1984, cited in Coombs & Holladay, 2012) and typically include employees, customers, suppliers, and local and wider society. Stakeholder groupings can also be conceptualised in terms of CSR interests, such as environmental issues like air and water pollution, or social issues like human rights and workplace safety. While there is debate over how much emphasis is, or should be, given to different stakeholders, an essential element of CSR is the acknowledgement of responsibilities to all stakeholders (Inyang et al., 2011; Wilcox, 2006).

Another core characteristic is that CSR must go beyond philanthropy and community projects and consider how all core business functions impact society (Crane et al., 2008; Metaxas & Tsavdardou, 2010; Michailides & Lipsett, 2012; Sharma, Mishra, & Bhandari, 2015). This means that CSR should be integrated into normal business practices rather than being a 'discretionary activity'. Taking this idea further, it is suggested that for CSR to be successfully

implemented, it must involve employees and be integrated into an organisations' strategy, values, culture and goals. Furthermore, Lapina et al. (2014:580) states that "being socially responsible means not only meeting the legal requirements, but also investing 'more' in human capital, environmental issues and relations with stakeholders". Traditionally, CSR has been a top-management driven initiative that has excluded employee involvement. Inyang et al. (2011) suggest that CSR strategies and initiatives 'come to life' through employee actions and decision-making. While Garavan, Heraty, Rock and Dalton (2010) emphasise that success in achieving CSR initiatives is dependent on the responsiveness and discretionary behaviour of employees, and suggest that barriers to effective CSR result from employees' lack of knowledge and awareness, perceived organisational support, and attitudes towards CSR.

Additionally, CSR should also be integrated into the strategic and operational objectives and driven by the vision and purpose of the organisation, and without this integration the value to the organisation might be weakened (Coombs & Holladay, 2012; Michailides & Lipsett, 2012; Young & Thyil, 2009). Lam and Khare (2010) suggest that successful and legitimate CSR initiatives require integration into an organisation's strategy, structure, processes and culture. Furthermore, strategic CSR is considered to increase organisational performance and competitive advantage (Carroll & Shabana, 2010; Emmott & Worman, 2008; Holbeche, 2009; Redington, 2005). In addition, Bonn and Fisher (2011) emphasise that the complex nature of CSR requires integration at multiple levels of the organisation, as well as being reflected in the organisation's vision, part of the strategic decision-making process, and supported by the organisational culture.

Despite these common elements, many authors suggest that the literature and research considering CSR remains highly fragmented, and that there is still uncertainty in both academia and business as to how CSR should be defined and conceptualised (Aguinis & Glavas, 2012; Schwartz & Saiia, 2012; Voegtlin & Greenwood, 2016). It is suggested that the ambiguity in the definitional research is a result of an abundance, rather than a lack of definitions, with many influenced by specific interests or ideologies. Furthermore, this fragmentation is also suggested to be a consequence of CSR research being conducted through different conceptual and disciplinary lens, with many suggesting that this has hindered the development and implementation of the concept (Dahlsrud, 2008; Schwartz & Saiia, 2012). Furthermore, CSR activities are argued as taking a variety of forms depending on the organisations' history and shared culture, and the values of top management (Rodrigo & Arenas, 2008). As Voegtlin and Greenwood (2016:182) articulate, "CSR means many things

to many people: what is understood as CSR has developed over time; varies with region, country and culture; is different for different types of organizations; and is entirely in the eye of the paradigm beholder". As such, Crane et al. (2008) emphasis that CSR needs to be contextualised in its relevant social context.

Thus, the social context within which CSR is developed plays a significant role in how it is defined and implemented. This includes the reasons for adopting CSR, the organisations' strategic goals, CSR's fit with culture, the business rationale, the organisations' distinct circumstances and constraints, and even the specific time adoption and implementation occurs (Athanasopoulou & Selsky, 2012). Additionally, D'Aprile and Mannarini (2012) advocate that CSR is fostered by the social identity of employees and employers' organisational commitment and organisational culture, stating that CSR needs to be an aspect of organisational identity rather than an additional factor or value to be accounted for. As such, CSR, as an organisational strategy, is dependent on the individual organisation, and is developed and implemented as a result of the specific interests of the organisation (Dahlsrud, 2008; Schwartz & Saiia, 2012). It is suggested, therefore, that CSR is a social construct, and as such an unbiased definition of CSR is not possible. How an organisation defines, develops and implements its CSR strategy and initiatives is dependent on its internal stakeholders' participation and role in CSR initiatives, the organisational culture and values, its strategic goals, as well as the external environment, constraints and stakeholders.

Within this context, a number of researchers have emphasised that organisations should take a strategic approach to CSR. Strategic CSR suggests that while organisations need to widen their focus, it should not be at the expense of, or conflict with, the organisations' economic responsibilities (Coombs & Holladay, 2012; Jamali et al., 2015; Senasu & Virakul, 2015; Wong & Gao, 2014). It is argued that the economic benefits of organisations and the social and environmental interests of society can be intertwined to achieve competitive advantage, and that CSR initiatives that are both voluntary and strategic generate the most sustainable mutual benefits and improves an organisations' competitive advantage (Jamali et al., 2015; Lam & Khare, 2010; Lapina et al., 2014). Within this approach, CSR initiatives and practices are intended to improve the wellbeing of those in society as well as contributing to an organisation's resources and competitive positioning. Ideally, CSR initiatives and practices are aligned with the organisation's mission and strategy, and integrated into their operating procedures, management systems and employee relations (Jamali et al., 2015; Senasu & Virakul, 2015). In this sense, the CSR initiatives are then intended to support the goals of the organisation, generating both short- and long-term outcomes.

1.4   CSR-HRM Nexus

Increasingly, current literature calls for CSR initiatives to involve employees, be integrated at multiple levels of the organisation, be reflected in the organisational values, be part of the strategic decision-making process, and be supported by the organisational culture (Bonn & Fisher, 2011; Inyang et al., 2011; Lam & Khare, 2010; Michailides & Lipsett, 2012). Despite this, CSR has traditionally been, and continues to be, a senior management driven initiative that is disconnected from core organisational values and has excluded employee involvement. Senior management have typically been the key players in undertaking CSR activities from policy development to implementation, which often limits or excludes integration of CSR programs into the organisational values and identity (Ledwidge, 2007; Low & Ong, 2015). Furthermore, research suggests that a top-down approach to CSR may create a gap between senior management and employees, and that employees' non-involvement in CSR initiatives may affect the success of CSR programs (Inyang et al., 2011; Sharma et al., 2009). The inclusion of employees in the development and implementation of CSR initiatives is said to positively impact organisation-wide CSR efforts, as it has the potential to align employee values with organisational values, as well as energising and empowering them, and improving buy-in and connectivity (El Akremi et al., 2015; Inyang et al., 2011; Michailides & Lipsett, 2012).

Furthermore, while CSR influences all aspects of the organisation and involves multiple levels and divisions, responsibility for CSR initiatives is often left to individual units or departments. This may result in inconsistencies in the design and implementation of CSR efforts across the organisation, as well as severely limited learning and reduced transfer of the potential tacit knowledge arising out of CSR activities (Lam & Khare, 2010). It is therefore suggested that in order for CSR to succeed, there needs to be a systematic, organisation-wide process for CSR integration, as well as commitment and support of senior management, and involvement of other organisational members, namely employees (El Akremi et al., 2015; Lam & Khare, 2010; Maon, Lindgreen, & Swaen, 2009). In order to achieve this aim, it is emphasised in current research that HRM and HR professionals are uniquely positioned to integrate CSR strategy, initiatives and commitment throughout the entire organisation (Inyang et al., 2011; Lam & Khare, 2010; Milfelner et al., 2015; Sánchez-Hernández & Gallardo-Vázquez, 2014; Taylor et al., 2012).

It is argued that HRM has the potential to foster CSR performance within their organisations through employee actions and decision-making (Inyang et al., 2011). HR is the only function

that influences across the entire organisation for the entire 'lifecycle' of the employees who work there, and therefore, potentially has considerable influence in the implementation and success of CSR. Additionally, as HRM is responsible for, and influences all employees, their responsibility extends to all units and departments, and as such HRM can crucially contribute to long-term CSR success (Milfelner et al., 2015; Strandberg, 2009). Specifically, it is put forward that HR has a significant role to play in ensuring CSR is more than just organisational rhetoric. This is said to be achieved through the development of positive attitudinal and behavioural characteristics in employees, the engagement of employees in the task of integrating CSR, the promotion of employee participation in CSR practices, and the alignment of CSR values with employees' day-to-day activities and routines (Bučiūnienė & Kazlauskaitė, 2012; Strandberg, 2009; Sarvaiya, 2014).

However, despite the espoused benefits of an increased role for HRM in CSR, there is a scarcity of empirical research that considers the CSR-HRM nexus. It is argued that the connection between HRM and CSR has not been widely studied or has been overlooked (Bučiūnienė & Kazlauskaitė, 2012; Gond et al., 2011; Preuss, Haunschild, & Matten, 2009; Sarvaiya & Eweje, 2014; Taylor et al., 2012). Voegtlin and Greenwood (2016), for instance, emphasise the need for further research that considers alternative perspectives of HRM and CSR, and offers genuine debate and a pluralism of ideas. While El Akremi et al. (2015) call for research that considers employees' perceptions and subsequent reactions to an organisation's CSR activities, that they suggest has been overlooked in HRM research. Thus it is suggested that the CSR-HRM nexus is a relatively new and unexplored research area that "…presents opportunities for HRM scholars to engage in new lines of important, useful research" (Jackson, Schuler, & Jiang, 2014:41).

This is particularly the case for CSR implementation and HR's enactment of CSR. Jamali et al. (2015) emphasise the need to enhance understandings of the micro-foundations of CSR, specifically in relation to internal perceptions and experiences. Research considering employees' perceptions and experiences of the actual role of CSR within the organisation and the impact this has on employees' commitment, motivation and behaviour is scarce. In addition, within the CSR-HRM research, the role of management in CSR implementation at any level is often overlooked, with the literature failing to consider any role for line management in the day-to-day implementation and administration of CSR. Levy and Park (2011:147) state that "the lack of managerial awareness and learning in the CSR arena has been argued to be a major organisational barrier to implementation of socially responsible practices".

Within the HRM literature, there is also an emphasis on the need to broaden HRM research and to integrate it with other people management areas, including CSR (Boxall, Purcell, & Wright, 2007; Lam & Khare, 2010). More recently, there have been calls for further research into the role of HRM with a focus on the importance of all aspects of work organisation and people management, essentially broadening the HRM sphere (Boxall et al., 2007). An increasing number HRM scholars are calling for in-depth explorations of the people management process, which broadens the research field to include not only the intended traditional HRM practices, but also the role of HR in broader organisational initiatives that require employee participation or involvement (Voegtlin & Greenwood, 2016). There are also calls for more in-depth exploration of the process of HRM implementation, going beyond managerial reports of HR practices and their impact on performance, to consider how they are enacted by line management, and perceived and experienced by employees (Piening, Baluch, & Ridder, 2014; Wright & Nishii, 2013).

1.5 The HRM Process, the HR Causal Chain Model and HR's Enactment of CSR

In-depth exploration of the implementation of both HRM and CSR requires a shift in focus from traditional research approaches to one that focuses on the reality actually experienced within the organisation. These traditional approaches typically analysed an organisation's HR and CSR practices from either external or managerial reports, or from a senior management perspective. This shift, however, requires an understanding of the processes that are involved, including how practices are enacted and how they are experienced. As such, this research takes a process-based approach (Bowen & Ostroff, 2004; Li, Frenkel, & Sanders, 2011; Nishii & Wright, 2008; Piening et al., 2014; Purcell, Kinnie, Swart, Rayton, & Hutchinson, 2009; Sanders, Shipton, & Gomes, 2014; Wright & Nishii, 2013). The process-based approach highlights the importance of the psychological processes through which employees interpret and respond to the information conveyed (Nishii & Wright, 2008; Piening et al., 2014). However, as Piening et al. (2014:2) state, "despite the increasingly recognized importance of understanding employees' perceptions of HR practices and why they may differ from management's intentions, research on this issue is still in its infancy".

In addition, the process-based approach puts a focus on explicitly considering the quality and effectiveness of the implementation process. There is now increasing recognition of the gap between intended and implemented practices, which has shifted the focus to how practices

are implemented and by whom. There has been limited attention paid to the process of implementation, and in particular the role of line management in this implementation process (Bos-Nehles, Riemsdijk, & Looise, 2013; Purcell et al., 2009; Voegtlin & Greenwood, 2016; Woodrow & Guest, 2014; Wright & Nishii, 2013). The process approach therefore shifts the focus to the process of implementation and its relationship with employee perceptions and experiences. As Nishii and Wright (2008:153) state, "research that fails to more fully consider the range of issues within organisations that impact the HR practices-performance relationship is likely to have limited usefulness for understanding the complexity of this relationship. It may even obscure important components of this relationship".

Despite increased attention into the implementation process, within the field of CSR, research that considers the process of implementation, including the role of line managers, the experiences of employees and the role of organisational culture is non-existent. Understanding the role of CSR within, and the influence it has on, this implementation process, is vital if an organisation's CSR goals are to be fully realised. Furthermore, understanding the role of HR in the CSR implementation process, and the implications of this role on the HR implementation process would provide significant insights that have as yet not been considered in the CSR-HRM research. This study, therefore, aims to address this gap.

To explore the implementation process, the study has adopted the HR Causal Chain Model (Purcell et al., 2009) as a broad framework to guide the research. The HR Causal Chain Model identifies the key causal steps in the HR implementation process, what they suggest are the "chain of processes that make models of HRM work well (and poorly)" (Purcell et al., 2009:15). Their aim in developing this model is to overcome a number of theoretical and methodological issues identified in current HRM research and develop a theoretical model that can be applied in a range of contexts. In doing so, they have adapted an 'analytical HRM' approach (Boxall et al., 2007), as this approach includes not only the 'what' and 'why', but also the 'how'. Purcell et al. (2009:15-16) point out that the model "…does not seek to show all interconnections, nor map in any accurate way the HRM experience of a given firm and its employees. The model allows attention to be focused the critical steps that have to be taken if HRM is to have a performance outcome".

As the aim of this research is to explore the realities of organisational life, to understand how people interact and the dynamics and complexities of the workplace, this model is particularly well-suited to this study. The analytical approach of considering the 'how' in

addition to the 'what' and 'why' fits well with the aim of exploration. The process approach that is intended to understand the whole process from intended practices to behavioural and performance outcomes within its organisational context is also well-matched with the social constructionist and systematic combining approaches adopted in this research. While the model highlights the critical, yet under-studied role of line management and their impact on employee attitudes and behaviours, and places within its organisational context (a rarity in HRM research), this research extents this work. This research takes a much more in-depth approach to the exploration of each of the 'steps', by broadening understandings within each topic area, and including new or alternative perspectives that add significant contributions to the field.

This research also extends this model to include the exploration of the CSR implementation process and HR's enactment of CSR. As CSR is a strategy that relies on organisational integration and employee involvement and participation, the implementation process is almost indistinguishable from the HR implementation process. This makes this model is particularly well-suited to the exploration of the CSR implementation process and HR's enactment of CSR. Thus building on the work of Purcell et al. (2009), this research explores the differences between intended HR and CSR practices and actual HR and CSR practices, analyses the key role played by line managers in the interpretation and implementation of HR and CSR practices, and examines the links between experienced HR and CSR practices and employee attitudes and behaviours, within the organisational context.

The importance of context within this model also provided significant advantages to this research. Firstly it broadened understandings of both line management and employees perceptions of HR and CSR by placing them in the context of the organisational culture and subcultures. Exploring the organisation's intended culture, its interactions with the subcultures, and the interactions between subcultures provided a much deeper understanding of the implementation process and the differences between the intended and actual practices. In addition, as this research is specifically focused on the exploration of the HRM and CSR implementation process within its organisational context, this model also allowed for the use of organisationally-specific HR and CSR understandings. For instance, the organisation identified three main aspects that represent what they consider to be key to meeting their commitment to CSR, which include 'our people', 'health, safety and environment' and 'our communities'. While some of these areas may not necessarily be what is traditionally regarded as CSR, they represent the initiatives that the organisation, employees and line managers consider to be CSR. This is significant to this research, as the

intention is to explore the actual practices and experiences of CSR and HR in comparison with the intended policies and initiatives to understand the process, not to evaluate the intended practices themselves.

1.6   The Research Question and Aims

The research seeks to understand how people are managed and the processes implemented to do this within the dynamics and complexities of the workplace. As evidenced, HRM has a considerable role in influencing employees' perceptions and experiences, and is emphasised as having a significant role in the enactment of CSR, therefore, understanding the HRM implementation process and the impact it can have on CSR within the case organisation, can therefore provide valuable insights into this understudied research area. As such, this study aims to explore and analyse the HR implementation process and HR's enactment of CSR within this process. Specifically, this research will address the broad question:

How does Corporate Social Responsibility policy and initiatives influence Human Resource practices and stakeholder experiences?

In order to effectively address this question, the research aims to:

- Consider the role of HR and CSR within an organisational setting;

- Explore the implementation process of both HR and CSR;

- Consider not only the experiences, but also the perceptions of those involved in the implementation process, namely employees, line management and senior management;

- Analyse and build on the key steps in the implementation process as identified in the HR Causal Chain Model (Purcell et al., 2009); and

- Using this model as a broad framework, explore the role HRM plays in the enactment of CSR policies and initiatives.

Achieving these aims, therefore, addresses the considerable calls for research within both the HRM and CSR fields individually, and within the growing HRM-CSR field, contributing much needed knowledge to these substantial research gaps.

1.7 Introduction to the Organisation

To address the research question and aims, this study focused on an Australian cement manufacturing plant, known for the purposes of this research as CementCo. CementCo is a subsidiary of BuildingCo, a multinational building and construction materials group, and is one of about 700 sites worldwide that BuildingCo owns and operates. While BuildingCo operates internationally, within Australia it is the largest building and construction material supplier, with 430 operating sites in all states and territories. BuildingCo has adopted a 'one company' approach that is based on consistency and best practice, and aims to align and integrate organisational policies, processes and practices of all its businesses. It has well-designed and well-documented intended HR and CSR policies and initiatives, and a demonstrated intended commitment to CSR. CSR is built into the organisation's values and philosophy, integrated into their strategic goals and HR strategy, and is supported by the organisational culture. BuildingCo and CementCo also have a HR department and multiple hierarchical levels, including line managers, which is essential in relation to evaluating the role of HR and devolvement strategies within the organisation, and the enactment of CSR.

CementCo itself is one of Australia's largest manufacturers and suppliers of cementitious products. It is involved in both production and bagging of cement, and consists of two cement mills, a packaging plant and a de-commissioned kiln, producing up to 880,000 tonnes of cement per annum. CementCo is the only plant in the cement division that produces multiple cement products, including both bulk supply and bagged cement. This creates a number of different processes and procedures in the plant that are not experienced in other plants within the division. Within the plant there are three distinct departments; Production, Packaging, and Mechanical, each with their own senior and line managers, and employees. These departments are intended to work together to achieve the organisational goals. However, in the past, each of the departments ran relatively independently of each other, particularly in relation to their people management practices. Overall, this case organisation can provide significant in-depth insights into the HR and CSR processes that is so often missing in much of the research.

1.8   Chapter Overview

This thesis is divided into nine chapters. Chapters 1 to 4 introduce the study. They present the background, the theoretical contributions and identify the gaps in current research. They also present the methodology and introduce the case organisation and its context. Chapters 5 to 8 present the findings and analysis of the research. Each of these chapters considers one of the 'key steps' in the HR Causal Chain, and presents the research using a combined findings and analysis approach. Chapter 9 highlights the key findings and significance of the study in terms of its contribution to knowledge.

Specifically, Chapter 2 provides a critical review of literature relevant to this study including research on HRM, the assumptions of HRM research, the HR Causal Chain Model, and its relevance to this study. Using this model as a broad framework, the chapter then presents the literature on intended HR and CSR practices, examining the links between the intended HRM strategy and practices and the espoused CSR values and initiatives. Following this, the chapter considers the critical role of line managers in the enactment of both HR and CSR practices, and the experiences of employees, focusing on their perceptions, attitudes and behaviours related to both HR and CSR. Finally, the significance of organisational culture and the existence of subcultures is presented.

Chapter 3 provides a detailed account of the research methodology utilised in the study. The social constructionist epistemology, and single case, systematic combining approach is introduced. The recruitment strategies and an overview of the organisation and participants is presented, as is the details of data collection and analysis. The data collection strategies included in-depth interviews and observation, and the collection and analysis of secondary organisational documentation. Thematic analysis is identified as the most appropriate data analysis strategy and its application to this research is presented. Finally, the techniques utilised to ensure trustworthiness are outlined, along with the ethical considerations applicable to this research.

Chapter 4 provides the context of the case study. It presents in-depth background information on the case study organisation, CementCo, and its parent company, BuildingCo. This chapter starts broadly by considering the Australian construction industry and the role of BuildingCo within that context. The integrated nature of BuildingCo's organisational, HRM and CSR strategies means that this background information is necessary if a proper exploration and understanding of their HRM and CSR strategies and practices is to occur. The

chapter then focuses in on the cement industry, BuildingCo's Cement division, and CementCo itself. While this chapter is lengthy, it provides the context within which CementCo's HRM and CSR intended strategies exist and actual practices are experienced. This context has also informed the decisions made regarding the intended strategies, as well as their design and intended implementation. Although the focus of this research is on the internal perceptions and experiences of a single organisation, the external influences and organisational context are critical to understandings of these perceptions and experiences.

The remaining chapters are focused on the key steps in the process of HR and CSR implementation. These key steps provide a basic foundation for this research to build upon in relation to both HRM and its link to CSR, and are based on the HR Causal Chain Model (Purcell et al., 2009). These chapters are designed to break down, unpack, and disseminate elements of the process. In doing so, they allow for a more in-depth exploration of the complexities, tensions and contradictions evident in the employment relationship and the organisation of work. They also provide an opportunity to go beyond the typical HRM research boundaries to more fully explore the perceived realities of organisational life. These chapters are presented as combined findings and discussion chapters as each chapter focuses on one of the key steps in the implementation process. Each of these steps, or topic areas can be, and often are, considered in isolation from the other steps, and thus discussion of the issues within the confines of each topic is valuable and relevant. However, one of the key contributions of this research is that it is the whole process that is perceived and experienced within its organisational and environmental context; that these steps do not happen in isolation, and that each of these steps informs and is informed by the rest of the process and the context within which it occurs. Thus, while the individual steps are at first considered, somewhat, separately (as it is impossible to actually separate them), the final chapter brings each of these pieces back together to understand the whole.

Therefore, Chapter 5 begins this exploration with consideration of the intended HRM and CSR strategies. It starts with a discussion of the intended HRM policies and practices of BuildingCo, and how this compares to current HRM literature. BuildingCo's espoused CSR values and initiatives are then discussed and compared to current CSR and CSR-HRM literature. The chapter then narrows in by considering CementCo's espoused HR strategy and CSR values, from the perspectives of senior management. These perspectives provide a clearer understanding of the intended HR and CSR initiatives and values that are specific to CementCo, and as senior managements' intended practices directly inform the perceptions and experiences of line managers and employees, they are critical to the analysis of the

intended practices. The intended implementation of the HR and CSR practices and initiatives are also explored, as is the role of HR in the enactment of CSR.

Chapter 6 presents the findings related to the critical role of line managers in the enactment of HRM and CSR. It begins with a consideration of the HR devolvement strategy of BuildingCo, the intended role of line managers in this strategy, and the role of the HR department. The chapter then considers the 'management' of line managers, considering the differences between those internally- and externally-recruited. Line managements' perceived role in HR and CSR is then explored, and the tensions and challenges associated with their implementation are considered. Finally, the role of the line manager and the implementation process are discussed, with a specific focus on CSR implementation and the role of the line manager.

Chapter 7 presents the findings related to employees' perceptions and experiences. The chapter begins by exploring the employees' perceptions of the organisational strategy, HRM and CSR, and their links to employees' attitudes and subsequent behaviours. This chapter then goes on to explore the broader conceptions of the employment relationship, including employees' perceptions of HR, their interactions with line management, their interactions with the organisation, their past experiences, their perceptions of the union, and their job security. The chapter then considers the implications for employees and the implementation process.

Chapter 8 presents the findings related to the role of organisational culture and the existence of subcultures. The chapter explores the intended culture of BuildingCo and the role of HR in the intended culture. The existence of subcultures within CementCo is then explored. The chapter analyses the multiple subcultures that are evident in CementCo, their interactions with the intended culture, and the inter-subcultural interactions that occur between subcultures. The implications of multiple, potentially conflicting subcultures is considered, as are the implications for implementation process.

Chapter 9 brings the implementation process back together. The chapter discusses the key findings and contributions of the research, specifically focusing on CSR and the implementation process, and HR's enactment of CSR. It considers the broader contributions of the research, including identifying what a HR thesis is, the complexities, tensions and contradictions in HR research, the challenges for people management, and the contribution of the research approach. It also discusses the assumptions, limitations and further research, and provides the final conclusion of the research.

Chapter 2: HRM and the Process of CSR Implementation: A Critical Review

2.1 Introduction

This chapter explores the current literature relevant to the analysis of the HRM and CSR implementation process. It considers the research on HRM and the assumptions of HRM research. It introduces the HR Causal Chain Model, the broad framework that guides the research in its analysis of the HR and CSR implementation process. Using the 'key steps' of this model as a basic foundation for this research to build upon, the chapter then presents the literature on intended HR and CSR practices, examining the links between the intended HRM strategy and practices and the espoused CSR values and initiatives. Following this, the chapter considers the critical role of line managers in the enactment of both HR and CSR practices, and the experiences of employees, focusing on their perceptions, attitudes and behaviours related to both HR and CSR. The significance of organisational culture and the existence of subcultures is presented, and the importance of analysing not only the intended culture, but also the subcultures, their interactions with the intended culture, and the interactions between subcultures is highlighted.

2.2 Human Resource Management

HRM is a term frequently used to explain the activities of organisations that are focused on the sourcing, maintaining, management and development of its human resources (Solnet, Kralj, & Baum, 2013). It is specifically concerned with the selections that organisations make from the numerous policies, practices and structures that exist for managing employees. While there is no definitive definition of HRM, it is generally described as the planned utilisation of, and activities for, human resources that are intended to enable an organisation to achieve its goals (Boxall et al., 2007). Basically, it incorporates the management of work and the management of people to do the work (Boxall & Purcell, 2011). Inyang et al. (2011:121) define HRM as a set of "…organisation wide and people-oriented functions or activities deliberately designed to influence the effectiveness of employees". It is focused on the policies and practices that are used to organise and manage work, including how work is structured, such as level of job autonomy and trust, and the opportunities to engage in work

processes. It is also focused on the policies and practices used to manage people, including the HR functions, such as recruitment and selection, training and development, performance management, rewards, and discipline and termination, as well as the processes for informing, consulting and negotiating with employees.

Purcell (2013) states that HRM is built into the 'wiring of organisations' because all organisations that employ labour rely on some type of human resourcing process, and as such has the inescapable task of managing people and the work they do. Additionally, HRM is used to refer to the entirety of the organisation's management of work and people and not simply the aspects where HR specialists are involved. Therefore, HRM is an essential organisational process that refers to any and all styles of labour management and ideologies. It is focused at both the individual and collective levels, and includes efforts to manage individuals as well as efforts to develop and foster an effective workplace society (Armstrong, 2008; Boxall & Purcell, 2011; Voegtlin & Greenwood, 2016). It is suggested that HRM is about building both 'human capital', which is the range of knowledge, skills and abilities that an individual can use to produce a given set of outcomes, and 'social capital', which is the relationships between individuals, groups and organisations that facilitates information flow and creates organisational value (Kim & Ryu, 2011; McMahan & Wright, 2013). As Boxall and Purcell (2011:7) suggest, "…while there is often much that individuals can achieve through their own skills and drive, they are always acting within a larger social context".

Models and practices of HRM are wide-ranging and diverse. They encompass a vast array of strategies, policies, activities and behaviours, and they can vary across occupation, hierarchy, business unit, organisation, industry, and society (Armstrong, 2008; Boxall et al., 2007). While the majority of these models are predominately internally focused, it has been suggested that the different HR strategies and activities of organisations may be better understood if they are examined in the wider context that helps shape them. Boxall and Purcell (2011) point out that HR activities are not entirely developed within the organisation or controlled by management. They suggest that the role of industry and societal factors in influencing HRM is also significant. They and others suggest that internal and external contexts, such as culture, structure, organisational size, competitive strategy, legislation, the economic environment, and the role of trade unions determine the priority given to the introduction and implementation of HR practices (Boxall & Purcell, 2011; Guest and Bos-Nehles, 2013; Jackson & Schuler, 1995; Purcell, et al., 2009).

Jackson and Schuler (1995) emphasise a strong support for the idea that the size of the organisation makes a major difference to the type of HR policies and practices that an organisation adopts. Larger organisations, typically defined as those with employee number above 200 (ABS, 2016), multidivisional or multinational, are more likely to have formalised HR practices to manage their larger workforce and often more diverse occupational groups. Larger organisations characteristically have complex internal structures often with multiple layers, and are more likely to use sophisticated recruiting, staffing and training practices, have formalised pay structures, due process procedures, more developed internal labour markets, and more extensive career hierarchies (Boxall & Purcell, 2011; Jackson & Schuler, 1995), necessitating the need for more strategic people management approaches. As a result, the majority of HRM research typically focuses on large-scale, bureaucratic corporation with a HR department whose staff are concerned with choosing and improving an appropriate set of HR policies. Analysing the HRM implementation process with a focus on intended and actual practices, and organisational culture, as in this study, thus requires an organisation with formal HRM practices, multiple hierarchical levels, and diverse occupational groups.

Notable authors in the early development of HRM include Beer, Spector, Lawrence, Mills and Walton (1984), who proposed that a more strategic and comprehensive perspective was needed that considered people as potential assets rather than costs, and that managers should accept more responsibility for the alignment of competitive strategy and personnel policies. However, this approach is criticised for its unitary, integrative implications of mutuality (Hendry & Pettigrew, 1990). While, Fombrun, Tichy and Devanna (1984)proposed that HR systems and organisational structure should be matched to organisational strategy, arguing the importance of a tight fit between strategy and HRM (Armstrong, 2008; Holbeche, 2009). However, this approach is criticised for being too simplistic in the assumption that HR strategy automatically follows business strategy (Holbeche, 2009).

Despite receiving criticism, these two approaches were particularly influential and represented significant contributions to the development of HRM and its association with organisational performance and competitive advantage. Since then, research seeking to demonstrate the value HRM adds in terms of organisational effectiveness has exploded, particularly in relation to viewing HRM in strategic terms. Generally, it is suggested that the role of HR can be crucial in creating and sustaining organisational performance, and that HR contributes to the implementation of strategic objectives of the organisation (Becker & Gerhart, 1996; Boxall & Macky, 2009; Chen, Hsu, & Yip, 2011; Gollan, 2005; Lawler, 2005).

Boselie, Dietz and Boon (2005) state that HRM, in its more strategic guise, is conceptualised as a combination of systematically designed and developed HR activities and practices that are intended to improve organisational effectiveness, leading to better performance outcomes. However, the ways in which HRM creates and sustains competitive advantage are complicated, and agreement on how the relationship between HRM and organisational performance works is, at best, limited (Paauwe, Wright, & Guest, 2013).

2.2.1   Strategic Human Resource Management

Interest in the ways HRM is critical to organisational effectiveness implies that HRM is considered from a strategic perspective (Boxall & Purcell, 2000), with emphasis on an integrative and value-driven approach to HRM. It is suggested that the value of HRM may be strengthened when HRM policies and practices support the organisations' ability to establish and maintain cohesion and fit with its internal and external environment (Chow & Liu, 2009; Jackson et al., 2014). This view assumes that an organisations' human resources are an asset for investment, and that the management of these assets should therefore be strategic rather than reactive, prescriptive and administrative (Zhu, Cooper, De Cieri, Thomson, & Zhao, 2008). This more specific approach to HRM, known as Strategic HRM (SHRM), aims to formulate and implement HR policies and practices that help deliver the organisation's goals, and ensure that an organisation has the skilled, engaged, and well-motivated people it needs to achieve competitive advantage (Cascio, 2015; Storey, 2007). The focus of strategic HRM is on the multiple practices and processes that impact at the organisational level. The reason for this is that the impact of one practice is difficult to separate from the rest of the practices as organisations rarely use HR practices in isolation (Purcell et al., 2009). It is also concerned with how these multiple practices and processes connect to the broader context and to other organisational activities (Boxall et al., 2007).

A central premise of SHRM is that sustained organisational performance is dependent on close alignment or integration between organisational strategies and HRM (Delery & Doty, 1996; Guest, 1987; Schuler & Jackson, 2005). For HRM to take on a more strategic role in the organisation, the HR policies that comprise the organisations' people management strategy should be aligned with the strategic direction of the organisation, and reflect, reinforce and support the organisations' strategic aims and objectives (Gratton & Truss, 2003; McGuire, Stoner, & Mylona, 2008).The aim of integration is to ensure that HR approaches are internally consistent and aligned with the organisational strategy and the overall business environment (McGuire et al., 2008). Darwish and Singh (2013) suggest that the integration of

organisational strategies and HRM leads to improved capabilities and increased organisational efficiency and effectiveness, and benefits such as increased job performance and commitment, cost-effectiveness, and innovation.

There are two dimensions related to integration emphasised in SHRM literature. The first dimension, vertical alignment, is focused on the link between organisational strategy and HRM strategy, emphasising that a strong link between them will increase an organisations' competitive advantage. Zhu et al. (2008) added to this by distinguishing between 'upward' and 'downward' vertical integration. They suggest that upward integration refers to the involvement of HRM in the formulation of organisational strategies and the alignment of HRM with the strategic needs of the organisation, while downward integration refers to delegation or devolvement of HR responsibilities to line managers. The second dimension is horizontal alignment, and refers to the need for individual HR policies to be integrated and supportive of each other (Gratton & Truss, 2003; Zhu et al., 2008). The aim of horizontal alignment is the achievement of cohesion and consistency in the HR activities that make up an organisation's people management approach. A high degree of alignment may communicate a consistent and reinforcing message to employees. Gratton and Truss (2003) also emphasise that the horizontal dimension operates at the HR policy level, not the HR practice level, highlighting that this distinction is significant because the act of putting people management strategies into action is a separate dimension. This distinction is significant as it highlights that the SHRM research focuses on intended strategies, policies and practices.

2.3   Assumptions of HRM Research: Intended and Actual

Much of the HRM research is founded on the assumption that HR practices are implemented as intended, and that simply having suitable HR policies means that they will be implemented effectively and will generate the intended results (Bos-Nehles et al., 2013; Chen et al., 2011; Chow, 2012; Kehoe & Wright, 2013; Purcell et al., 2009; Truss, 2001; Wright & Nishii, 2013). Becker and Huselid (2006:901) suggest that implementation is usually omitted as a theoretical convenience under the assumption that 'implementation follows, almost automatically'. However, the effectiveness of HRM is dependent on more than just well-designed practices; the quality of the implementation and the context in which these practices are applied plays a vital role (Bos-Nehles et al., 2013; Boselie et al., 2005; Chow, 2012; Guest & Bos-Nehles, 2013). Many authors suggest that there is often a discrepancy

between the intended HR practices and the actual practices in use (Legge, 2005; Purcell et al., 2009; Truss, 2001; Wright & Nishii, 2013).

Research into the discrepancy between intended and actual practices is not new, and nor is it specific to HR research. Argyris and Schön (1974) examined the differences between 'espoused theory' and 'theory-in-use', with the aim of explaining features of human action, especially as they occur in social systems such as organisations. Espoused theories are those that individuals claim to follow, their intended actions. While theories-in-use are the theories that actually govern the action and may or may not be compatible with the espoused theory. Within an organisational context, individuals are inclined to emphasis one set of behaviours, while using another set, particularly if there is a risk of embarrassment or negative consequences (Argyris & Schön, 1996). Differences between an individual's espoused theory and their theory-in-use are often attributed to an individuals' values, beliefs and assumptions that they use to interpret and interact with the world.

Similarly, Mintzberg (1978), focusing on strategy formation, distinguishes between 'intended strategy' and 'realised strategy'. The intended strategy is the deliberate set of guidelines that determines the goals and objectives of an organisation, and the realised strategy is a sequence of decisions that exhibit consistency over time, which is when a strategy will be considered 'formed' or realised (Mintzberg, 1978). He also suggests that strategy-makers may 'formulate' a strategy through a conscious process before specific decisions are made, or a strategy may 'form' gradually, perhaps unintentionally, as each individual decision is made. Furthermore, Brewster, Gill & Richbell (1983) differentiate between an organisation's 'espoused policy' and their 'operational policy' in relation to industrial relations. Espoused policy is the combination of proposals, objectives and standards that senior management hold, and/or state they hold, for establishing the organisation's approach to its employees, whereas the operational policy is the way management are seen to prioritise one policy over others through mechanisms of restriction, control and direction imposed on line managers. Brewster et al. (1983:64) state that the significance of this is that "…it is the operational policy which is experienced by the workforce, and it is that and their response to it that determines industrial relations, not the espoused policy".

What these theoretical concepts have in common is that there are more often than not, significant discrepancies between the designed or intended system or practice and the actual practices experienced, and it is this idea that has been applied in the context of HRM. Truss (2001), in her evaluation of the link between HRM and performance, found differences

between the rhetoric of HRM as expressed by HR specialists and the reality experienced by employees, and that these differences were a result of differences in the 'formal' and 'informal' practices. The findings suggest that any analysis of HRM must consider how policy is translated into practice through the lens of the informal organisation, and that any policy will be interpreted and enacted differently depending on the context, including culture, structure and administrative heritage, and the role of the line manager and how they choose to focus their attention and actions. While, Legge (1995, 2005) explored the rhetoric of HRM discourses and practices, drawing attention to the differences between the rhetoric of normative models of HRM and the reality of organisational practices. She argues that normative models of HRM are seldom realised extensively or completely in practice, and that implementation is generally ad hoc, opportunistic and fragmented.

Wright and Nishii (2004, 2013) and Purcell et al. (2009), building on these theoretical concepts, distinguish between intended HR practices and actual HR practices. They suggest that not all intended HR practices are actually implemented, and those that are may differ from the initial intention. Purcell et al. (2009) emphasise that it is essential to distinguish between intended practices and those actually experienced by employees, stressing the importance of line manager enactment in closing the intended-experienced gap. Furthermore, Wright and Nishii (2013) highlight that implementation is usually undertaken by multiple individuals whose interpretations and perceptions will not be uniform, and as a result, actual HR practices will vary across implementers. Purcell et al. (2009) concludes that the majority of HR literature and research seems to overlook the relevance and importance of considering both intended and actual practices, instead making the assumption that HR practices will be implemented as intended and employees will experience them as intended. Applying these theoretical concepts to HRM literature and research acknowledges that although there may be intended HR policies and initiatives as set out by the decision makers, it is the actual practices that are interpreted and implemented by line managers and perceived and experienced by employees that will determine the effectiveness of an organisations' HR strategy. The difference between what an organisation claims to do and what employees actually experience, therefore creates a dual focus on HR practices and the role of line managers in putting them into action.

The discussion above highlights that an understanding of not only the intended HR practices but also the processes involved in enacting those practices and how they are experienced is essential. In order to comprehensively explore HR's enactment of CSR, the study utilises the 'HR Causal Chain Model' as a broad framework guiding the research to ensure consideration

of the implementation process and the critical steps involved. The 'HR Causal Chain Model' proposed by Purcell et al. (2009) identifies the key causal steps in the chain from intended practices to performance outcomes. The following section introduces this model.

2.4   The HR Causal Chain Model

In their review of literature, Purcell et al. (2009) identified a number of problems they emphasised as needing to be addressed if analysis of the links between HR and performance is to be effective. These include evaluation problems such as issues with data collection, what constitutes performance, and the scope of HR practices. As well as theoretical problems, such as the relationship between HR and performance, what constitutes HRM, and examination of the 'black box' including intended and actual practices. They therefore aimed to "…address the key issues in the HR-performance field by looking beyond the rhetoric of the written HR strategy and practice to examine the reality of how HR practices are actually experienced by employees and their line managers" (Purcell et al., 2009:xiv). In doing so, they have proposed an analytical model underpinned by extensive empirical and previous research. The purpose of the model "…is to identify the key causal steps in the chain from intended HR practices to performance outcomes" (Purcell et al., 2009:15). The model does not seek to show all the interconnections, but rather allows attention to be focused on the critical steps within their organisational context that have to be taken if HRM is to have a performance outcome.

This model extends the work of Wright and Nishii (2004), who proposed a five step model for understanding the sub-processes through which HR practices impact organisational performance. These include intended HR practices, actual HR practices, perceived HR practices, employee reactions, and organisational performance. In extending the model to incorporate recent research, Purcell et al. (2009) subdivided 'employee reactions' into attitudinal reactions and their subsequent behaviours, included consideration of the actions taken by line managers in the implementation of intended practices, and set the model within its wider organisational context – the culture that exists in the organisation. Furthermore, Purcell et al. (2009) have adapted an 'analytical HRM' approach to include not only the 'what' and 'why' but also the 'how'. Analytical HRM "privileges explanation over prescription", by identifying and explaining what happens in practice rather than stating what should happen (Boxall et al., 2007:4). The analytical HRM approach is focused on collecting empirical data to explain the way management actually behaves in managing people and organising work. As the purpose of the current study is to explore how CSR policy and

initiatives influence HR practices and experiences, the analytical HRM approach adopted in this model is well suited. The 'HR Causal Chain Model' is presented in Figure 1.

Figure 1: HR Causal Chain (Purcell, Kinnie, Swart, Rayton & Hutchinson, 2009:15)

As Figure 1 demonstrates, the key causal steps included in the HR Causal Chain are intended HR practices, actual HR practices enacted by line managers, experienced practices, employee attitudes and behaviour, and performance outcomes. This process is then set within its wider context of which the most important characteristic is the organisational culture. 'Intended HR Practices' are practices designed by senior management for most or all employees. They concern the employees' abilities, motivation and opportunity to participate, and are influenced by the organisational values. They also include the ways work is structured and organised. In considering the intended practices, Purcell et al. (2009:44) distinguish between individual practices and the combination of practices, stating that it is difficult to "…disentangle the impact of changes to one practice from the rest of the practices" and that "failure to consider all of the HR practices that are in use neglects the potential explanatory value of the unmeasured HR practices". As such within this step, the focus is on the strategic approaches to HRM including best practice and best fit, identifying tensions between these perspectives and the need for resolution. Based on this examination Purcell et al. (2009) then identify two further problems, often stated as assumptions. Firstly that HR practices are always implemented as intended, and second that employees experiences these practices as intended. Breaking these assumptions, which inform much of the HRM research, are what Purcell et al. (2009) identify as fundamental to understanding the links between HR and performance, and as such inform the rest of the causal steps.

'Actual HR Practices' are practices which are actually applied, usually by line managers. There may often be a significant difference between the intended practices and the enactment of those practices in an organisation, and this difference may be influenced by the actions of line managers. In addition, as line managers are usually employees' first point of contact, their actions and behaviour is most likely to influence employees' willingness to engage in discretionary behaviour. However, as Purcell et al. (2009) point out, examination this key area is often overlooked by both academics and practitioners. Within this step, the issues of line manager behaviour in people management are explored, including the HR duties carried out *and* the wider set of leadership behaviours which influence employees' attitudes and behaviours. A number of issues relating to line managers' enactment of HR practices are identified as a result of the recent trend in devolvement. As such, these issues, which include lack of skills and knowledge, lack of commitment to HR, and competing priorities and work overload, can have a significant impact on employee behaviour. This therefore highlights the critical role of the line manager, and the importance of this step in the HR process.

The next three steps are focused on employees' perceptions, attitude and behaviour. 'Experienced HR Practices' focus on how practices are experienced and judged by employees. 'Attitudinal Outcomes' are employee attitudes about their job, employer, and levels of morale or motivation, including employees' willingness to cooperate and overall job satisfaction. 'Behavioural Outcomes' are a result of attitudinal outcomes. They may be the willingness to learn new methods of working, engaging in behaviour which is beyond that required, or seen in levels of attendance and remaining in the job. Within these steps, the focus is on discretionary behaviour and the drivers of this behaviour, and in particular, the role employees' perceptions and attitudes have on their willingness to engage in discretionary behaviour. Purcell et al. (2009) argue that employees' perceptions and experiences of HR practices and their implementation plays a critical role in influencing their level of motivation and discretionary behaviour, thus influencing the performance outcomes.

The final aspect is the organisational culture. The organisational culture sets the context within which HR practices operate, and as such is critical in the examination of the HR process. Within their discussion of organisational culture, Purcell et al. (2009) emphasise the importance of having a 'strong' unifying culture that is integrated with the HR strategy, as it is likely to have a positive influence on employees' attitudes and behaviours. They suggest that "the HR practices are one of the most obvious conduits through which culture and values are expressed and given meaning" (Purcell et al., 2009:30). In addition, a 'strong' culture is said to increase levels of organisational commitment, and improve line manager

relationships and satisfaction with HR practices. They also suggest that the organisational culture has a direct impact on which practices are adopted and how they are implemented, and as such highlighting the importance for HR of creating and maintaining a strong culture.

In developing this model, Purcell et al. (2009) have specifically researched the links between HRM and performance, utilising empirical evidence from the UK. As in the current study, their empirical research utilised large Western organisations with multiple hierarchical levels and diverse organisational roles. As the focus of the research is on the impact of HRM practices on performance outcomes, the case organisations needed to have specific, documented HR practices that are implemented by line management. As such, this model is particularly applicable to large-scale Western organisations. They do however suggest that this model can be applied to a range of contexts and that its broad aim is to "account for the way management actually behaves in organising work and managing people across different jobs, workplaces, companies, industries and societies" (Purcell et al., 2009:15). In this sense, the model is potentially broad enough to be applicable to any and all organisations that have people management responsibilities. Nevertheless, the applicability of this model to organisations that are not large multidivisional Western corporations with specific HR departments, HR practices and multiple hierarchical levels would require further research as to its specific appropriateness.

Within this research, the HR Causal Chain provides a basis for exploring key aspects of the people management process within an Australian multinational organisation. Each of the key steps of the HR Causal Chain will be explored to evaluate the role that each aspect plays in the process. However, the understandings developed by Purcell et al. (2009) will be expanded in two significant ways. Firstly, in understanding the HR process, this study builds on the concepts considered, including more depth and in some cases an alternative perspective. For instance, in relation to organisational culture, while Purcell et al. (2009) emphasise the need for a 'strong' culture that is integrated with the HR strategy, and evaluate their research organisations' culture based on that understanding, this study goes beyond this unitary understanding of organisational culture. It considers the existence of subcultures and their implications for people management. It is emphasised in this research that the existence of subcultures have significant implications for HRM and people management that are often overlooked in much of the culture research, thus presenting an alternative perspective.

Secondly, the broad framework is also utilised to explore the role HRM plays in the enactment of CSR policies and initiatives. It is argued that as the effective implementation of CSR requires the involvement, motivation and commitment of employees, the role of HRM in its enactment is significant. CSR values and initiatives should be integrated into the people management strategy and should be reflected in the organisational values. As such, it is proposed that the process of implementation for CSR initiatives is integrated in the people management process. Thus building on the work of Purcell et al. (2009) and Wright and Nishii (2004, 2013) , this research explores the differences between intended HR and CSR practices and actual HR and CSR practices, analyses the key role played by line managers in the interpretation and implementation of HR and CSR practices, examines the links between experienced HR and CSR practices and employee attitudes and behaviours, and considers the importance of organisational culture and subcultures.

The remainder of the literature review will be based around the key 'steps' of the HR Causal Chain. These key steps or topics provide a basic foundation for this research to build upon in relation to both HRM and its link to CSR. The following section presents the literature on intended HR and CSR practices. It examines key perspectives within the strategic HRM literature and then considers the links between the intended HRM strategy and practices and the espoused CSR values and initiatives. The subsequent sections consider the critical role of line managers in the enactment of both HR and CSR practices; the experienced practices, focusing on employees' perceptions, attitudes and behaviour related to both HR and CSR; organisational culture and the existence of subcultures; and performance outcomes.

2.5   Intended Practices

2.5.1   Intended HRM Practices

Intended HR practices are the practices formulated by policy makers that concern the human resource deployments and activities intended to enable the organisation to achieve its goals (Khilji & Wang, 2006; Wright & McMahan, 2011). They are an outcome of the development of a HR strategy that is designed by senior management (Gilbert, De Winnie, & Sels, 2011b; Purcell et al., 2009; Wright & Nishii, 2013). As suggested, the HR strategy is usually aligned with the organisation's overall strategy and goals, and designed to elicit the desired employee responses in order to contribute to the achievement of that strategy. Wright and Nishii (2013:102) emphasis that what is important is that "…the decision makers have proactively analysed the situation and determined that a certain set of HR practices will best

elicit the kind of affective, cognitive, and behavioural responses from employees necessary for organisational success". Intended HR practices are also influenced by organisational values (Purcell et al., 2009), operational strategies determining skills and staffing requirements, and the human-technology interface (Purcell & Hutchinson, 2007). HR policies and practices provide guidelines for action based on business issues and strategy needs, and they also include the way work is structured and organised (Lengnick-Hall, Lengnick-Hall, Andrade, & Drake, 2009; Purcell et al., 2009).

Guest and Bos-Nehles (2013), in their model of HR implementation, elaborate on these ideas, stating that all organisations have to undertake a number of HR-related tasks, and make choices regarding what types of practices to adopt and how. Notably, they suggest that contextual factors, including the size of the organisation, and the degree of formalisation and centralisation, as well as corporate and HR strategy, institutional factors, and legislation will influence the sophistication and quality of the practices. Some organisations may comply with legislation or industry standards without concern for how these practices impact the organisation, while others have practices that are aligned with, and carefully developed to support the achievement of strategic goals. As such, they suggest that consideration of this 'stage' of decision-making, designing and planning is significant in HRM research.

While a wide range of studies have explored the impact of individual HR practices on various outcomes, SHRM researchers emphasise the need to focus on the 'bundle' or set of HR practices as the primary unit of analysis (Alfes, Shantz, & Truss, 2012; Jiang et al., 2012; Lau & Ngo, 2004; Purcell et al., 2009). The reason for this is that individual HR practices do not function in isolation but rather as a combination that employees experience simultaneously, which makes it difficult to disentangle the impact of one practice from the rest of the practices (Jiang et al., 2012; Purcell et al., 2009). Individual HR practices have the potential to complement, conflict with or substitute for other HR practices (Alfes et al., 2012) and as such, failure to consider the impact of multiple practices overlooks possible explanations offered by the unmeasured practices (Purcell et al., 2009).

The strategic focus on the bundle of HR practices highlights the importance of adopting a HR systems approach when considering the competitive advantage of HRM. As Chan, Shaffer, and Snape (2004:20) suggest "...it is systems of HR practices, rather than individual practices themselves, which are important. The design and implementation of internally consistent policies and practices should ensure that a firm's human capital contributes to the accomplishment of its goals". A HR system is a set of mutually reinforcing, dynamic HR

policies and intended practices that are designed to achieve the organisations goals and strategy (Zhu et al., 2008). Specifically, a HR system is comprised of the overall HR philosophies that inform the people management approach, the strategies that sets out the direction of each of the main HRM areas of activity, the formal HR policies that specify the organisations' espoused intention regarding the types of HR programs, activities and techniques that should occur in the organisation, and the intended HR practices that are required to implement each policy (Armstrong, 2012; Jackson et al., 2014; Jiang et al., 2012). However, Purcell et al. (2009) state that there are many variations in the research as to what policies and practices should be included in a particular HR system, and they are generally divided into two broad groups, known as 'best practice' and 'best fit'.

The best practice or universal approach is based on the assumption that all organisations that survive and prosper do so through their identification and implementation of the most effective bundle of 'best' policies and practices (Boxall & Purcell, 2016; Holbeche, 2009; Legge, 2005). The universal nature means that these best policies and practices are applicable to all organisations and industries irrespective of their situation or environment (Armstrong, 2008). One well-known model of best practice is Pfeffer's (1998) 'seven practices for building profits by putting people first'. This model outlines a set of seven dimensions that characterise "most, if not all of the systems producing profits" (Pfeffer, 1998:64-65). However, Marchington and Grugulis (2000) claim that this model in particular and best-practice in general, is problematic. They suggest that the practices can appear to present contradictory messages, are not universally applicable, and tend to ignore input from employees. Furthermore, Boxall and Purcell (2008) point out that there is significant diversity in the 'lists' of best practices and that they do not account for organisations unique contexts.

The best fit or contingency perspective is based on the premise that different types of HR strategy and practice fit or match different organisational contingencies or circumstances. Legge (2005) explains that the best fit approach argues that sustained competitive advantage rests on developing unique, non-imitable competencies, and that organisational performance is enhanced by knowledge about combining, implementing and refining HR policies and practices to suit organisational contingencies. This perspective argues that the effectiveness of the HR system and practices is dependent on both the internal and external context of the organisation (Purcell et al., 2009). Boxall and Purcell (2008) add to this, stating that the best fit approach emphasises that across hierarchical levels, occupations, organisations, industries and societies HRM is seen to be tailored to specific contexts, and thus organisations may fail if they do not adapt to their environment. Theoretical

contributions to the best fit approach are most often centred on the idea of achieving 'fit' with the organisation's competitive strategy (Boxall & Purcell, 2008).

A classic model of best fit is Schuler and Jackson's (1987) model based on Porter's (1980) generic strategies for achieving competitive advantage (Boxall & Purcell, 2008; Legge, 2005; Schuler & Jackson, 1987; Storey, 2007). In this model, Schuler and Jackson (1987:217) suggest that "...effectiveness can be increased by systematically melding human resource practices with selected competitive strategy" and therefore HRM practices are likely to be critical. Miles and Snow (1984) suggest a model of best fit that is based on four types of strategic behaviours and that each of these behaviours has associated organisational characteristics and supportive HRM strategies (Armstrong, 2008; Legge, 2005; Miles & Snow, 1984). Baird and Meshoulam (1988) claimed that HRM's effectiveness is dependent on its 'fit' with the organisation's stage of development, while Kochan and Barocci (1985 cited in Purcell et al., 2009) advocate three stages of development and prescribe different HR activities under the titles of recruitment and staffing, compensation and benefits, training and development, and employee relations (Millmore, Lewis, Saunders, Thornhill, & Morrow, 2007).

Although the literature suggests that a best fit approach is more applicable, there are limitations. Legge (2005) argues that best fit assumes a top-down, unitaristic planning process and that first-order strategy formulation will precede third-order HRM strategy. Additionally, Armstrong (2008) highlights that best fit tends to be static, and does not consider processes of change. According to Purcell et al. (2009), one way to resolve the debate between best practice and best fit is to understand how these views are beneficial to the organisation. They suggest that best practice is more applicable at the level of general principles and generic HR processes, while best fit is more relevant at the surface level of HR policy and practices. This is a step forward in the debate, as the models are not necessarily in conflict; they simply operate at different levels of the HR system (Becker & Gerhart, 1996; Guest & Bos-Nehles, 2013).

In line with the contingency perspective, a broader view of HR systems has been encouraged in the literature. This view takes into account the whole of people management including the internal and external environments, leadership and management behaviour, and organisational culture (Armstrong, 2012; Bowen & Ostroff, 2004; Purcell et al., 2009). Furthermore, it is argued that it is not just the policies and practices that determine the impact of the HR system, but also the processes that communicate to employees the appropriate responses, behaviours and actions in order to form a collective sense of what is

expected. A strong HR system is expected to enable all organisational members to perceive situations similarly so as to generate consistent responses and actions, provide clear expectations regarding individual HR functions, elicit the desired behaviours, and bring about compliance and conformity through social influence (Zhu et al., 2008). Additionally, Jackson et al. (2014) states that this broader view considers the associated technologies and social processes through which the HR philosophies, policies and practices are established and modified. Also emphasised in the HR systems literature is the possibility for multiple HR systems to exist within a single organisation, referred to as an organisations' HR architecture. Lengnick-Hall et al. (2009) state that organisations rarely have only one HR system that applies to all employees, that most organisations have at least two systems, generally including a managerial system and an hourly system. Boxall and Purcell (2011) suggest that typically, different workgroups in an organisation will each have a separate HR system, but that organisational politics and processes often result in some overlap of those systems.

A well-known approach to understanding the prominence of HR systems in sustaining competitive advantage is the resource-based view (RBV). The RBV proposes that an organisation is distinguished by the resources it controls, assuming that organisations will differ depending on the resources they possess (Buller & McEvoy, 2012). This view emphasises that an organisation's resources can provide a unique source of competitive advantage if they are rare, valuable, inimitable, and non-substitutable (Chan et al., 2004; Wright, Dunford, & Snell, 2001), and if an organisation has the capabilities to exploit these resources (Buller & McEvoy, 2012). Organisations have both tangible resources, like physical and financial resources, and intangible resources, like human capital. However, with changes to the business environment, such as increased costs, competitive pressures, technological change, increased demands for new skills, greater complexity, and limited labour availabilities, it is the intangible resources that have the greatest potential to provide competitive advantage (McMahan & Wright, 2013; Solnet et al., 2013). As such, HR systems, which are organisation specific, and culturally and historically embedded in the organisation, are suggested to be a significant source of competitive advantage. The guiding proposition is that the specific combination of HR policies, practices and people implemented by an organisation are socially complex and difficult to imitate, which leads to sustained competitive advantage (Becker & Gerhart, 1996; Bowen & Ostroff, 2004).

Research into the links between the RBV and human resources as a strategic intangible resource vary in terms of how competitive advantage is achieved. One stream of research argues that it is the HR system and practices used to manage human resources that meets

the criteria of RBV, and is therefore the potential source of competitive advantage (Becker & Gerhart, 1996). This is because the precise mechanisms and systems by which HR policies and practices generate value are complex and as a result are difficult to imitate. Another stream of research claims that it is the human resources themselves that are inimitable, and are thus a source of sustained advantage (McMahan & Wright, 2013; Truss, 2001; Wright et al., 2001). Human capital, defined as the knowledge, skills and abilities (KSA) that an individual may use to achieve particular outcomes or goals, is a critical source of competitive advantage in organisations (Buller & McEvoy, 2012; McMahan & Wright, 2013). It is suggested that human resources may provide added value to the organisation because people possess different levels of KSA, and different jobs require different KSA. Therefore, an individual's contributions will differ, which potentially creates value for organisations. Furthermore, it is also suggested that the unique culture, history and informal climate of an organisation leads to inimitable human resources as these factors influences the human capital that the organisation has acquired and developed (McMahan & Wright, 2013).

The RBV has been criticised for not taking into account an organisation's dynamic environment and need for flexibility (Purcell et al., 2009; Truss, 2001). It is suggested that the RBV's emphasis on the importance of fit and cohesion between the elements of the HR system is a weakness of this perspective as it does not consider the importance of flexibility (Purcell et al., 2009). Furthermore, Purcell and Boxall (2011) caution that it is possible, when focusing on the unique organisational resources, to neglect the importance of what they call 'table stakes', the features or capabilities of the business that enable participation in the industry but are not sources of differentiation. All organisations need some similar features in order to establish and secure legitimacy. From a HR perspective, the 'table stakes' include the minimum HR policies and practices that organisations are required to have in order to compete, and these will vary depending on industry and other contextual factors. Without consideration of these basic table stakes the organisation would be at a strategic disadvantage (Purcell et al., 2009). Despite these criticisms, the RBV relevance to strategic HRM is twofold. It firstly considers what may be valuable about human resources, and secondly, how organisations can develop and maintain these resources. Boxall and Purcell (2008:100) suggest that "…identifying what is most valuable and protecting it with 'barriers to imitation' is at the heart of resource-based thinking".

The RBV highlights that there is little value or competitive advantage in the formal policies and practices of an organisation, as these set out how senior management intend to manage their people and work, and are espoused on organisational websites and policy documents.

It is also argued that there is often a discrepancy between what is formally required by the intended HR policy and what is implemented by line managers (Chen et al., 2011; Legge, 2005). As such there is little inimitable value to be gained (Boxall & Purcell, 2011). It is however, the human capital that has the potential to provide organisational value. Human capital theory suggests that no two individuals are exactly the same, and that each individual has unique knowledge, skills and abilities that cannot be replicated, and can therefore be a source of human capital advantage (Buller & McEvoy, 2012; Purcell et al., 2009). Furthermore, Boxall and Purcell (2011) suggest that individual human capital is embedded in a social context, highlighting the importance of social capital. Social capital refers to the relationships and interactions between people within an organisation, and is realised through levels of trust and successful collective action (Buller & McEvoy, 2012; Lengnick et al., 2009). The quality of social capital has a significant influence over the organisations' ability to achieve human capital advantage. Consequently, increased organisational value and competitive advantage is most likely to be achieved through the historically developed and socially complex elements of the context specific HR system that is complemented by appropriately developed human capital, consistent line manager support, senior management commitment, and alignment with social factors, such as organisational culture, and the internal and external environment.

This section has so far introduced the concept of intended HR practices and has presented current literature on the importance of a well-designed HR system and set of practices. This emphasises a significant role for both HR personnel and senior management in the development of their people management strategy. The following subsection considers the significant role of HR in the enactment of CSR initiatives and values. Specifically, this subsection considers the literature on HR's impact on CSR, CSR's impact on HR, and the challenges identified in the current research.

2.5.2   HRM and CSR – HR's Enactment of CSR

In addition to the development and implementation of the HR strategy and practices, it is suggested that HR's role should extend beyond just those practices that are traditionally considered under the label of 'HR functions'. The role of employees in the success of any organisational initiative should not be underestimated, nor should the role of HR in managing, supporting and motivating employees to achieve the goals of that initiative. CSR is one such initiative that requires participation and commitment from employees to ultimately be successful in the organisation. It is therefore proposed in this, and current,

research that HR has a significant role to play in the enactment of CSR initiatives and values. It is also proposed that understanding this enactment process requires an understanding of the espoused CSR values and initiatives, and also the critical role of line managers, the experiences of employees, and the organisational culture. As such the following subsection considers the links between the intended HRM strategy and practices and the espoused CSR values and initiatives.

CSR is the set of values, strategies, policies, and practices that an organisation adopts that focus on managing not only the economic impacts, but also the social and environmental impacts of organisational activities, going beyond what would traditionally be regarded as core business practices (Anderson & Landau, 2006; Heslin & Ochoa, 2008; Metaxas & Tsavdardou, 2010). It is emphasised that CSR initiatives must involve employees, be integrated at multiple levels of the organisation, be reflected in the organisational values, be part of the strategic decision-making process, and be supported by the organisational culture (Bonn & Fisher, 2011; Inyang et al., 2011; Lam & Khare, 2010; Michailides & Lipsett, 2012). As such, HRM and HR professionals are uniquely positioned to integrate CSR strategy, initiatives and commitment throughout the entire organisation (Milfelner et al., 2015; Sánchez-Hernández & Gallardo-Vázquez, 2014; Taylor et al., 2012). The enactment of CSR therefore suggests a significant role for HRM and HR professionals that is not often considered in empirical research (Bučiūnienė & Kazlauskaitė, 2012; El Akremi et al., 2015; Sarvaiya & Eweje, 2014; Taylor et al., 2012; Voegtlin & Greenwood, 2016).

It is suggested in normative literature that HRM should take the lead in CSR integration and implementation. Primarily, social and ethical dimensions of CSR relate to organisational values and culture, and naturally involve people and their relationships, which fall into the HR arena (Emmott & Worman, 2008; Gond et al., 2011; Kwan & Tuuk, 2012; Strandberg, 2009). Many guiding CSR principles directly involve HR and employees, including ethical standards in dealing with stakeholders, effective use of human capital, development of intellectual capital, equity with human rights, diversity, health and safety, and training and development (Bonn & Fisher, 2011; Fuentes-Garcia, Nunez-Tabales, & Veroz-Herradon, 2008; Lam & Khare, 2010; Melynyte & Ruzevicius, 2008). CSR is focused on responsible and fair management of employees which is directly related to HRM (Sarvaiya & Eweje, 2014). In addition, CSR requires support from organisational leaders, and leadership falls squarely on the HR arena (Gond et al., 2011; Lam & Khare, 2010). HR is also in a position to develop competencies that enhance CSR goals, and as CSR may require significant change in both

philosophy and behaviour, HR can act as change agent (Gond et al., 2011; Lam & Khare, 2010; Strandberg, 2009).

Additionally, it is suggested that CSR initiatives should start within the organisation, as employees are connectors to the outside stakeholders (Emmott & Worman, 2008; Lam & Khare, 2010). Internally, HRM policies and practices help direct employees perceptions and actions toward achieving the social and environmental goals of the organisation (Taylor et al., 2012), and as employee resistance can be a particular problem when implementing CSR initiatives, HR can address issues of internal understanding, valuing and application of CSR principles (Fenwick & Bierema, 2008). Furthermore, HR is critical in leading and educating organisations on the value of CSR and how best to strategically implement CSR policies and programmes (Sharma et al., 2009), and plays a key role in fostering an organisation-wide CSR culture (Gond et al., 2011; Kwan & Tuuk, 2012; Lam & Khare, 2010; Strandberg, 2009; Sarvaiya, 2014). Similarly, HR can ensure that what the organisation says publically aligns with how people are treated within the organisation (Melynyte & Ruzevicius, 2008; Strandberg, 2009). Overall, it is argued that as HR influences the key systems and organisational processes, it is well positioned to foster CSR performance within the organisation (Inyang et al., 2011; Strandberg, 2009).

While the majority of the literature on the links between CSR and HRM is focused on the role HRM can play in CSR integration and the impact it has on CSR practices, it is also suggested that having organisation-wide CSR values, policies, initiatives and practices can positively impact HR-related practices. Emphasis of CSR initiatives and achievements in recruitment and selection can assist HR in attracting, retaining and engaging high-quality employees, while training in CSR-related aspects can increase participation in, awareness of, and commitment to socially responsible behaviour, as well as reduce cynicism (Cooke & He, 2010; Michailides & Lipsett, 2012; Preuss et al., 2009; Renwick, Redman, & Maguire, 2013; Sharma et al., 2015). Additionally, CSR is suggested to influence employees' motivation, morale, liability, retention, productivity and learning, therefore increasing commitment and loyalty to the organisation (Cooke & He, 2010; Jackson et al., 2014; Melynyte & Ruzevicius, 2008; Strandberg, 2009). Socially responsible organisations are perceived as continuously seeking to improve working conditions and wellbeing, as well as taking better care of their employees (Bučiūnienė & Kazlauskaitė, 2012). Furthermore, the integration of CSR values and goals encourages social involvement of employees, improved ethical standards in stakeholder engagement, and improved internal relationships and communication, which can increase staff satisfaction, lower absenteeism, promote a culture of social awareness, a greater

commitment to the company, and strengthen loyalty (Preuss et al., 2009; Sánchez-Hernández & Gallardo-Vázquez, 2014). Additionally, employee involvement in CSR can improve the organisational image and gain support from the community (Sharma et al., 2009).

In addition to the integration and implementation of organisation-wide CSR ideologies and initiatives, CSR principles can, and should, be fully integrated into an organisations' specific HRM system. It is argued that having a socially responsible HRM system can enhance the long-term physical, social and economic wellbeing of employees (Bučiūnienė & Kazlauskaitė, 2012; Cooke & He, 2010; Milfelner et al., 2015; Taylor et al., 2012). It can also improve brand equity and public perceptions of the organisation, as a strong, socially responsible employment relationship is considered a precondition for establishing effective relationships with external stakeholders, particularly consumers (Bučiūnienė & Kazlauskaitė, 2012; Inyang et al., 2011; Melynyte & Ruzevicius, 2008). The inclusion of CSR in an organisation's HR system is also suggested to emphasise the importance of CSR right alongside employees and managements' role, responsibilities and operational targets (Michailides & Lipsett, 2012). It is therefore suggested that specific HRM strategies and practices can be used to integrate CSR values into the actions and behaviours of employees. These strategies and practices include recruitment and selection; training and development; lifelong learning; performance management; remuneration and rewards; occupational health and safety and employee wellbeing programs; diversity and inclusiveness programs; leadership development; mentoring programs; team building; equal opportunity programs; work-life balance; communication; evaluation and feedback; employee involvement and empowerment; employee employability and job security; and termination and exit practices (Bonn & Fisher, 2011; Cooke & He, 2010; Jackson et al., 2014; Kwan & Tuuk, 2012; Renwick et al., 2013; Sánchez-Hernández & Gallardo-Vázquez, 2014; Sarvaiya & Eweje, 2014).

While much of the literature emphasises the inclusion of CSR values and principles into organisational and HR strategies and the crucial role HR should play in CSR integration, there has been challenges identified in a number of current studies. It is suggested that many organisations are espousing CSR-related statements and policies without demonstrating a commitment to effective integration or implementation, and as such potentially reducing organisational effectiveness, and negatively affecting stakeholders. Strandberg (2009) states that organisations that espouse CSR rhetoric while neglecting to foster a CSR-oriented culture may compromise or damage their corporate reputation or even risk their demise. Similarly, Ledwidge (2007) suggests that disconnection between CSR principles and initiatives and the core organisational values can result in negative publicity, or even public rejection. While

Kwan and Tuuk (2012) found that organisations that adopt CSR initiatives to primarily enhance public relations may be vulnerable to stakeholder interpretations of such acts as marketing efforts or green-washing. As the development and integration of organisational values is a key responsibility of HR professionals, such disconnection presents a significant challenge for HR, and if not adequately rectified, can have negative effects on employees, managers, organisations and customers.

Young and Thyil (2009) state that while a majority of organisations increasingly espouse and report on the adoption of and commitment to social and environmental responsibility, the extent to which a broad view of social responsibility incorporating labour is actually integrated varies significantly. They conclude that many of these organisations' HR practices have, in contrast, become individualistic and unitarist, and that there is a divergence between CSR rhetoric and how CSR is operationalised throughout the organisation, stating that environmental and financial sustainability is usually prioritised over dimensions of workplace management and accompanying employment relations approaches. Furthermore, Cooke and He (2010) suggest that this divergence may create tension between CSR efforts and employees' perceptions. They argue that if an organisation's CSR approach does not promote employee involvement and participation, or consider employees' needs and interests, it may be perceived as hypocritical, leading to unmotivated, unproductive and uncooperative employees.

Fenwick and Bierema (2008) found that there are three main problems that may hinder the successful implementation of CSR that have implications for HRM. Firstly, that CSR principles and values are not often understood below senior management levels. Second, that CSR values are not often translated into day-to-day practices, lacking support from management, infrastructure, strategies, or consistency with core operational practices, and third that CSR initiatives are too costly, time-consuming or removed from core business goals to be worthwhile. Furthermore, Harris and Tregidga (2012) found that even when CSR principles are important at a strategic level, CSR was not seen as a strategic driver for the HR function because more crucial core HR issues required resourcing by HR managers. Jackson et al. (2014) stated that their study revealed that few HR professionals take an active role in CSR-related activities, and Vuontisjarvi (2006) concluded that while an increasing number of organisations are paying attention to CSR, there is little support from HR. Lam and Khare (2010) identified that a perceived lack of support and commitment from senior management and employees, and a perceived lack of interest from the HR community, are significant

challenges for HR professionals in relation to CSR implementation, which could explain HR professionals reluctance to take a proactive role in CSR implementation.

These factors therefore highlight the importance of HR in the enactment of CSR. Both the normative literature and the challenges identified in existing research suggest a significant role for HRM in the enactment of CSR initiatives. In line with current normative research, HR as a profession are urged to take ownership of the enactment of CSR. As there is significant overlap between a large number of HR functions and CSR values and initiatives, the potential role for HRM is significant, as is the potential for failure due to a lack of consistency or alignment if ownership is not taken. This role is further emphasised in the need for HR strategies that drive employees to achieve organisational objectives including CSR-related objectives, such as those related to communication, motivation and development. In addition, there is also a potential role for HRM in promoting and driving CSR-related initiatives in organisations that have not made a strategic commitment to CSR. As many organisations' CSR function are often to the side of core business practices, HR has the potential to integrate CSR values and initiatives into the organisations' centre. Thus not only increasing the likely success of the CSR initiatives, but also potentially increasing commitment, engagement and motivation of employees, and strengthening the organisations' reputation and competitive advantage.

2.5.3 Summary

So far this chapter has introduced the HR Causal Chain, the broad framework that guides this study, and has considered the first 'step' in that framework, the intended practices. Consideration of an organisations' intended practices provides valuable evidence as to how its senior management intend to manage their people to achieve their organisational goals. However, as previously stated, not all intended practices are actually implemented, and those that are may differ from the initial intention. As such it is essential to distinguish between intended practices and those actually experienced by employees. This therefore highlights the importance of line manager enactment in closing the intended-experienced gap. The following section considers the critical role of the line manager in the implementation of HR and CSR practices.

2.6   Line Manager Enactment: The Critical Role of Line Management

It is emphasised in the HR Causal Chain Model that not all intended HR practices are actually implemented, and those that are may differ from the initial intention (Purcell et al., 2009). Often, these differences can be attributed to line managements' interpretation and implementation of the HR practices, or lack of, highlighting the critical role of the line manager. However, while consideration of the role of the line manager in the devolvement of HRM has increased, further research focused on understanding the dynamics of line management in the implementation of HR practices is still being called for (Alfes, Truss, Soane, Rees, & Gatenby, 2013; Evans, 2015; Gollan, Kalfa, & Xu, 2014; Kilroy & Dundon, 2015; Purcell et al., 2009; Voegtlin & Greenwood, 2016). As such, the following section considers the devolvement of HR responsibility, and the critical role of line management in the devolvement process.

2.6.1   HR Devolvement: The Critical Role of Line Managers

The critical role of the line manager in the interpretation and implementation of HRM is a result of the substantial shift in focus of the HR profession, from reactive to strategic, creating the need for HRM responsibility to be devolved to the line manager (Sheehan & De Cieri, 2012; Zhu et al., 2008). HR devolvement is defined as the reallocation of HR-related tasks or activities, and the related decision-making, financial and expertise power, to non-HR specialist line managers (Cheruiyot & Kwasira, 2013; Gilbert, De Winnie, & Sels, 2011a; Reichel & Lazarova, 2013). Essentially, responsibility for various HR areas may be transferred to line managers, who are then responsible for the execution and administration of those HR practices (Gollan et al., 2014; Zhu et al., 2008). Typically, it is the more operational HR tasks that are devolved, such as recruitment and selection, dismissals, performance appraisals, rewards, training, occupational health and safety compliance, discipline and grievance handling, and promotion decisions (Gilbert et al., 2011a, 2011b; Hunter & Renwick, 2008; Solnet et al., 2013; Zhu et al., 2008). However, it is not uncommon to find line managers responsibilities extending to more strategic HR tasks, such as organisational culture development and maintenance, workforce planning, HR budgeting, and coaching and mentoring initiatives (McGuire et al., 2008; Perry & Kulik, 2008).

HR devolution is considered to be crucial in the effective implementation of HRM. This is due to line managers direct and frequent contact with employees and their impact on employees' motivation, commitment and discretionary behaviour (Purcell et al., 2009; Ulrich, 1998), as

well as their central position in achieving business objectives (Gilbert et al., 2011b). A number of justifications for devolving HR responsibilities are emphasised in the literature, including reducing HR-related costs, speeding up decision-making, utilising line managers' knowledge of employees and local environment, offering more immediate responses to HR challenges, and positioning responsibility with managers most accountable for HRM (Brandl, Madsen, & Madsen, 2009; Cheruiyot & Kwasira, 2013; Zhu et al., 2008). Furthermore, it is argued that devolvement allows HR specialists to focus on more strategic activities, therefore enhancing the HR departments' strategic standing in the organisation (Zhu et al., 2008) and increasing the legitimacy of HRM (Buren, Greenwood, & Sheehan, 2011).

Devolving operational HR activities to line managers provides HR specialists with opportunities to be more involved in the broader strategic issues associated with managing people, which may allow them to gain influence in the organisation (Gilbert et al., 2011b; Kulik & Bainbridge, 2006). It is claimed that devolvement frees up valuable time for HR specialists to focus on more strategic activities, as these activities are often time-and resource-intensive (Ryu & Kim, 2013). Kulik and Bainbridge (2006) conclude that HR specialists in Australia are often most responsible for activities with a long-term focus, such as HR planning, and activities that involved dealing with outside agencies, such as industrial relations and workers' compensation. In addition, Solnet et al. (2013) argue that broader strategic issues, such as long-term staffing requirements linked to company growth forecasts, developing information systems, benchmarking practices, industrial bargaining, talent identification and management, and succession planning tend to be the responsibility of HR specialists.

However, it is also suggested that devolvement of HR activities can lead to an unclear or limited role for HR specialists in HRM. Gilbert et al. (2011b) state that there is potential for HR departments to lose their reason for existence by devolving its core tasks to line managers. While HR specialists aim to increase their presence and credibility as strategic partners, it is suggested that neglecting or transferring the role of employee advocate may have a negative impact on line managers and employees' wellbeing and commitment to the organisation, thus reducing the perceived benefits of the HR department (Gilbert et al., 2011b). Furthermore, and perhaps as a result of this, HR specialists are not always willing to relinquish HR responsibilities to the line (Kulik & Bainbridge, 2006; Perry & Kulik, 2008). HR specialists may in fact feel threatened by the diminishing role resulting from a devolution strategy, and as a consequence, they may be not be willing to hand over responsibility, or control, completely. However, this could be to the detriment of the HR departments'

strategic goals. Perry and Kulik (2008) argue that if a devolvement strategy fails, the operational tasks and activities will return as HR's responsibility, limiting their strategic role.

2.6.2 Line Manager's Role in HR Devolvement

It is emphasised in the HR devolution literature that responsibility for HRM cannot be restricted to HR specialists, that people management is an integral part of the line manager role (Brandl et al., 2009; Gilbert et al., 2011b; Purcell et al., 2009). At the very least, most HR policies rely on line manager support, and more often than not, line managers are responsible for their implementation. It is argued line managers bring policies to life, and as such provide an explanation for the intended-implemented gap (Kilroy & Dundon, 2015; Purcell & Hutchinson, 2007; Purcell et al., 2009). In this research, line managers are defined as those who have direct supervisory responsibility of non-managerial employees, and are key members of the organisational hierarchy, connecting upper levels of management to frontline employees (Ryu & Kim, 2013). Additionally, as line managers have direct contact with employees on a regular basis, it is suggested that line managers' attitudes and actions have significant influence on employees' performance and behaviour. Therefore, it is the role of the line manager, their attitude and actions in implementing and encouraging HR-related initiatives that will determine how successful (or unsuccessful) an organisations' devolvement strategy is.

Transferring responsibility for operational HR initiatives and practices to line managers is said to be an essential component for effectively achieving the organisations goals and strategy. As line managers have a more direct impact and influence on employees than the HR department, their reactions to people-related issues should be more immediate and appropriate (Brewster, Brookes, & Gollan, 2014; Gilbert et al., 2011b; McGuire et al., 2008; Shipton, Sanders, Atkinson, & Frenkel, 2016). This enables line managers to respond more effectively than HR specialists, which is suggested to have a positive influence on organisational performance (Ryu & Kim, 2013; Watson, Maxwell, & Farquharson, 2007), and enables decision-making in line with the realities of business (Gollan et al., 2014). Furthermore, when line managers' involvement in HR is increased, it is said to result in improved working conditions because line managers have better understanding of type and range of interventions needed. It may also result in more immediate and efficient resolution of conflicts and increased levels of employee retention. It is also suggested that the involvement and empowerment of line managers in HR-related tasks could in fact lead to

more positive attitudes towards HR, and therefore lead to organisational change and a transformation of human relations at work (Darwish & Singh, 2013; McGuire et al., 2008).

Despite the apparent benefits of HR devolvement, there are significant concerns raised in the literature regarding the effectiveness of line managers in delivering people management practices. These concerns are primarily focused on the inaptitude and the unwillingness of line managers to take on a HRM role (Gilbert et al., 2011b). One of the main inhibitors to effective HR devolvement identified in the literature is the line managers' skills and abilities. The research highlights that often line managers lack the skills and competencies required to undertake the people management aspects of their role (Purcell et al., 2009; Renwick, 2003) and that line managers receive little or no formal training in HR or people management skills (Kulik & Bainbridge, 2006; Perry & Kulik, 2008; Purcell et al., 2009; Zhu et al., 2008). This may result in the minimal, ineffective execution of the HR role, due to feelings of incompetence. McGuire et al. (2008) suggest that line management development is often not a priority for senior management, and that reliance on the notion of 'trial-and-error' is prevalent in organisations. This is often further exacerbated by line managers' lack of knowledge of the organisations intended HRM policies (Evans, 2015; Watson et al., 2007), which may therefore lead to the ineffective or inconsistent implementation of HR practices.

Line managers may also be unwilling to take on additional HR responsibilities. Purcell et al. (2009) state that the scope of a line managers' role includes a combination of traditional management duties such as providing technical expertise, planning, and work allocation, as well as people management activities, and that these multiple duties create tension in the role. It is emphasised in much of the literature that excessive workloads, lack of incentives, limited time, and competing priorities impact the effectiveness of line managers in both their people management role and their traditional management role (Cheruiyot & Kwasira, 2013; Gilbert et al., 2011a; Ryu & Kim, 2013; Solnet et al., 2013). Line managers may see HR-related tasks and issues as a 'poor second' to their more immediate business goals (Brandl et al., 2009; Perry & Kulik, 2008). As a result, people management is often seen as extra responsibility, with line managers resenting the added administrative work and bureaucracy (Holbeche, 2009). Furthermore, longer-term initiatives, like many of those required to achieve HR-related goals, are often the first to be put aside as a result of the emphasis and expectation of achieving short-term results that is common in the line managers' traditional role. This short-term focus may result in people management practices that are fragmented, inconsistent and less effective (McGuire et al., 2008; Perry & Kulik, 2008). McGuire et al. (2008:80) states that "…line management is so often under pressure to achieve short-term

objectives to do with profitability or reduction of costs, that real support for HR initiatives is quite rare".

There are a number of additional factors that impact line managers' willingness to take responsibility for HR initiatives. There is often ambiguity in understanding what comprises the people management role. Gilbert et al. (2011a) suggest that these factors can lead to the occurrence of 'role stressors', such as role ambiguity and role overload, which may result in negative work attitudes, and reduced wellbeing and individual performance, therefore impacting implementation and potentially organisational performance. Line managers' perceptions may also negatively impact their willingness to take on HR responsibilities (Perry & Kulik, 2008; Watson et al., 2007). Kulik and Bainbridge (2006) found that most line managers were sceptical about the level of support and the level of training they would receive to improve people management skills, and also if they would have any communication and interaction with HR.

In addition to this, some line managers may not take their people management role seriously. Holbeche (2009:353) claims that "line managers' perceptions of the value added by HR may be positively or negatively influenced by company history, the use of HR jargon, as well as by the popular jokes made at the expense of HR". While Barker (2011) found that the perception of HR had the greatest impact on the implementation of HR practices, with line management perceiving HR to be insignificant and separate from 'real work'. Finally, the majority of line managers are promoted from the 'shop floor', and as such, are often caught between the competing demands of management and loyalty to fellow employees (Purcell et al., 2009). These factors can often lead to a reluctance from line managers to accept the additional responsibilities (Bos-Nehles et al., 2013; Kulik & Bainbridge, 2006). As a consequence, HR-related policies and practices may be inconsistently implemented, or line managers may pay insufficient attention, or spend insufficient time on HR issues (Perry & Kulik, 2008).

For devolvement strategies to be successful, it is recommended that organisations set clear policies and procedures regarding its intended HR practices and the allocation of responsibility and authority (Gilbert et al., 2011a). It is also suggested that organisations invest in formal training and development in people management skills, as well as providing resources and incentives (Perry & Kulik, 2008; Zhu et al., 2008). Furthermore, it is emphasised that there needs to be effective communication between line managers, HR specialists and senior management. An effective communication channel can ensure HR practices are carried out in accordance with HRM policy, and also that the implementation of initiatives

and the resolution of problems is more comprehensive and effective (Darwish & Singh, 2013; Zhu et al., 2008). Finally, McGuire et al. (2008) highlights that if HRM, and the role line managers play in it, is to be taken seriously, there needs to be communication of the importance of HR across the organisation. This is significant as perceptions of HRM, whether positive or negative, will influence the level of commitment to devolvement strategies throughout the organisation.

The extent to which line managers take on and engage in people management activities often relies on the line manager's own sense of motivation and commitment, and is therefore likely to be more discretionary than their traditional management duties (Brandl et al., 2009; Purcell and Hutchinson, 2007). Whether line managers engage in this discretionary behaviour is dependent on their perceptions of HRM and the organisation, as it is their perceptions that influence their level of commitment to HR-related initiatives and their willingness to be involved in, and at times prioritise HR responsibilities. Line managers' perceptions of HRM will not only be influenced by the HR policies and practices themselves, but also by line managers' interactions with senior management and HR specialists, their perceived organisational support, their belief in the importance of HRM, the resources available to undertake HR responsibilities, and both the formal and informal workplace climate (Purcell et al., 2009; Watson et al., 2007). Furthermore, the organisational values and strategies, and the intended organisational culture, and any competing subcultures, will also have significant impacts on line managers' perceptions. Therefore, how line managers perceive and experience senior management and HR support, the importance line managers place on HR-related duties, and their perceptions of the organisational values and culture, can have significant implications for their commitment to HR and the interpretation and implementation of people management activities.

Much of the HRM research is founded on the assumption that HR practices are implemented as intended, and that simply having suitable HR policies means that they will be implemented effectively and will generate the intended results (Bos-Nehles et al., 2013; Chen et al., 2011; Purcell et al., 2009; Truss, 2001; Wright & Nishii, 2013). Becker and Huselid (2006:901) suggest that implementation is usually omitted as a theoretical convenience under the assumption that 'implementation follows, almost automatically'. However, the effectiveness of HRM is dependent on more than just well-designed practices; the quality of the implementation and the context in which these practices are applied plays a vital role (Bos-Nehles et al., 2013; Boselie et al., 2005). Many authors suggest that there is often a discrepancy between the intended HR practices and the actual practices in use (Legge, 2005;

Purcell et al., 2009; Truss, 2001; Wright & Nishii, 2013). The difference between what an organisation claims to do and what employees actually experience, therefore creates a dual focus on HR practices and the role of line managers in putting them into action.

As suggested previously, the interpretation and implementation of HR-related practices and initiatives will differ according to the line managers' ability, motivation, commitment and discretionary behaviour (Gilbert et al., 2011b). If a line manager does not understand, or disagrees with a particular practice, they may decide not to implement it as intended or at all, or they may decide to implement it in their own way (Boxall & Purcell, 2011; Purcell et al., 2009). Furthermore, if a line manager does decide to implement a practice, that implementation is subject to the line managers' interpretation of that practice. This can lead to HR practices that are significantly different from what was initially intended, potentially reducing the effectiveness of HRM in the organisation. Additionally, line managers may not always convey or support the espoused values of senior management, instead their actions, attitudes and behaviours may reflect the informal subcultures of the organisation (Purcell & Hutchinson, 2007; Truss, 2001). Guest and Bos-Nehles (2013) also suggest that effective or ineffective implementation is likely to depend on the wider organisational context, and that internal and external contexts influence the priority given to the introduction and implementation of HR practices. Therefore, the interpretation of HR practices by, and the actions of, line managers provides an explanation for the gap between intended and experienced practices.

Furthermore, line managers' interpretation and implementation of HR practices are most likely to influence employee perceptions of these practices (Gilbert et al., 2011b; Purcell et al., 2009:64), and as such, will influence, either positively or negatively, employee attitudes, behaviours and discretionary effort. Line managers, as agents of the organisation, have a critical role to play in the communication and promotion of values, expected behaviours and actions, and organisational culture, and it is this role through which employees form their perceptions of the organisation (Brandl et al., 2009; Truss, 2001). Purcell and Hutchinson (2007) also highlight the importance of the relationship between line managers and their employees, suggesting that well-developed relationships are beneficial for individual and team functioning, as well as individual and organisational performance. This relationship also influences "…employees' views of the support received and available from the organisation at both the functional practice level and in organisational climate" (Purcell & Hutchinson, 2007:8). Employees, then, are influenced by both senior management values and formal policies, and by the reality of what they perceive and experience on a daily basis (Boxall &

Purcell, 2011). It is important to note that employees' day-to-day interactions with line managers play a significant role in shaping employee perceptions, attitudes, behaviours and commitment to the organisation.

This section has so far considered the role of line managers in the interpretation and implementation of the organisation's HR practices. Specifically, it has considered the benefits of devolvement for both the HR department and line management, and also the challenges associated with devolvement and the increase in line management's responsibilities. The following subsection considers the implications of devolvement on the enactment of CSR. Specifically, this subsection identifies a scarcity of research considering the role of line management in the enactment of CSR, and based on limited CSR literature and HR devolvement literature, proposes that line management have a critical role to play in the success of the organisations intended CSR strategy.

2.6.3 Line Manager Enactment and CSR

As established in Section 2.5.2, there is an increasing body of literature that emphasises the role of HRM in the enactment of CSR. The relationship between HRM and CSR is argued as being significant and necessary due to the substantial overlap between a large number of HR functions and CSR values and initiatives, as well as the need for employee involvement in CSR, integration of CSR in the organisational values and strategy, organisation-wide commitment to CSR initiatives, and an organisational culture that supports CSR integration (El Akremi et al., 2015; Bonn & Fisher, 2011; Inyang et al., 2011; Lam & Khare, 2010; Michailides & Lipsett, 2012). As such, HRM and HR professionals are emphasised as being uniquely positioned to integrate CSR strategy, initiatives and commitment throughout the entire organisation (Milfelner et al., 2015; Sánchez-Hernández & Gallardo-Vázquez, 2014; Taylor et al., 2012). However, a critical aspect of HR's involvement in, and implementation of, CSR that is not effectively addressed in current literature is the implications of HR-related devolvement strategies and line manager enactment.

Research considering the implications of devolving CSR responsibilities, and/or the role of line managers in the enactment of CSR is at best limited. In fact, Voegtlin and Greenwood (2016), in their systematic review and conceptual analysis of the CSR-HRM nexus, state that a significant omission in the extent research on the CSR-HRM nexus is the implications of and for CSR arising from the devolvement of HRM. As such, it is argued in this research that if the enactment of CSR is the responsibility of HRM and HR responsibility is devolved to line managers it is reasonable to assume that responsibility for day-to-day implementation and

administration of CSR may also be devolved to line managers. This suggests a considerable role for line managers and significant implications for CSR implementation. However, the majority of research specifically addressing the implementation of CSR initiatives and practices fails to consider the need for, or the role of, line management. Much of the research within this topic area is focused on how or why external factors impact or are impacted by CSR, such as economic or financial impacts (Fernández-Feijóo Souto, 2009), CSR reporting (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2015), consumer perceptions (Chung & Lee, 2016; Pomering & Dolnicar, 2009), and emerging markets or cultures (Hah & Freeman, 2014; Muller & Kolk, 2009). Research considering internal factors is most commonly focused on examining what practices or combination of practices constitute CSR (Lindgreen, Swaen, & Maon, 2009), the role of, or perceptions of, employees (El Akremi et al., 2015; Inyang et al., 2011; Mory, Wirtz, & Göttel, 2016; Senasu & Virakul, 2015), CSR models or frameworks (Baumgartner, 2014; Carroll, 1991, 2016; Maon et al., 2009), and what CSR initiatives or approaches organisations are implemented (Arevalo & Aravind, 2011; Graafland & Zhang, 2013; Han & Hansen, 2012).

The role of management in CSR implementation at any level is often overlooked in the literature, with Levy and Park (2011:147) stating that "the lack of managerial awareness and learning in the CSR arena has been argued to be a major organisational barrier to implementation of socially responsible practices". In addition, Virakul, Koonmee, and McLean (2009) state that a limitation of their research, and current CSR research, is the lack of consideration of line manager perspectives. They suggest that line managers be included in CSR research in order to broaden the perspective of CSR. They also note that consideration of only CSR managers may represent only the positive side of CSR with no counterpoints. The research that does consider the role of management primarily considers senior management, executives or CSR managers (Ismail, Kassim, Amit, & Rasdi, 2014; Kakabadse, Kakabadse, & Lee-Davies, 2009; Wickert & Bakker, 2015). Levy and Park (2011) for instance, examined top executives perceptions of the benefits of implementing these activities, while Hine and Preuss (2009) specifically explored the perceptions of middle and senior managers regarding the nature and purpose of CSR programmes. Tang, Robinson, and Harvey (2011) considered sustainability managers' motivations for committing their energies to CSR issues. Pedersen (2010) explored how managers perceived the business unit's responsibilities towards society, based on survey responses from over 1000 managers in the 'upper echelons' of their organisations. While Pedersen and Neergaard (2009) analysed how 'top-level' managers experience CSR.

In addition, Fernandez, Junquera, and Ordiz (2003:636), in their discussion of the importance of HR in the internalisation of 'Environmental Responsibility', emphasis the role of 'management' influencing the "…organisation's emotional and cultural resources" using interpersonal and communication skills and transformational leadership behaviour that "…generate positive relations with the stakeholders". They further suggest that "…managers' contribution is considered essential because they are responsible for creating the conditions, through the promotion of certain forms of corporate culture, under which a sustainable competitive advantage is achieved". However, they do not distinguish between levels of management or specify what level they are referring to. Nor do they take into account challenges associated with line manager enactment, even though they propose that 'managers' are the most important factor in successful environmental responsibility. While Morrow and Mowatt (2015), in their exploration of the implementation and embedding of sustainability strategies, considered the perceptions of line managers. However, their perceptions were used to explore issues associated with senior management implementation, again without consideration of the benefits or challenges associated with line manager enactment.

The role of line managers in CSR implementation has been acknowledged by several authors, however, these are typically single statements that are not elaborated. Strandberg (2009) acknowledges that people leadership and responsibility for employee engagement in terms of CSR integration rests with all departmental managers, however, the emphasis is on the need for HR practitioners to understand how they can leverage these managers with respect to CSR. Milfelner et al. (2015) point out that managers outside of HRM must participate in realising the organisations' CSR goals in order to ensure organisation-wide commitment, which they suggest highlights the strategic relationship between CSR and HRM, however they do not elaborate on the line managers role. In addition, Redington (2005:48), in discussing the responsibility for delivering CSR activities, states that "the behaviour of front line managers is critical to the successful implementation of both HR and CSR policies" as line managers play a key role in encouraging employees to engage in discretionary behaviour, but again, what that key role involves is not discussed.

Furthermore, du Plessis (2012) acknowledges the role of the line manager in the implementation of CSR related policies, programmes, and practices throughout their research, but the emphasis is on HR's role and their need to monitor and assess line management's implementation and effectiveness. He does point out that it is the line manager, in the end, who interacts with employees, and can therefore gain their support,

understanding and participation for socially responsible practices, as well as highlighting some of the specific aspects of line managers involvement, including performance appraisals, communication and change management. Similarly, Cramer, Jonker, and van der Heijden (2004), while focusing on how change agents promoting CSR make sense of CSR, describe the role of line managers in CSR implementation. The authors draw attention to approaches the change agents, usually HR professionals, could use to encourage line managers to engage in CSR-related practices, such as using practical cues, taking a more pragmatic and down to earth approach, outlining concrete actions, practical measures and instruments that could be utilised, and building on existing practices to demonstrate the links to CSR within their work. While this research was not focused on the role of the line manager, these insights do acknowledge the key role of line managers in the implementation of CSR.

Beyond these general statements relating to the critical role line managers play in the implementation of CSR, an extensive review of literature has not identified research specifically focusing on line manager enactment of CSR policies and practices. Therefore, building on the literature discussed in this review, it is put forward in this research that the line manager has a key role to play in the effective implementation of both HR and CSR. As stated, successful CSR initiatives and practices require the support and participation of all internal stakeholders, most importantly, the employees, as well as being an organisation-wide strategy. This demonstrates the importance of HRM and HR professionals in CSR implementation, as well as the critical role of the line manager due to the devolvement of key HR responsibilities. Furthermore, as line managers have direct contact with employees on a regular basis, it is suggested that line managers' attitudes and actions have significant influence on employees' performance and behaviour. Therefore, it is the role of the line manager, their attitude and actions in implementing and encouraging CSR-related initiatives that will determine how successful (or unsuccessful) an organisations' CSR strategy is.

Based on the HR devolvement literature and the limited research that touches on the role of the line manager in CSR implementation, it is suggested in this research that the justifications associated with HR devolvement would also be applicable to CSR devolvement. Line management have direct, frequent contact with employees, and as such can quickly understand and respond more appropriately to employee concerns and operational needs (Brewster et al., 2014; Gilbert et al., 2011b; McGuire et al., 2008; Shipton et al., 2016). As CSR initiatives require the support and participation of employees, giving day-to-day responsibility for CSR to line managers allows them to link CSR initiatives with other aspects of their day-to-day activities, enabling them to make CSR decisions in line with the realities

of business (Brewster et al., 2014; Gollan et al., 2014). Also, line managers' regular contact with employees means that line managements' attitudes and actions in implementing CSR initiatives will have a significant influence on employees' performance and behaviour. Furthermore, it could also be suggested that the involvement of line managers in CSR could encourage a CSR culture through the delivery of distinctive, consistent and consensus-enhancing messages to employees (Arnaud & Wasieleski, 2014; Gollan et al., 2014).

Understanding the line manager role in CSR devolvement can therefore provide significant insight into the intended-experienced gap. As with HR devolvement, the devolvement of CSR may result in practices and initiatives that differ from the initial intention or are not implemented at all. Employee's experiences of CSR may be considerably different from those intended by senior management, and these differences can be understood through the role of line managers in the implementation process. Line managements' willingness and ability to implement an organisations' CSR strategy as intended, and their attitudes and actions in this process, can thus provide considerable insight into the CSR implementation process, line managements' perceived role in the enactment of CSR and the challenges they face in this implementation process.

The HR devolvement literature identifies a number of challenges to line management enactment that have the potential to impact the effective implementation of the HR strategy. These challenges, it is proposed, are likely to have the same impact on the implementation of CSR initiatives. The literature identifies a lack of skills and competencies as one of the main inhibitors (Perry & Kulik, 2008; Purcell et al., 2009; Renwick, 2003). A lack of effective training and communication of line managements' CSR role and its intended implementation can result in the ineffective or inconsistent implementation of CSR initiatives. It is also identified in the literature that line management development is often not a priority for senior management (McGuire et al., 2008). The lack of people management skills is also likely to impact line managements' implementation of CSR. In addition, as CSR is often a discretionary activity, it is likely that excessive workloads, immediate production needs, lack of incentives, limited time, and competing priorities will impact the effectiveness of line managers in their traditional management role, their people management role and their CSR role. The CSR role may be pushed aside to accommodate short-term production requirements and cost-reduction objectives, resulting in fragmented, inconsistent CSR practices.

The literature also identifies that the majority of line managers are promoted from the 'shop floor', and as such, are often caught between the competing demands of management and

loyalty to fellow employees (Purcell et al., 2009). These factors can often lead to a reluctance from line managers to accept the additional responsibilities (Bos-Nehles et al., 2013; Kulik & Bainbridge, 2008). As a consequence, line managers may be less willing to commit to their CSR responsibilities. In addition, there are some suggestions in the literature that perceptions of HR and the HR department can positively or negatively influence line managers perceptions of the value added by HR (Barker, 2011; Holbeche, 2009), which if CSR is perceived as being designed and enacted by HR can then positively or negatively influence line managements likelihood of committing to CSR. Alternatively, line managements' perceptions of CSR and their organisations commitment to CSR can also have a significant impact on their willingness to take on, and commit to, CSR responsibility. Line managers may have positive personal values related to their organisation's social responsibility that can have an influence on their willingness to take on CSR responsibility and their commitment to its implementation.

Within the CSR literature, a number of authors have considered 'managements' obligations' in relation to CSR formulation and implementation (Factor, Oliver, & Montgomery, 2013; Hemingway & Maclagan, 2004). While these authors do not specifically refer to line management, it is suggested that there is an "inherent link between the organization's social responsibility policy and the attitudes, beliefs and behaviour of the managers who formulate and implement organisational policy, and who are also prone to be influenced by organisational policy" (Factor et al., 2013:144), highlighting the importance of management in the implementation of CSR. Factor et al. (2013), quoting Wood (1991), goes on to suggest that an organisation's social responsibility is not met by an abstract organisational actor, but rather by individual managers who are constantly making decisions and choices. This emphasises the critical role played by those responsible for the implementation and decision-making related to CSR, in this case, line managers. Hemingway and Maclagan (2004) also highlight the importance of individual managers in impacting an organisations CSR strategy and implementation, introducing the concept of personal values as drivers of CSR. They suggest that executives' personal values and interests in particular social causes can be a motivating factor in CSR, but that is it "naïve to assume that all managerial values are inherited from senior management" (Hemingway & Maclagan, 2004:38). Middle management are also suggested as driving social responsibility.

It is suggested that managements' personal values, their ethical ideals and beliefs, play a significant role in influencing their decision-making and can contribute to, or be a driver of, positive social change (Duarte, 2010; Hemingway & Maclagan, 2004). Management are likely

to design or implement CSR-related practices or initiatives in line with their personal values whenever the opportunity arises. This suggests a link between managements' personal values and the enactment of ethical practices, potentially in line with the intended organisational values (Duarte, 2010). While these concepts are typically applied to senior management or CSR managers, the idea that management's personal values influence their decision-making and implementation can also be applied to line managers in their CSR role. The devolvement of CSR requires line managers to make decisions regarding CSR and its implementation, and these decisions will be influenced by their personal values related to CSR. This suggests that despite the challenges identified above, line managements' personal values may have a positive influence on their willingness to commit to CSR and its effective implementation.

It is therefore proposed in this research that line managers have a critical role to play in the day-to-day enactment of CSR, and that this role will have a significant impact on determining whether an organisations' CSR strategy is effective or not. Line managers, as employees' main contact with the organisation and its policies and strategies, have significant influence over their experiences of CSR, their perceptions of what is expected and intended, and their motivation to participate and engage. As such, effective line manager enactment is essential if employees are to experience these practices as intended. This suggests a significant role for the HR department in ensuring the devolvement of CSR is effective and as intended. Therefore understanding how line managers experience CSR, their understanding of the role they have in CSR and the perceived responsibility they have for its implementation is critical to any exploration of the CSR implementation process.

Overall, this section has demonstrated that the actions, abilities and perceptions of line managers are crucial in determining whether HR and CSR practices and initiatives are implemented effectively (or ineffectively), and in influencing employees' perceptions, attitudes, commitment and discretionary behaviour. In addition to this, line manager action or inaction may be responsible for the difference between intended HR and CSR practices and their actual implementation, as many of these practices can only be implemented by line managers. While the research emphasises an increase in the use of devolvement strategies and a broadening of line managers' people management responsibilities (Purcell et al., 2009), the interpretation of HR and CSR practices by, and actions of, line managers provides an explanation for the gap between intended and experienced practices.

2.6.4 Summary

This analysis of the HR implementation process and HR's enactment of CSR has so far examined the significance of the HR causal chain and the implementation process, the importance of intended HR and CSR practices and their integration into the organisation's strategy, and the crucial role of the line manager in the enactment of both HR and CSR. In line with the HR causal chain, this review has highlighted the differences between intended and actual HR and CSR practices, focusing on line managers in their implementation. It is suggested that these differences tend to be the result of line managements ineptitude and/or unwillingness to take on these responsibilities. As such, there may be significant variance between the intended and actual practices.

While this provides considerable insight into the HR implementation process and the intended-experienced gap, the role employees themselves play in participating and engaging in both HR and CSR practices must also be considered. The actual HR and CSR practices implemented by line managers are then perceived and interpreted by employees, which elicits an affective reaction based on their perceptions and experiences, and in turn result in subsequent behaviour. As such, employees' perceptions and experiences of HR practices and their implementation plays a critical role in influencing their level of motivation and discretionary behaviour, thus influencing performance outcomes. Therefore, the following section considers employees' perceptions, attitudes and behaviours in relation to both HR and CSR implementation.

2.7 Employee Perceptions and Experiences

It is generally espoused in HRM literature that appropriately designed HR practices lead to increased organisational performance, with considerable attention dedicated to the HRM-performance relationship (Bowen & Ostroff, 2004; Nishii, Lepak, & Schneider, 2008; Woodrow & Guest, 2014). However, insight into the process through which HRM actually contributes to organisational performance remains limited (Kehoe & Wright, 2013; Piening et al., 2014; Purcell et al., 2009; Woodrow & Guest, 2014; Wright & Nishii, 2013). As such, examination of the 'black box' has led to a number of researchers considering the importance of employees' perceptions, attitudes and behaviours in the link between HRM and organisational outcomes, specifically the idea that HR practices are associated with performance outcomes through their influence on employee attitudes and behaviours

(Gould-Williams, 2007; Nishii et al., 2008; Purcell et al., 2009; Snape & Redman, 2010; Wright & Nishii, 2013).

This section, therefore, begins by introducing the literature on employees' behaviours, attitudes and perceptions, and considers the influence of the HR strategy and practices on these perceptions. It is then proposed that, despite the benefits of this research, it does not take into account the broader conceptions of the employment relationship. As such, these broader conceptions, which impact an employees' perceptions of how they are managed and thus have the potential to influence employees' attitudes and behaviours, are explored. The literature related to CSR, and employees' attitudes and perceptions is then considered, and the broader conceptions of the employment relationship are explored from a CSR perspective.

2.7.1 HRM and Employee Behaviours, Attitudes and Perceptions

Employee Behaviours

Within the research that emphasises the role and importance of employees in the HRM-performance process, the aim of SHRM is to implement practices and activities that positively impact employees' behaviour. As Purcell et al. (2009:21) suggest, "the function of effective people management is to persuade, induce, cajole, or encourage employees to do as good a job as possible (whether more, or better, or more innovatively) both individually and in working with others". This intended behaviour should meet the strategic needs of the organisation, and thus achieve increased or improved organisational performance (Armstrong, 2008; Cascio, 2015; Sanders et al., 2014; Storey, 2007). Ideally, employees, in response to the HR system, should engage in behaviour that goes beyond the minimum requirements set out in their job description for the benefit of the organisation.

This behaviour, known as discretionary behaviour, is sought after and valued by organisations as, collectively, it can increase organisational effectiveness and improve organisational performance. Discretionary behaviour refers to behaviour that employees choose to participate in, which is over and above what is required, and is not set by the organisation but is intended to benefit the organisation (Purcell et al., 2009; Wright & Nishii, 2013). This extra behaviour beyond the minimum can rarely be forced. It has to be given by employees and is therefore discretionary in the sense of 'going the extra mile' or participating in actions or outcomes that are not strictly part of the job (Purcell et al., 2009). Discretionary behaviour is closely related to Organisational Citizenship Behaviour (OCB). OCB is defined as "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward

system, and in the aggregate promotes the efficient and effective functioning of the organisation" (Organ, Podsakoff, & MacKenzie, 2006:3). It reflects behaviour that is not motivated by the need to obtain immediate rewards or avoid punishment (Kehoe & Wright, 2013). OCB or discretionary behaviour can include knowledge use and problem solving, emotional labour, participation and co-operation, helpfulness, knowledge sharing, conscientiousness, pro-activity, and adaptability (Frenkel, Restubog, & Bednall, 2012; Ng, Lam, & Feldmen, 2016; Purcell et al., 2009). These behaviours are said to benefit the organisation through either the promotion of social cohesion, or positive organisational reputation or performance, and when collectively engaged in should result in increased organisational effectiveness (Organ et al., 2006).

While discretionary behaviour is sought after and valued by organisations, and is the intended outcome of the HR strategy, employees may choose not to engage in this extra effort, instead choosing to work to rule by doing only what is specifically required, or by engaging in behaviour that is counterproductive to organisational goals. Beyond discretionary behaviour, behavioural reactions have also been classified as task and counterproductive (Purcell et al., 2009; Wright & Nishii, 2013). Task behaviour is behaviour related to employees' specific job or role, and contributes directly or indirectly to the production of a good or the provision of a service (Lievens, Conway, & De Corte, 2008). In relation to HRM, if employees perceive the HR system to be one that is designed to enhance their abilities and skills through effective training, development, performance management and/or rewards, employees' task behaviour may be positively influenced. Wright and Nishii (2013) suggest that increasing job-focused behaviour should enhance employee productivity or reduce mistakes.

Counterproductive behaviour refers to negative behaviour that is intended to harm the organisation or, alternatively, better the employees' own position in the organisation at the expense of that organisation or others (Ng et al., 2016; Wright & Nishii, 2013). Counterproductive behaviour is often demonstrated through behaviours that aim to reduce production, and can range from time wasting tactics, unwillingness to participate or communicate, hiding or misusing information or resources, unsafe behaviour, absenteeism and turnover, workplace bullying, or even theft of goods or sabotage (Boxall & Purcell, 2008; Greenidge & Coyne, 2014; Lievens et al., 2008; Wright & Nishii, 2013). These behaviours harm the organisations' legitimate business interests by directly affecting the organisation's functioning or property, and/or the organisation's profitability and reputation, or by hurting employees in a way that will reduce their effectiveness (Fox, Spector, & Miles, 2001; Lievens

et al., 2008; Ng et al., 2016). In relation to the HRM-performance relationship, negative perceptions of the HR system and practices, along with broader conceptions of the employment relationship which result in negative affective reactions, may lead employees to engage in behaviour that undesirable, or worse, destructive (Boxall & Purcell, 2016; Wright & Nishii, 2013).

In relation to HR practices, discretionary behaviour is important because it concerns the choices made by employees regarding the way the task is performed, including the speed, care, innovation and effort they put in. However, exertion of discretionary behaviour requires more than just willingness; it also requires ability and opportunity. There are many organisational constraints, including poor training, isolation, job routinisation, or excessively high workloads, which may limit the exertion of discretionary behaviour (Purcell et al., 2009). Thus it has been emphasised that organisations can and should design and use their HRM practices to create an environment that encourages discretionary behaviour (Gong, Chang, & Cheung, 2010; Morrison, 1996). Morrison (1996) goes on to explain that the guiding philosophy of the HRM system and practices in general will have a significant impact on the type of relationship that is established between the organisation and its employees and thus have a significant impact on the level of OCB that employees display. However, research recent suggests that influencing employee's behaviour is not as simple as designing HR practices that increase discretionary behaviour (Bowen & Ostroff, 2004; Purcell et al., 2009; Wright & Nishii, 2013).

Employee Attitudes

A growing number of the HRM-behaviour studies assert that attitudinal outcomes precede behavioural outcomes, highlighting the importance of considering not only employees behaviours as a determinant between HRM and performance, but also the importance of employee's attitudes as antecedents of employee behaviour (Bowen & Ostroff, 2004; Purcell et al., 2009; Wright & Nishii, 2013). Purcell et al. (2009:79) refer to these attitudinal outcomes as 'drivers of discretionary behaviour', and state that they include attitudes regarding their job, employer, and levels of morale or motivation, including employees' willingness to cooperate and their overall job satisfaction. Organ et al. (2006:66) state that attitudinal concepts have been invoked by researchers as "plausible explanations for what employees do on the job – how hard they work, how much they achieve, whether they vote for the union, how frequently they miss work, or whether they look for another job". Thus, it is emphasised that employees' willingness to engage in positive discretionary behaviour is a

result of, or is influenced by, attitudes related to organisational commitment, job satisfaction, perceived organisational support (POS), organisational fairness, and trust (Edgar & Geare, 2005; Gould-Williams & Davies, 2005; Purcell et al., 2009; Tremblay, Cloutier, Simard, Chênevert, & Vendenberghe, 2010). In addition, Edgar and Geare (2005) state that these attitudes are widely considered to be outcomes of HRM.

Organisational commitment, at its most basic, is the extent to which an individual identifies with his or her employer (Legge, 2005; Mowday, Porter, & Steers, 1982). Mowday, Steers, and Porter (1979) define it as the relative strength of an individual's identification with, and involvement in, a particular organisation, which is characterised by an acceptance of the organisation's goals and values, and a willingness to exert effort for, and a desire to maintain membership with, the organisation. This definition takes organisational commitment beyond passive loyalty to an active relationship with the organisation where individuals are "willing to give something of themselves in order to contribute to the organisation's wellbeing" (Mowday et al., 1982:27). Meyer and Allen (1991) broaden this definition by conceptualising three components of commitment; affective, continuance and normative. Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organisation. Continuance commitment refers to the perceived cost employee's associate with leaving the organisation. While normative commitment refers to a perceived obligation to remain with the organisation (Meyer & Allen, 1991; Meyer & Smith, 2000). Meyer and Allen (1991) suggest that these components of commitment are not mutually exclusive and all three forms can be experienced in varying degrees.

This multidimensional construct is now widely accepted in commitment research (Buitendach & De Witte, 2005; Kim, Eisenberger, & Baik, 2016; Meyer & Smith, 2000), with affective commitment being most associated with discretionary behaviour within HRM research (Gong et al., 2010; Lau, McLean, Lien, & Hsu, 2016; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Purcell et al., 2009; Snape & Redman, 2010). While strong levels of continuance commitment lead to employees remaining in the organisation because they need to, and normative commitment because they ought to, employees with strong affective commitment remain because they want to. It is this 'want' that is suggested to most effectively increase employees willingness to engage in discretionary behaviour. Thus the more emotionally involved an employee is in an organisation, the more willing they are to do things beyond their job description, and as such strong employee commitment is likely to lead to increased discretionary behaviour (Chen & Francesco, 2003; Purba, Oostrom, van der Molen, & Born, 2015). Mowday et al. (1982) and Goeddeke and Kammeyer-Mueller (2010)

do point out, however, that strong organisational commitment does not preclude the possibility that individuals may also be committed to other organisational aspects, like family, job, profession, department and/or the union.

In relation to understanding employee behaviour and the impact of attitudes, Meyer et al. (2002) states that along with affective commitment, job satisfaction should be considered. While organisational commitment is a result of the individual's affective response to the organisation as a whole, job satisfaction is a result of the individual's affective response to their job or certain aspects of their job (Mowday et al., 1979). Commonly cited is Locke's (1976:1304) definition of job satisfaction that it is a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Fila, Purl, & Griffeth, 2017; Girma, 2016; Mount, Ilies, & Johnson, 2006; Ohana, 2012). Essentially, it is an employee's general attitude towards work. Employees react, positively or negatively, to their job based on their evaluation of conditions present in the job, or outcomes that arise as a result of having that job. Common aspects of job satisfaction include satisfaction with work, pay, promotions, benefits, recognition, working conditions, and treatment by co-workers and supervisors (Buitendach & De Witte, 2005; Organ et al., 2006).

There is a perceived link between job satisfaction and performance that is well entrenched amongst practitioners, academics and laypeople alike; that the greater the job satisfaction, the more productive and the better the performance of the individual. However, there is very little empirical evidence that supports this connection (Organ et al., 2006; Purcell et al., 2009). Evidence, instead, support connections between satisfaction and OCB, which in turn improves performance. Kuehn and Al-Busaidi (2002) posits the relationship between satisfaction and OCB has been long standing and quite straightforward, stating that employees who are satisfied with their jobs will be more likely to engage in discretionary behaviour. Conversely, employees also have the choice to withhold discretionary behaviour if "keeping the position is necessary but does not provide reasonable job satisfaction" (Organ et al., 2006:71).

Within both the commitment and satisfaction research, it has been argued that organisational commitment, particularly affective commitment, and job satisfaction are highly correlated (Bolon, 1997; Meyer et al., 2002; Mount et al., 2006; Mowday et al., 1979). Affective commitment is said to emphasis employees' attachment to the organisation, including its goals and values, while job satisfaction emphasises employees' attachment to the specific work environment where employees perform their duties. It is further

emphasised that these attitudes are likely to increase employees' willingness to engage in discretionary behaviour.

In addition to these attitudes, it is also suggested that there are a number of attitudinal factors that influence this relationship and employee's willingness to engage in discretionary behaviour. These factors include perceived organisational support (POS), fairness and trust. POS is seen in employees' general beliefs concerning the extent to which the organisation values their contribution and cares about their wellbeing (Alfes, Shantz, Truss, & Soane, 2013; Rhoades, Eisenberger, & Armeli, 2001; Wong, Wong, & Ngo, 2012). These beliefs provide a frame of reference for employees to interpret the actions of the organisation. It is suggested in the literature that POS is related to affective commitment, job satisfaction, OCB, fairness, justice and trust (Frenkel et al., 2012; Kim et al., 2016; Rhoades et al., 2011; Taylor et al., 2008; Wong et al., 2012). It is suggested that when the organisation is perceived as valuing and caring about employees, employees will reciprocate with affective commitment, trust and discretionary behaviour (Frenkel et al., 2012; Kim et al., 2016; Wong et al., 2012).

Organisational fairness, or justice, is concerned with the ways employees determine if they have been treated fairly in their jobs (Edgar & Geare, 2005; Glavas & Kelley, 2014; Hung, Ansari, & Aafaqi, 2004; Ohana, 2012). It is suggested that organisational fairness may promote organisational effectiveness by increasing the likelihood of employees engaging in OCB (Moorman, Niehoff, & Organ, 1993), and that it is the source of numerous attitudes, such as affective commitment, trust in the organisation and in supervision, and satisfaction (DeConinck, 2010; Moorman et al., 1993; Ohana, 2012; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Organisational trust is concerned with the positive expectations employees have about the competence, reliability and benevolence of organisational members (Ellonen, Blomqvist, & Puumalainen, 2008; Mayer, Davis, & Schoorman, 1995). Two forms of trust can be distinguished in the literature (DeConinck, 2010). Organisational trust involves relations with a variety of stakeholder groups in the organisation, particularly senior management, while supervisory trust involves the day-to-day interactions between employees and their supervisor. Trust is suggested to be positively related to job satisfaction, perceived organisational effectiveness and fairness, organisational commitment, and OBC (Den Hartog, Boon, Verburg, & Croon, 2013; Shockley-Zalabak, Ellis, & Winograd, 2000).

In much of the attitudinal research, the effects of these attitudes on employees' discretionary behaviour and organisational effectiveness is explained by social exchange theory and norms of reciprocity (Blau, 1964; DeConinck, 2010; Gould-Williams, 2007; Gouldner, 1960). Social

exchange is based on the idea that the exchange of favours or resources between two partners creates a sense of obligation on the part of the recipient and that the recipient remains indebted until the favour has been repaid (Gould-Williams, 2007; Wong et al., 2012). This constant exchange of favours results in a 'norm of reciprocity', which serves to maintain a stable social system within the organisation (Wong et al., 2012). For instance, Kim et al. (2016:560) suggest that when employees perceive their organisation as supportive, they seek a balance in their exchange relationship by reciprocating with commitment, stating that "when the organization is perceived to value and care about them (POS), employees feel obliged to return the caring by developing affective commitment". Thus, employees who perceive themselves as being treated fairly, trusted and supported by their organisation, and who are satisfied by their job are more likely to reciprocate with increased affective commitment and discretionary behaviour. Conversely, employees who perceive themselves as being treated unfairly, untrusted or unsatisfied are more likely to experience negative norms of reciprocity, and thus engage in counterproductive behaviours (Frenkel & Sanders, 2007; Gould-Williams, 2007).

Social exchange theory is also used to explain the links between HRM, employee attitudes and behaviours, and performance (Alfes et al., 2012; Gilbert et al., 2011b; Wright & Nishii, 2013). In this context, social exchange suggests that if employees perceive investments in HRM they will feel obliged to reciprocate. According to Gilbert et al. (2011b), the HR system and practices indicate to employees the how much the organisation is willing to invest in and support its employees, how much it cares about their wellbeing, and how much it values their contribution. Positive perceptions of HRM may result in employees feeling obligated to react in kind, which may produce attitudes and behaviours beneficial to the organisation (Alfes et al., 2012). Meyer and Smith (2000) assert that HRM practices present a means by which organisations can demonstrate their support for their employees and in turn, establish a reciprocal attachment by employees. Kehoe and Wright (2013) argue that employees who perceive themselves as being managed with high-performance HR practices are likely to express increased affective commitment towards the organisation. While, Kinnie, Hutchinson, Purcell, Rayton, and Swart (2005) suggest that employees may perceive HR practices as evidence of organisational support and thus reciprocate with affective commitment and OCB. This, they suggest, is a result of the assumption that "HRM practices are viewed by employees as a 'personalised' commitment to them by the organisation which is then reciprocated back to the organisation by employees through positive attitudes and

behaviour" (Kinnie et al., 2005:12). Kinnie et al. (2005) further suggest that this reinforces the need to focus on employee perceptions of HR practices as experienced by them.

Perceptions of HRM

It is emphasised in recent research that understanding employee behaviour is more complex than previously thought and this complexity has led to a number of researchers considering the importance of employee perceptions (Bowen & Ostroff, 2004; Den Hartog et al., 2013; Nishii et al., 2008; Nishii & Wright, 2008; Piening et al., 2014; Woodrow & Guest, 2014), although it is suggested that this research is scarce and still in its infancy (Alfes, Shantz, et al., 2013; Kehoe & Wright, 2013; Piening et al., 2014). Nishii et al. (2008:504) emphasise that "employees' perceptions of HR practices are likely to precede the employee attitudes and behaviour links in the causal chain". That is, in order for HR practices to exert their desired effect on employee attitudes and behaviours, they first have to be perceived and interpreted subjectively by employees in ways that will engender such attitudinal and behavioural reactions.

However, as Nishii and Wright (2008) note, while there is agreement that employee experiences of HR practices are significant in understanding the connection between HRM and organisational effectiveness, there is limited research considering employees' perceptions of HR practices and organisational effectiveness. In fact the majority of HRM-performance literature implicitly assumes that HR practices are implemented and then experienced as intended, with research typically relying on single respondents, usually a HR or senior manager. It is therefore argued, in this small but growing stream of literature and in the current study, that it is the effect of employees' perceptions of HR practices, rather than the actual HR practices themselves, that are more strongly associated with the attitudinal and behavioural outcomes, and, in the aggregate, performance outcomes.

The HR system and practices can be viewed as signals of an organisation's intentions towards its employees (Den Hartog et al., 2013; Frenkel et al., 2012). It indicates to employees how much the organisation is willing to invest in and support its employees, how much it cares about their wellbeing, and how much it values their contribution. Thus, it is suggested that the way employees perceive this system influences their attitudes and behaviours (Alfes, Shantz, et al., 2013; Edgar & Geare, 2005). Positive perceptions of the HR system may increase employee's perceptions of organisational support and fairness, and result in employees feeling obligated to react in kind, through increased organisational commitment, job satisfaction and thus discretionary behaviour (Alfes et al., 2012; Gilbert et al., 2011b).

For instance, Gould-Williams and Davies (2005) suggest that HR practices can influence employees' perceptions of how committed their organisation is to them, and that on this basis, this evidence of 'goodwill' towards employees engenders an obligation on the part of the employee to reciprocate the 'good deed'. Frenkel et al. (2012) argue that the HR system is an important source of employees' perceptions of fairness, and that the HR practices can contribute to POS, mediating the relationship between the HR system and organisational commitment and job satisfaction. While Trembley et al. (2010) found that employees' perceptions of procedural justice played a mediating role between HR practices and trust in the organisation, and a direct link between trust and OCB. Conversely, it is also possible for employees to have negative perceptions of the HR system. Gould-Williams (2007) states that this may result in negative norms of reciprocity. If the HR system or practices are perceived as being unsupportive, biased, unfair or inequitable, employees may react in ways that are uncooperative and counterproductive.

This section has gone beyond typical understandings of how employees influence organisational performance, considering not only their behaviours, but also their attitudes and more importantly their perceptions. It is established that employees' perceptions of the HR system have a greater impact on their behaviour, and as such must be considered in HRM-performance research. However, building on the idea presented by Purcell et al. (2009:17), this research posits that employees' behaviour, particularly their willingness to engage in discretionary behaviour, is dependent on more than just the HR system. It is argued that employees' attitudes and behaviours are also impacted by their perceptions of the broader conceptions of the employment relationship, and that these broader conceptions may, at times, have a greater impact on their subsequent behaviour. As such, the following subsection considers the literature on the broader conceptions of the employment relationship.

2.7.2 Broader Conceptions of the Employment Relationship

Within the limited research considering the influence of employees' perceptions of HR practices, the majority of research considers the impact of particular HR practices or bundles of HR practices that positively or negatively influence employee's perceptions and therefore their attitudes and behaviours (Kehoe & Wright, 2013). While this is a relevant research area that does has significant influence on employee's perceptions, this does not take into account the broader conceptions of the employment relationship. These broader conceptions are factors, beyond the HR system which have an impact on employees' perceptions of how they

are managed and thus have the potential to influence employees' attitudes and behaviours. It is argued in this study that these broader conceptions have a significant impact on employees' attitudes and behaviours, perhaps even more so then the HR system, and as such cannot be ignored. However within this stream of research these broader conceptions have for the most part been neglected. Specifically, this study considers employees' perceptions of HR and the HR department (separate from the HR system); interactions with line management and the organisation; past experiences; the union; job security; and the organisational culture.

HR and the HR Department

The perceived role of the HR in general, and the HR department and HR specialists, and the interaction they have with employees will have a significant influence over employees' perceptions of HRM. While SHRM emphasises that the HR role should become more strategic, it is argued that HR specialists should be cautious about relinquishing the employee advocate role (Gilbert et al., 2011b; Ulrich & Brockbank, 2005). In this role, HR specialists represent employees and are their voice in management discussions. They must also ensure that they are responding to and empathising with employees and their concerns. Ulrich (1998) states that employees must be aware that HR specialists are undertaking this advocacy role and should have confidence that the HR specialists are representing their views and supporting their rights. If employees perceive that the HR specialists are neglecting this role, they may lose trust and confidence, which may impact employees' wellbeing and commitment to the organisation (Edgar & Geare, 2005; Gilbert et al., 2011b; Kinnie et al., 2005). As stated in Section 2.6, positive interactions between line managers and employees, and/or the line managers' willingness to take on the HR role may also create a sense of obligation. However, Gilbert et al. (2011b) state that if line managers are ineffective in the HR role, HR specialists that undertake the employee advocate role may still be able to create a sense of obligation and potentially positive attitudinal and behavioural reactions. Considering the concerns raised in regards to the effectiveness of line managers in their HR role, the role of the HR department in creating and maintaining positive employee perceptions is critical.

Interactions with Line Management and the Organisation

Employee's interactions with line management and the organisation also play a significant role in influencing their perceptions of HRM. Wong et al. (2012) state that the exchange relationships that employees have with both their immediate supervisor and the employing organisation have important bearings on their perceptions, attitudes and behaviour.

Research into the interaction between line managers and employees indicates that more effectively developed relationships between line managers and employees are beneficial for individual and work unit functioning (Purcell et al., 2009; Wong et al., 2012). This is because the interaction between line managers and employees is closer than with remote senior and HR management, and as such, it is much easier to trust and share values with someone in a closer relationship (See Section 2.5.2). This closer relationship may therefore have a more direct impact on employees' motivation, commitment and discretionary behaviour (Boxall & Purcell, 2011; Gilbert et al., 2011b). More specifically, the HR role of line managers is to implement practices in a way that leads to positive attitudinal reactions and increased productive behaviours (Wright & Nishii, 2013). However, if line managers engage in negative or low quality actions, employees are likely to respond in dysfunctional and potentially hostile ways, including being disrespectful and reluctant to communicate or engage (Gould-Williams, 2007). Furthermore, the style of supervision perceived by employees from line managers is likely to impact their job satisfaction (Brunetto & Farr-Wharton, 2005). Job satisfaction may be enhanced when employees' perceive their work environment to be supportive, when they are encouraged to interact and speak out about workplace issues, when there is positive feedback, and when a participative management style is used (Brunetto & Farr-Wharton, 2005; Gilbert et al., 2011b; Purcell et al., 2009). These factors will then influence employees' organisational commitment which can have significant impact on their behavioural reactions.

In addition, the line management role consists of a management component and a leadership component (Gilbert et al., 2011b; Knies & Leisink, 2014). The management component involves the enactment of formal HR practices, while the leadership component requires managers to motivate and support employees, provide direction and structure, and improve their work environment. Both components are significant as they influence employees' perceptions of HRM, and can positively or negatively affect employees' attitudes, including job satisfaction, trust and fairness (Boxall & Purcell, 2016; Knies & Leisink, 2014; Legge, 2005; Wong et al., 2012). Furthermore, as line managers are perceived as representatives acting on behalf of the organisation, the extent to which employees perceive line managers supporting and valuing their contributions and caring about their wellbeing is often perceived as an indicator of the organisation's support (Knies & Leisink, 2014; Rhoades et al., 2001). As such, perceptions of both their management and leadership roles will potentially have significant impacts on employees' perceptions of trust, fairness and thus impact their level of job satisfaction, as well as influencing their POS and affective commitment.

Along with interactions with line management, employees' interactions with their employing organisation, including senior management, also impact their perceptions of HRM. Generally, employees are influenced by the extent that they perceive the organisation, beyond their immediate supervisor, valuing their contribution and caring about their wellbeing (Edwards, 2009; Gilbert et al., 2011b). Wong et al. (2012) suggests that when an organisation is perceived as providing a significant level of justice to its employees, they are more likely to reciprocate with positive work attitudes, including increased levels of job satisfaction and organisational commitment. Employees that perceive organisational support are more likely to engage with the organisation. Additionally, organisational fairness and justice, often determined by HR policies and practices, impacts employees perceptions of bias and fairness (Edgar & Geare, 2005; Purcell et al., 2009). Alfes et al. (2012) suggest that employees' perceptions of the nature of the HR system is particularly relevant for maintaining trust in the organisation. While these perceptions are not related to a particular individual, they can lead to beliefs that the employer is truthful, fair, has good intentions, and is predictable. Positive perceptions of organisational support, fairness and trust are likely to foster affective commitment towards the organisation, and thus increased discretionary behaviour.

Past Experiences

Employees' perceptions of past employment practices also shape an employee's perception of HRM (D'Annunzio-Green & Francis, 2005; Grant, 1999; Wright & Nishii, 2013). Perceptions of past experiences go beyond just experiences of the HR practices, to include past interactions with the HR department and line management, as well as past perceptions of POS, fairness and trust as evidenced through their interactions with the organisation. It is suggested that past work practices and experiences have an effect on how employees perceive present practices, and also on the prediction of future experiences. Additionally, how an employee perceives present work practices influences the employee's experience of HR and the organisation. Grant (1999) suggests that employees draws upon both past and present experiences to make sense of their reality, which then shapes their expectations. Unmet expectations as a result of past or current experiences may have potential negative implications for employees' individual motivation, as well as workgroup and organisational effectiveness (D'Annunzio-Green & Francis, 2005; Katou & Budhwar, 2012). Barker (2011) suggests that if employees' perceive a lack of commitment from management, employees may adopt a 'why bother' attitude towards current and future practices, which is likely to negatively influence their overall perceptions towards HRM and the organisation. Grant (1999), however, suggests that employees may be willing to put aside previous experiences

and believe in the HRM rhetoric on a 'wait and see' basis. If employees perceive the actual experiences to match the rhetoric, employees' may consider HRM in a more positive light. However, if the HRM rhetoric and reality is not the same, this will have a significantly negative effect on employees' attitudes and level of commitment (D'Annunzio-Green & Francis, 2005).

The Union

While the role of the union itself is not the focus of this research, how employees' perceptions of the union and its views influence their perceptions and experiences of HRM and CSR is potentially relevant, and thus requires consideration as one of the broader conceptions of the employment relationship. It is suggested in this research that employees may be influenced by their perceptions of the union's role in the organisation and the union's views on HRM, as well as union-organisation relations (Deery, Iverson, & Erwin, 1994). These perceptions will influence employees' perceptions of the organisation in general, and HRM specifically, by either enhancing or weakening them. The union's ability to enhance or weaken employees' perceptions is said to be a result of employees' dual commitment to both the organisation and the union. This suggests that employees can have positive attachments to both entities goals and values, and thus be committed to both at the same time (Chan & Snape, 2002; Deery et al., 1994; Goeddeke & Kammeyer-Mueller, 2010). Depending on employees' perceptions of the union-organisation relations, they may be more, or less, committed to either party, and this may shift over time. While research considering employees' union perceptions and commitment is limited, a number of reasons for employee commitment have been suggested.

POS or 'perceived union support' (Goeddeke & Kammeyer-Mueller, 2010) has been utilised to explain employees' commitment to the union. Unions may provide communication, and opportunities for voice and/or assistance that are perceived as supportive, and thus induce reciprocity from employees and strengthen their union commitment. Goeddeke and Kammeyer-Mueller (2010) posit that employees that perceive union support will be more likely to engage in behaviour that advances the union, regardless of their level of commitment to the organisation. While perceived union support can reflect employee participation and assistance, it can also be influenced by trust and belief in the union generally. Employees may support the union out of a generally positive reaction to the concept of unions and unionisation, and these positive reactions may increase employees' perceptions of union support, and thus their commitment (Bamberger, Kluger, & Suchard, 1999; Goeddeke & Kammeyer-Mueller, 2010). Bamberger et al. (1999) for instance, found that pro-union attitudes were the strongest predictor of union commitment. In addition,

Chan and Snape (2002) found that commitment to the union may also result from feelings of solidarity in the workgroup. Highly unionised workplaces are suggested to lead to more effective socialisation into the union and stronger feelings of solidarity. Chan and Snape's (2002) findings provided evidence of a 'solidarity effect', demonstrating that high levels of union membership were positively related to union commitment.

Social identity theory has also be used to explain employees' commitment to the union (Cregan, Bartram, & Stanton, 2009; Kelly & Kelly, 1994). Social identity is an employee's sense of who they are based on their group memberships. Kelly and Kelly (1994) posit that individuals are motivated to achieve a positive social identity, and that this identity contributes to a positive sense of self-esteem. Union membership is suggested to develop a strong social identity through the members' collective attitudes, common purpose and solidarity. Cregan et al. (2009) suggest that employees' involvement in union-organisation conflict develops perceptions of workplace injustice, strengthening their union identity. Furthermore, Kim, MacDuffie, and Pil (2010) state that the length of time that union representation has occurred in the organisation and the perceived success of the union may also influence employees' perceptions of the unions' strength, reinforcing their social identity. In addition, Guest and Dewe (1988) suggest that the socialisation process when parental occupation and patterns of social interaction are likely to be important will shape an individual's social identification with the union, thus they will take with them a belief that joining the union is, or is not, a natural thing to do. As such, social identity theory suggests that group members of an in-group (union) will seek to find negative aspects of an out-group (organisation), thus enhancing their self-image (Tajfel & Turner, 1979 cited in McLeod, 2008). In addition, when there are perceptions of the threat to social identity, defined as perceived action or communication that directly or indirectly undermines the value of being a group member, employees likely to engage in some form of collective protest (Kelly & Kelly, 1994). This collective protest, therefore, is likely to have a significant impact on employees' attitudes and subsequent behaviour.

In addition to employee-union commitment research, general perceptions of the union can also influence employees' perceptions of HRM. Kim et al. (2010) suggest that union representation in the strategic and organisation-wide decision-making process has an effect on employees' perceptions and experience of HRM. Adversarial union representation and frequent union opposition has the potential to obscure managements' intended message, as direct communication between management and employees is impeded (Kim et al., 2010; Verma, 2005), which can result in differences between the intended and actual HR practices.

Indeed, some unions resist or directly oppose HR systems and practices that challenge their own channels of workplace communication and undermine their traditional role (Jackson et al., 2014; Kim et al., 2010), further influencing employees' perceptions of HRM. It is also suggested that employees may perceive the organisations' introduction of HRM practices that increase employee satisfaction and direct communication practices as a means of marginalising the union, which could result in reduced organisational commitment and satisfaction.

Alternatively, it is suggested that in unionised workplaces there will be greater information sharing, and that the impact of HRM on employee wellbeing may in fact be increased due to the union's agency role as monitors and enforcers of employment contracts, both legal and implicit (Peccei, Van De Voorde, & Van Veldhoven, 2013). Legge (2005) offers a different perspective, suggesting that the introduction of HR systems and practices that are designed to increase employee satisfaction and commitment may in fact weaken the unions' role in the organisation. She suggests that if employees are treated as valued assets, the need for union protection against arbitrary, and exploitive management practices may be reduced and the unions' role diminished. Therefore, it is suggested that if employees' perceptions of union's view of HRM are positive, employees' perceptions of HRM will be enhanced. Conversely, if employees' perceptions of union's view of HRM are negative, employees' perceptions of HRM will be weakened.

Job Security

Significant in this research is employees' perceptions of job security and the influence it has on perceptions of HRM and employees attitudes and behaviours. Perceived job security is defined as a "psychological state in which workers vary in their expectations of future job continuity within an organisation" (Loi, Ngo, Zhang, & Lau, 2011:670). Factors such as economic uncertainty, global competition, technological changes, and increases in mergers and acquisitions, mean that organisations may attempt to 'keep up with' changing demands by restructuring and/or reducing their workforce, and this may ultimately lower employees' perceptions of job security (job insecurity) (Buitendach & De Witte, 2005; Komendat & Didona, 2016). Perceived job insecurity is the perceived threat of job loss and the worries associated with that threat. From the perspective of the employee, it is said to be seen as a "discontinuity in a commitment from their employer" (Komendat and Didona, 2016:647). Perceived job insecurity is also said to be one of the most common work stressors, and is related to a number of negative attitudinal reactions, including reduced levels of job satisfaction and affective commitment (Loi et al., 2011; Piccoli, De Witte, & Reisel, 2016).

Job insecurity is emphasised as having a negative impact on employees' attitudes and work behaviours. Evidence demonstrates that job insecurity threatens employees' attachment to their organisation, which is seen in reductions in commitment, satisfaction and trust (Buitendach & De Witte, 2005; Loi et al., 2010). Long-term threats that result in employees being in a constant state of fear of losing their job are emphasised in the literature as being overwhelming and potentially harmful for employee's psychological wellbeing, and are more likely to lead to distrust, absenteeism and turnover (Buitendach & De Witte, 2005; Komendat & Didona, 2016). In addition, both Piccoli et al. (2016) and Buitendach and De Witte (2005) report that perceptions of job insecurity are more likely to lead to employees engaging in 'work withdrawal behaviours' or counterproductive behaviour. Piccoli et al. (2016:2) found that job insecurity affects discretionary behaviour as employees are required to "expend emotional or physical resources to cope with the threatening anticipation of job loss", and that employees may use behavioural withdrawal (reduced OCB) and/or aggressive responses (increased counterproductive behaviour) as coping mechanisms.

Organisational Culture and Subcultures

Organisational culture, and more importantly the subcultures, also have a significant role to play in influencing employee's perceptions of HRM and thus their attitudes and behaviours. While organisational culture and subcultures is discussed in significant depth in Section 2.8 and Chapter 8, it is necessary to point out that the intended organisational culture and the actual subcultures within an organisation have a significant impact on the perceptions and experiences of employees. It is suggested in the literature that the values and assumptions of the intended culture may actually be too distant from the day-to-day realities of most employees' organisational lives to have any real impact on attitudes and behaviours. Instead, it is more likely that employees will be influenced by the subcultural values and assumptions, which in turn impact their involvement, motivation and commitment to the organisation (Lok, Rhodes, & Westwood, 2011). Thus if employees are identifying more closely with a subculture, and that subculture's values and assumptions differ from the intended culture and thus the organisational goals, the resultant attitudes and behaviours are more likely to reflect the subculture.

This section has so far considered the importance of employees' perceptions, attitudes and behaviours in the HRM-Performance gap. The literature highlights the importance of employee behaviours, particularly discretionary behaviour, in achieving organisational goals, and considers the limited research on employees' HRM-related attitudes and even scarcer research on employee perceptions. The need to consider not only employees' specific

perceptions of the HR system, but also the broader conceptions of the employment relationship, including the HR department, interactions with line managers and the organisation, past experiences, the union, job insecurity, and subcultures, has been emphasised as critical in gaining a more complete understanding of the HRM-performance gap, and is one that disregarded in much of the current literature. The following subsection considers the critical role of employees in CSR and the implications of this on HR's enactment of CSR. Specifically, it focuses on employees' attitudinal reactions to CSR, the importance of employees' perceptions of CSR, as well as the impact of broader conceptions of the employment relationship on perceptions of CSR.

2.7.3 CSR and Employee Behaviours, Attitudes and Perceptions

As previously established, it is suggested that HR's role should extend beyond just those practices that are traditionally considered under the label of 'HR functions'. The role of employees, and their perceptions, attitudes and behaviours, in the effectiveness of any organisational initiative should not be underestimated, nor should the role of HR in managing, supporting and motivating employees to achieve the goals of that initiative. CSR is one such initiative that requires participation and commitment from employees to ultimately be successful in the organisation. It is therefore proposed in this research that as HR has a significant role to play in the enactment of CSR initiatives and values, employees' perceptions and attitudes related to CSR will have a significant impact on their perceptions and attitudes related to HRM, as well as their behaviour and subsequent organisational performance.

The role of employees in CSR is significant. It is argued that employees are a key stakeholder in the achievement of CSR-related organisational objectives, with the realisation of these objectives are dependent on their cooperation and willingness to get involved (Emmott and Worman, 2008; Inyang et al., 2011; Melynyte & Ruzevicius, 2008; Strandberg, 2009). However, empirical research into the relationship between CSR and employees perceptions, attitudes and behaviour is limited at best (Lee et al., 2015; Low & Ong, 2015; Senasu & Virakul, 2015; Voegtlin & Greenwood, 2016). As such, it is emphasised in the literature that there is a scarcity of research examining how CSR perceptions impact employees' day-to-day attitudes and behaviours, and that further research is needed to clarify the relationship between CSR and performance (Hansen, Dunford, Boss, Boss, & Angermeier, 2011; Lam & Khare, 2010; Senasu & Virakul, 2015; Tripathy & Rath, 2011).

CSR and Employee Attitudes

Similar to the impact HRM has on employee attitudes, research indicates that CSR has a significant impact on employees' attitudes and thus their subsequent behaviour. Glavas and Kelley (2014) state that CSR positively affects workplace attitudes and behaviours, while Sharma et al. (2015) posit that CSR has an attitudinal and behavioural effect on employees, and Tziner, Oren, Bar, and Kadosh (2011) suggest that CSR enhances employee attitudes. Specifically, CSR has been positively related to organisational commitment, job satisfaction, organisational fairness, trust, POS, and subsequently OCB. A number of researchers have found CSR to be positively related to organisational commitment (Closon, Leys, & Hellesmans, 2015; Low & Ong, 2015; Mueller, Hattrup, Spiess, & Lin-Hi, 2012; O'Connor, Paskewitz, Jorgenson, & Rick, 2016; Watson et al., 2015; Wong & Gao, 2014). Glavas and Kelley (2014:171) state that employee commitment is influenced by CSR because "CSR leads to work activities that are more enjoyable and also because employees have greater pride in the organization". While Watson et al. (2015) posits that organisational commitment can be stimulated through employees' involvement in CSR activities, which is suggested to both benefit employees and strengthen the organisation's image as a socially responsible employer. Mueller et al. (2012) further suggest that CSR-related organisational commitment motivates employees to engage in discretionary behaviour.

Job satisfaction has also been positively associated with CSR (Closon et al., 2015; Low & Ong, 2015; Sharma, et al., 2015; Tziner et al., 2011; Watson, et al., 2015). It is suggested that the implementation of internal CSR has a positive impact on employee's job satisfaction, and that employees respond to an organisation's socially responsible practices through their levels of job satisfaction (Chepkwony, Kemboi, & Muange, 2015; El Akremi et al., 2015; Low & Ong, 2015). Alternatively, Ayub, Iftekhar, Aslam, and Razzaq (2013) suggest that higher levels of job satisfaction will increase the likelihood of employee involvement in CSR. Organisational fairness, conceptualised by organisational justice, is often associated with CSR. As fairness is concerned with the ways employees determine if they and others have been treated fairly in their jobs, CSR scholars posit that CSR policies and practices signal to employees the degree of fairness and justice of the organisation as a whole (Glavas & Kelley, 2014; O'Connor et al., 2016; Rupp, Ganapathi, Aguilera, & Williams, 2006; Rupp, Wright, Aryee, & Luo, 2015; Tziner et al., 2011). CSR-related fairness and justice perceptions have also been found to positively enhance job satisfaction (El Akremi et al., 2015; Tziner et al., 2011) and organisational commitment (O'Connor et al., 2016). Furthermore, Collier and Esteban (2007) state that for employees to engage in, and commit to, the ethical behaviour required by CSR policies, they must perceive the organisation to be engaging in fair and just practices.

Trust has been proposed to be a primary mechanism through which CSR influences employee's attitudes and behaviour (Hansen et al., 2011; Rupp, Shao, Thornton, & Skarlicki, 2013). It is suggested that the organisations' CSR initiatives signal to employees the extent to which it be can trusted. Employees' involvement in, and understanding of, CSR is suggested to create organisation-employee relationships based on trust, which lessens scepticism, resulting in increased discretionary behaviour (Hansen et al., 2011; Senasu & Virakul, 2015; Watson et al., 2015). POS, related to perceptions of fairness, is seen in employees' general beliefs concerning the extent to which the organisation values their contribution and cares about their wellbeing. CSR is argued to increase employees' perceptions of organisational support. It signals to employees that the organisation, through its CSR policies and initiatives, values and cares about society and the environment. This then, signals that the organisation must care about its employees, thus being perceived as organisational support (Glavas & Kelley, 2014). El Akremi et al. (2015) furthers this, suggesting that CSR perceptions are associated with affective commitment through POS.

As a result of employees' attitudinal reactions, CSR is evidenced as being related to positive employee behaviour. Ideally, employees should engage in behaviour that goes beyond minimum requirements, known as discretionary behaviour, which in turn is suggested to enhance organisational effectiveness. CSR is posited as positively influencing the likelihood that employee will engage in discretionary behaviour through the mediating roles of organisational commitment and trust. Hansen et al. (2011) found that when employees perceive their organisation as being socially responsible, they will endeavour to 'give back' to the organisation through increased OCB. They also found that CSR-related trust was a mediator of OCB. Likewise, Senasu and Virakul (2015) also found CSR to be positively related to OCB and organisational trust. Glavas and Kelley (2014) state that CSR has been positively related to OCB and organisational commitment, while Islam, Ahmed, Ali, and Sadiq (2016) found that organisational commitment to play a mediating role between CSR and OCB. Mueller et al. (2012) found employee's willingness to engage in OCB to be a consequence of CSR-related affective commitment.

CSR and Employee Perceptions

As with the HRM literature, it is emphasised in a small but growing stream of research that employees' perceptions of CSR influence their attitudes and behaviours (Glavas & Kelley, 2014; Rupp et al., 2013). Research into the perceptions of CSR suggests that these perceptions may be more important, in relation to influencing employee behaviour, than the

actual CSR initiatives themselves. It is suggested that employees' perceptions constitute the reality upon which employees base their decisions and actions, and thus have more direct or stronger implications for their subsequent attitudinal and behavioural reactions (El Akremi et al., 2015; Hansen et al., 2011; Rupp et al., 2013). However, exploration of this significant research area is limited, with very few empirical studies considering employees' perceptions of CSR and their impact on attitudes and behaviours (Rupp et al., 2013). As Glavas and Kelley (2014:172) suggest, "the mechanisms through which employee perceptions of CSR impact their work behaviours and attitudes are still unclear".

CSR is suggested to influence employees' perceptions in two ways; what Glavas and Kelley (2014) identify as first-party and third-party effects. First-party effects occur when the organisation is perceived by employees as treating its employees well, while third-party effects occur when the organisation is perceived as caring for the wellbeing of others outside of the organisation (e.g., embedding societal and environmental benefits in its products and services, community involvement, or environmentally-friendly practices) (Glavas & Kelley, 2014; Rupp et al., 2013). Both of these perspectives are relevant in understanding how perceptions of CSR influence employees' attitudes and subsequent behaviour. Employees' attitudinal reactions, such as POS, fairness and trust, are considered a result of employees' perceptions of how an employee is directly impacted by CSR, in other words, how much the organisations' CSR policies and practices are perceived as valuing employees' contribution and caring about their wellbeing. It is also proposed however, that "…CSR can have an effect above and beyond that of direct effects (e.g., distributive justice, POS), because when organisations treat others well, it sends a signal to employees of the character of the organization" (Glavas & Kelley, 2014:175). In this sense, third-party effects signal to employees that they are working for an organisation that has a higher purpose, and thus employees may find a deeper sense of commitment and satisfaction.

This is often understood through the application of social identity theory and social exchange theory. Social identity theory suggests that employees' self-image is influenced by the image and reputation of the organisation (Collier & Esteban, 2007; Garavan & McGuire, 2010; Senasu & Virakul, 2015; Wong & Gao, 2014). When employees perceive their organisation working for the wellbeing of society and its stakeholders in the form of CSR, they feel an enhanced sense of satisfaction which reinforces their self-esteem and overall self-concept (Azim, 2016; De Roeck & Delobbe, 2012). This is suggested to help explain why CSR influences affective commitment (De Roeck & Delobbe, 2012; Wong & Gao, 2014). Wong and Gao (2014) state that employees that willingly identify as a member of the organisation, such as

those in organisations perceived to be committed to CSR, will demonstrate a stronger affective commitment to that organisation. Senasu and Virakul (2015) also emphasise that enhanced social identity as a result of positively perceived CSR is associated with a variety of employees' behaviours including OCB, employee retention, and work motivation and performance.

Azim (2016) however, points out that social identify theory does not integrate notions of reciprocity or mutual obligations that he suggests are necessary for understanding employee behavioural outcomes. He argues that social exchange theory (Blau, 1964; Gouldner, 1960) better explains how attitudes enhanced by identification with the organisation may contribute to positive employee behaviours. In the context of CSR, when an organisations' CSR initiatives "…fulfils the expectations of the employees, they are likely to have a positive attitude, which, in turn, leads to more enthusiastic behaviour from the employees in the form of OCB, employee engagement, and other desirable behaviours" (Azim, 2016:210). It is suggested in empirical research that employees who perceive their organisation as being committed to CSR will reciprocate with greater job satisfaction and organisational commitment, and this exchange will create an organisation-employee relationship based on trust (Bhattacharya et al., 2009; Chepkwony et al., 2015; Low & Ong, 2015). Thus, this reciprocity will increase the likelihood that employees engage in positive discretionary behaviour (Watson et al., 2015).

2.7.4 CSR and the Broader Conceptions of the Employment Relationship

It has been established that employees' perceptions of CSR have the potential to positively, or negatively, influence their attitudes and behaviours through their direct impact on employees and through their perceived impact on others. More than likely it is the combination of both first-party and third-party effects that will impact employees' perceptions of CSR and the organisation. However, as with the HRM research, this does not take into account the broader conceptions of the employment relationship. It is proposed in this research that employees CSR perceptions will also have influence on, and be influenced by, employees' broader conceptions of the employment relationship, in a similar manner to their perceptions of HRM. Therefore, it is proposed that how employees react to the perceived CSR practices and HR's enactment of those practices, and their level of commitment and involvement, is dependent on not only the CSR policies, initiatives and practices, but also their perceptions of the HR department, interaction line management and the organisation, their past experiences, the role of the union, and job security.

The HR department

As CSR integration and implementation is the responsibility of the HR department and HR specialists, employees' perceptions of the HR department may also impact employees' perceptions of CSR. However, research considering employees' perceptions of the HR departments' role in, and commitment to, CSR is scarce. Thus it is posited that the influence employees' perceptions of the HR department has on their perceptions of CSR can be considered in two ways. First, if the HR department is perceived positively by employees, their implementation of CSR is likely to encourage commitment to, and engagement in, CSR. If, however, employees' perceptions of the HR department are negative, attempts by the HR department to implement CSR are likely to be met with resistance and disinterest. Alternatively, if the HR department is perceived as being responsible for the design and implementation of CSR initiatives that are valued by employees, this could strengthen employees' perceptions of the HR department, thus having a positive impact on employees' perceptions of the HR department and CSR.

Interactions with Line Management and the Organisation

Employees' perceptions of their interactions with both line management and the organisation also have a significant impact on their perceptions of CSR. Given that line managers have a significant role in CSR implementation due to HR devolvement, the interactions that employees have with their immediate line managers are likely to have a significant influence on their perceptions of CSR and of HR's enactment of CSR (Wong et al., 2012). As the interactions between line managers and employees are closer than with remote senior and HR management, employees are more likely to trust and share values with line management. The literature suggests that perceived line management commitment to, and support of, CSR is likely to increase the chances of employees participating and engaging in CSR-related activities. The extent that line management implement, commit to, and support CSR is also likely to influence employees' POS and affective commitment (Knies & Leisink, 2014; Rhoades et al., 2001). Furthermore, employees' perceptions of line managements' commitment to CSR is suggested to strengthen (or weaken) the relationship between employees and line management, as employees that perceive their line managers as committed to CSR are more likely to deem them trustworthy, fair and supportive (Hansen et al., 2011; Wong et al., 2012).

In addition, employees' interactions with their employing organisation, including senior management, influence their perceptions of CSR. Employees are influenced by the extent that they perceive the organisation, beyond their immediate supervisor, valuing their

contribution and caring about their wellbeing (Edwards, 2009; Gilbert et al., 2011b). As noted above, employees perceptions of their organisations' commitment to CSR can be considered from both first-party and third-party effects. First-party effects signal to employees that their organisation values them, while third-party effects signal to employees they are working for an organisation that has a higher purpose. These perceptions of the organisation's commitment to CSR can lead to beliefs that the organisation is trustworthy, has good intentions and is ethical. Positive perceptions of organisational support, fairness and trust are likely to foster affective commitment towards the organisation, and thus increased discretionary behaviour. In addition, while the role of employees is said to be the key component in successful CSR, the role of senior management, and their philosophy, abilities and actions, is said to have an impact on CSR effectiveness (Collier & Esteban, 2007; Lam & Khare, 2010; Maon et al., 2009). Senior managements' demonstration of commitment and support to CSR and their willingness to get involved that is more than just rhetoric is likely to increase employees' POS, commitment, and subsequent OCB. Thus employees' perceptions of senior managements' commitment and support to CSR will significantly influence their perceptions of CSR within the organisation.

Past Experiences

In a similar manner to past experiences of HRM, employees' perceptions of the past experiences of CSR are likely to influence current and future perceptions. While there is an absence of research considering the perceptions of past experiences of CSR, the ideas put forward by Grant (1999) could also apply to CSR perception research. Employees' perceptions of their organisation's previous CSR practices will influence their perceptions of, and willingness to engage in, current and future CSR practices. If employees perceive their organisation as committed to CSR based on past experiences they will be more likely to actively participate in current and future initiatives. Positive perceptions of past CSR experiences are also likely to strengthen employees' commitment and satisfaction, and thus their willingness to engage in discretionary behaviour. Alternatively, if employees' previous perceptions and experiences of CSR are negative, or their organisation was perceived as not committing to espoused CSR values and initiatives, it is likely that employees will be sceptical of present or future CSR initiatives. This is likely to reduce employees' willingness to engage in current initiatives as well as potentially diminishing attitudinal and behavioural outcomes. Moreover, if employees perceive the organisation as previously engaging in behaviour that was socially or environmentally irresponsible, it is possible that employees may engage in counterproductive behaviour.

The Union

Again, absent in the research is consideration of employees' perceptions of the union's CSR role and views, and the impact this may have on employees CSR perceptions. There has, however, been some consideration of union perspectives of CSR. Within the limited research on CSR and unions, diverse union responses to CSR have been identified (Justice, 2002; Preuss et al., 2009). On the one hand, it is suggested that many unions perceive CSR as a threat, claiming that CSR is a political activity by business that transfers more power and discretion to managers. On the other hand, some unions claim to be drivers of CSR. Preuss, et al. (2009) suggest in their findings, that unions may be supportive of internal aspects of CSR, such as employee welfare, health and safety, and equality and diversity. Preuss, Gold, and Rees (2015) state that the union is often absent in consideration of the stakeholders of CSR, but note that from a union perspective, CSR is frequently seen as a form of private regulation that reduces the role of unions. Although they suggest that more recently, union perceptions of CSR have softened, with some unions even admitting that under certain conditions, CSR can have positive effects on society. They also acknowledge that some unions have embraced CSR, with few going beyond the immediate interests of their members.

These varied perspectives could offer insights into how union representatives may view an organisations' attempts to implement CSR initiatives, and thus influence employees' perceptions of CSR. With consideration of the employee-union commitment research (Chan & Snape, 2002; Deery et al., 1994; Goeddeke & Kammeyer-Mueller, 2010) discussed in Section 2.7.2, employees may be influenced by their perceptions of the union's role in, and views on, CSR, as well as union-organisation relations. These perceptions will influence, by either enhancing or weakening employees' perceptions of the organisation's CSR initiatives. If, for instance, the union or its representatives at the organisation view CSR as a threat, employees' perceptions of CSR may be weakened, resulting in reduced commitment to CSR and potentially withdrawn discretionary effort. Conversely, if the union or its representative embrace CSR or view it positively, employees may be encouraged to actively participate in CSR initiatives increasing CSR commitment and discretionary behaviour.

Job Security

While there is a scarcity of research considering the impact of CSR on employee perceptions of job security, given the attitudinal and behavioural outcomes related to CSR, it would be fair to suggest that organisations that are perceived as being socially and environmentally responsible, may increase employees' perceptions of job security or reduce levels of job insecurity. It could be suggested that perceptions of socially responsible work practices and

organisational fairness as a result of an organisations' commitment to CSR are likely to alleviate employees concerns regarding the likelihood of job loss. A few authors have, however, advocated the inclusion of job security as a HRM-related CSR focus. Bučiūnienė and Kazlauskaitė (2012) claim that organisations that engage in CSR should have better developed HRM practices, what they refer to as CSR-related HRM practices, and that concern for job security should be included. Deakin and Hobbs (2007) also make the link between CSR and job security, suggesting that along with health and safety, employers have a CSR responsibility to provide employees with a decent standard of living and job security, while Lamberti and Lettieri (2009) also list job security as a key CSR business practice.

Wong (2012), also suggesting that job security is a HRM-related CSR focus that should be integrated into organisations CSR policies, states that employees attitudes and behaviours will be affected by the extent that CSR policies, including job security, are integrated into business functions. He further suggests that the integration of job security into organisations CSR policies can improve trust in management and reduce turnover. Vuontisjarvi (2006) does provide some depth in relation to CSR and job security, with their findings suggesting that 'types of employment contracts' and 'restructuring in a socially responsible manner' should form part of CSR practices related to job security. They highlight that organisations should consider all possible alternatives to redundancies and individual terminations, and that if they are unavoidable, the information and consultation of those affected should be open. In addition, efforts should be made to alleviate the consequences. While this research does not consider employees perceptions of CSR and job security, it does provide support to the idea that perceptions of CSR are likely to increase employees' perceptions of job security or reduce levels of job insecurity.

Alternatively, is could also be suggested that those organisations that are espousing a commitment to CSR but that have been, or are, perceived as engaging in behaviour that lowers employees perceptions of job security may in fact be undermining the goodwill gained through CSR in the eyes of employees. Employees in organisations that have gone through workforce reductions may perceive the organisations' lack of concern for job security as rhetoric only, and take that as a signal that other CSR-related practices may also only be rhetoric. This in turn may negatively affect their overall perceptions of CSR and reduce their participation, and potentially their discretionary behaviour.

2.7.5   Summary

Overall, this section has drawn attention to the importance for HR of managing not only the design, implementation and evaluation of the actual HR system and CSR initiatives, but also, potentially more importantly, employees' perceptions of these systems and initiatives. As the HR system signals to employees how much the organisation supports and cares about its employees' wellbeing and values their contribution, employees' perceptions of the HR system will influence their attitudes and behaviours. Similarly, employees' perceptions of CSR and HR's enactment of CSR is suggested to further influence employees' attitudes and behaviours. Thus, this research argues that that it is the effect of employees' perceptions of HR and CSR practices, rather than the actual HR and CSR practices themselves, that are more strongly associated with the attitudinal and behavioural outcomes, and, in the aggregate, performance outcomes.

In addition, this section emphasised the importance of the broader conceptions of the employment relationship in influencing employees' perceptions of both HRM and CSR, as well as their commitment and discretionary behaviour. These broader conceptions have been overlooked in much of the HRM and CSR literature, and are non-existent in a single research project. However, as this section has demonstrated, these broader conceptions have the potential to have a significant influence on employees' perceptions, attitudes and subsequent behaviours that is sometimes greater than the practices themselves. Consequently, the HR department, in its enactment of both HR and CSR, must specifically target employees' perceptions of both the HR system and CSR initiatives, and their broader conceptions of the employment relation, in order to positively influence employees' attitudes and subsequent behaviours.

The following section considers the role of organisational culture and the existence of subcultures, and the impact these cultures have on the effective implementation of HRM and CSR.

2.8   Organisational Culture

While considering what the intended practices are, how and why they are implemented, and the perceptions, attitudes and behaviours that occur as a result of that implementation are significant factors in analysing and understanding the HR process and the enactment of CSR practices, these processes are always occurring within the larger social and organisational

context. This social and organisational context, seen through an organisations' culture, has significant implications for HR in relation to both people management and CSR management, and therefore requires exploration. Purcell et al. (2009:16), in building on the work of Wright and Nishii (2004), modified the HR causal chain to 'set the model' within the wider organisational context, suggesting that culture can have a "powerful effect in either supporting or undermining the impact of HR practices". They, along with many other HRM researchers, advocate culture as the most important characteristic of the organisational context. However, most of the current HRM-culture research focuses on unitary understandings of culture and fail to consider the significant impact of subcultures.

The intended organisational culture and the actual subcultures within an organisation have a significant impact on the perceptions and experiences of organisational stakeholders, especially employees and line managers. This is particularly relevant for the effective (or ineffective) implementation of both HRM and CSR strategies and practices. While an organisations' intended HR and CSR practices have a significant impact on how line managers and employees perceive and experience these practices, the perceived culture of the organisation can also have a significant role in either conflicting with or enhancing these perceptions. This section begins by introducing organisational culture, considering both past and current understandings. It then discusses current research on role of HRM in managing organisational culture and the development of a 'strong' culture. Organisational culture is then considered from a CSR perspective. The importance of CSR integration into an organisations' values and culture is considered and the need for a 'CSR culture' is emphasised. This then suggests a link between HRM, CSR and culture that is under-considered in current research. Based on this review of current research, it is identified that the majority of research takes a unitary approach to organisational culture, thus neglecting or ignoring the importance of subcultures. Therefore this study goes beyond typical understandings of culture in HRM and CSR research, and explores the existence of subcultures in organisations, the possible impacts they have on HRM and CSR, and the implications of subcultural interactions.

2.8.1 Organisational Culture

Generally, organisational culture is defined as a set of shared meanings, beliefs, values, habits, norms and assumptions that are accepted or rejected by those who share that culture (Grant 1999; Holbeche, 2009; Legge, 2005). According to Schein (1985, 1996), it is the shared pattern of basic and taken-for-granted assumptions that members of a group have invented,

discovered or developed that determines how they perceive, think, feel and react to their environment. Organisational culture is "…deep, pervasive, complex, patterned, and morally neutral" (Schein, 2004:60), and it simply exists. Early research into organisational culture and values was dominated by the view that an organisational culture was something that an organisation ought to have or 'has', and that it could be designed and determined by senior management (Deal & Kennedy, 1982; Plakhotnik & Rocco, 2011; Purcell et al., 2009). This view sees culture as a unitary, collective consensus of the organisation, which promotes the achievement of organisational goals by employees through intended values, accepted behaviours, management systems, and visionary planning (Chan et al., 2004; Legge, 2005). The organisational culture is therefore regarded as an essential organisational tool that can shape behaviours, provide members a sense of identity and inform decision-making (Ogbonna, 1992). Thus, senior management espouse their intended culture and values in their organisations, enforcing or promoting their preferred way of working with employees, customers and suppliers.

Current research suggests organisational culture is more likely to reflect organisational life rather than be opposed top down by senior management (Plakhotnik & Rocco, 2011; Purcell et al., 2009). It emerges from social interaction, and is something an organisation 'is'. It is shaped through both interaction and shared values and meanings, and therefore shared perceptions of daily practice are the core of an organisation's culture (Legge, 2005; Purcell et al., 2009). In this sense, organisational culture is made up of the shared language, customs, rituals, traditions, stories, norms, unwritten rules, embedded skills, shared meanings, implicit values and standards, espoused or intended values and formal philosophy, and formal rituals and celebrations. However, these can be thought of as manifestations of culture rather than culture itself, as culture is deeper then these concepts; it is the "deepest, often unconscious part of the group and is, therefore, less tangible and less visible then other parts" (Schein, 2004:14). It is influenced by everyday interactions and by the power capacity of individuals to direct or control these interactions, and is both produced and reproduced through negotiation and sharing of values and meanings (Collier & Esteban, 2007; Ogbonna & Harris, 2015). Furthermore, organisational cultures evolve and exist through their shared history. However, their strength, and the depth of their underlying assumptions, is dependent on the length of the cultures' existence, the stability of the groups' members, and the intensity of the actual experiences they have shared. Thus organisational culture, as a concept, is "…an abstraction but its behavioural and attitudinal consequences are very concrete indeed" (Schein, 2004:11).

2.8.2   Organisational Culture and HRM

Prevalent in the organisational culture literature, is the idea that organisational culture can help manage or change employee attitudes and behaviours, and in turn increase organisational commitment, discretionary effort, intention to stay and other positive employee characteristics. It is suggested that organisational culture can generate consensus among employees regarding an organisations' strategies and goals, performance criteria, and rewarding and discipline systems. The shared values and beliefs provide employees with the means to consistently interpret organisational activities and understand the expectations of management and peers, as well as how to respond to new situations, deal with disagreements and resolve conflicts (Plakhotnik & Rocco, 2011; Watson et al., 2015). Organisational culture is also suggested to motivate employees to better utilise their skills, knowledge and abilities, which increases their discretionary effort, effectiveness and commitment, and thus the organisations' long term economic performance. Overall, it is suggested that if all employees at all levels of the organisation share values, beliefs and assumptions that are aligned with the organisations strategy and goals, organisational performance will be enhanced (Ballesteros-Rodríguez, Saá-Pérez, & Domínguez-Falcón, 2012; Buller & McEvoy, 2012; Plakhotnik & Rocco, 2011).

It is additionally emphasised that for employee attitudes and behaviours to improve organisational performance, a 'strong' organisational culture is required (Den Hartog & Verburg, 2004; Purcell et al., 2009; Sadri & Lees, 2001). For instance, Wong and Gao (2014:506) suggest that a 'strong' organisational culture "…serves as the glue that builds a linkage between employees and the organisation, with better organisational commitment and effectiveness". A strong organisational culture is said to be one that is integrated with, and supports, the overall vision and strategic goals; one that is broadly shared and consistent, enacted in everyday practice, and enhances peoples' willingness to contribute and their intention to stay. Purcell et al. (2009) propose the notion of the 'Big Idea', suggesting that 'strong' organisational cultures should be embedded, connected, enduring, collective, measured and managed. Many authors emphasise the link between a strong organisational culture and increased competitive advantage, highlighting the uniqueness of each organisations' culture and values (Chow & Liu, 2009; Den Hartog & Verburg, 2004; Purcell et al., 2009; Sadri & Lees, 2001). This is highlighted by Chan et al. (2004:18), who state that organisational culture serves to "…mobilise, allocate and leverage resources in achieving company goals through values, ritual, behaviours, management systems, decision criteria, visionary planning", thus increasing competitive advantage. This link between 'strong'

organisational culture, organisational commitment, increased performance and competitive advantage has led many researchers to highlight the critical role of HRM (Chow & Liu, 2009; Jackson et al., 2014; Kim & Ryu, 2011; Purcell et al., 2009).

HR as a mediator of organisational culture

HRM research related to organisational culture predominantly focuses on HRM's ability or need to manage, develop or change their organisations' culture as a means of achieving competitive advantage or increased performance. Much of the research in this area either indicates or alludes to the idea that organisational culture is relatively easy to identify, maintain and if necessary, change, as it often defines culture in such a way that it overlooks the multi-faceted, deeply ingrained nature (Schein, 2004). There are however a number of researchers who acknowledge the different levels of culture; the artifacts and articulated values and beliefs, and the often subconscious, underlying assumptions, noting the difficulty of managing these underlying assumptions. Purcell et al., (2009:22) for example, states that "…in this sense, culture is hard, if not impossible to manage and manipulate at the whim of top management". Instead, it is emphasised that while it is important to acknowledge the variety and complexity of the existing culture, it is more helpful to focus on identifying the values and beliefs that are widely shared in the organisation (Ogbonna & Harris, 2015; Purcell et al., 2009; Wong & Gao, 2014).

Whether or not these underlying assumptions are acknowledged, this stream of research emphasises the need for a 'strong' organisational culture, highlighting the role of HRM and HR professionals. The link between HRM and organisational culture has been proposed by numerous authors (Buller & McEvoy, 2012; Bunch, 2007; Chan, et al., 2004; Lengnick-Hall et al., 2009; Purcell et al., 2009). Chow and Liu (2009) assert that the creation of norms, beliefs and values to support an organisation's culture is dependent on the careful design of the HR practices, while Ngo and Loi (2008) and Chow (2012) suggest that the culture of an organisation is shaped in part by its HRM system. Den Hartog and Verburg (2004) argue that HR practices can act as 'culture embedding mechanisms'. Purcell et al. (2009) claim that culture and values are expressed or given meaning through an organisations' HR practices, specifically stating that shared values and a 'strong' organisational culture can be achieved through sets of HRM practices that reinforce the culture.

A number of researchers have identified specific roles for HR professionals or specific HR practices that they emphasis as supporting the development of a 'strong' culture. For instance, Ngo and Loi (2008) suggest that extensive training, performance-based rewarding,

and team development help create and sustain organisational culture. Den Hartog and Verburg (2004) state that selection, socialisation and training can contribute to the formation and maintenance of shared norms and values, and can therefore impact organisational culture. Plakhotnik and Rocco (2011), in their review of organisational culture and HRD, also add that HR professionals should have responsibility for revision of an organisations' mission and vision statement, as well as ensuring communication of the vision, mission and values, and cultural initiatives. They state that developing a 'shared mindset' should be the focus of recruitment, selection and retention, and they emphasise the need to incorporate attitudes and behaviours espoused in the organisational culture into performance evaluation, rewarding, training, development and career management systems. Brockbank (1999) asserts that HR's role in developing a 'strong' culture involves identifying the business unit, key trends in the environment, and sources of competitive advantage, and once known defining the culture that best suits these characteristics. It then involves designing HR practices that will have greatest impact on creating the desired culture, establishing action plans for the HR process and determining how the process should be measured. Bogićević-Milikić (2007), on the other hand, found that solitary changes to the rewarding system resulted in only narrow changes in culture and therefore suggests the use of various HRM policies.

Some authors have also emphasised maintaining a 'strong' culture through 'person-organisation fit' (Purcell et al., 2009; Wong & Gao, 2014). The 'fit' should be based on the organisational values and beliefs, with the aim of increasing employees' sense of belonging, their intention to remain in the organisation, and the effort they are willing to exert. This can lead to individuals having a sense of self-fulfilment at work, demonstrating appropriate behaviours and identifying with their organisation. This aligns with a 'strong' organisational culture through increased commitment, motivation and retention. The use of employer branding and becoming an employer of choice are emphasised, as well as recruitment and selection techniques such as providing realistic job descriptions, attitudinal and behavioural profiling and screening processes. Values-oriented induction processes can positively contribute to employee socialisation confirming shared values. In addition, buddy systems and team work are suggested to further this socialisation process through value reproduction, therefore achieving a fit between individual and organisational values.

Alternatively, building on the HR systems approach, many researchers advocate focusing on or considering the HR process or system rather than individual practices, suggesting that a strong HRM system can contribute to a strong organisational culture (Cabrera & Bonache, 1999; Chow & Liu, 2009; Li, Frenkel & Sanders, 2011; Purcell et al., 2009). It is argued that employees experience HR practices simultaneously rather than individually, and that it is this system of practices that contributes to the strength of the organisational culture. HR systems that are internally consistent, mutually reinforcing and linked to an organisations values and goals can assist in the development of a 'strong', internally consistent culture (Chan et al., 2004). Thus, "…individual perceptions are likely to converge and will tend to be reinforced by the collectivity" (Li, Frenkel & Sanders, 2011:1826). Cabrera and Bonache (1999) recommends a theoretical framework for integrating organisational culture and strategy to increase competitive advantage. They propose the use of an 'expert HR system' as a means of achieving this. They suggest this can be achieved through the 'careful planning' of HR practices that promote behavioural norms relevant to the organisations' strategy and the selection of employees who share the desired values that reinforce the organisation's cultural norms. They emphasise that HR practices provide "information and shape the behaviour and experiences of employees, thus becoming the means whereby cultures are created and sustained", therefore establishing that the link between organisational culture and strategy is dependent on a carefully designed HR system.

While the majority of research in this area is focused on HRM as a mediator of culture, it is also suggested in the literature that organisational culture impacts HRM (Ballesteros-Rodriguez et al., 2012; Bunch, 2007; Purcell et al., 2009). As Buller and McEvoy (2012:48) suggest, "…organisational culture can influence the design of HRM policies and practices, as well as mediate the link between HRM and performance by shaping cultural norms and practices". Kim and Ryu (2011) state that the success of HR practices may be dependent on the strength of the organisational culture during their implementation, adding that strong cultures that encourage workers to accept the logic and consequences of the HR practices may result in stronger HR systems and thus increased performance. Furthermore, Purcell et al. (2009) draw attention to the key role of culture and values in setting the organisational context, pointing out that as HR practices operate within that context, the organisational culture, therefore, has a direct impact on the practices themselves and how they are implemented. Jackson et al. (2014), in their review and critique of SHRM literature, found that while the majority of studies emphasised a link between strong organisational cultures and the positive impact of HRM on performance, two studies actually found positive impacts

related to weak cultures, thus suggesting that HRM could in fact function as a substitute for strong culture.

2.8.3 Organisational Culture and CSR

To understanding HR's role in the enactment of CSR, there first needs to be an understanding of the research related to CSR and organisational culture in general. As established previously, successful and legitimate CSR is reliant on organisation-wide commitment. It must involve employees, be integrated at multiple levels of the organisation, be part of the strategic decision-making process, be reflected in the organisational values, and be supported by the organisational culture. However, it is argued that while there is an emerging body of literature into the links between CSR and organisational culture, it is sparse and further research is needed (DeNisi, Wilson, & Biteman, 2014; Morgeson, Aguinis, Waldman, & Siegel, 2013; Wong & Gao, 2014). This subsection therefore considers organisational culture from a CSR perspective.

Conceptualisations of organisational culture are widely varied, and are often dependent on the topic being researched. Within CSR research, organisational culture is often defined as being comprised of a set of values, meanings and beliefs (Athanasopoulou & Selsky, 2012; Pohl, 2006) as well as the combined behaviours, attitudes, perceptions and tacit assumptions (D'Aprile & Mannarini, 2012; Martin, 2002). Customs, symbols, stories, rites and rituals, myths and artefacts have also been used to describe aspects of organisational culture (Collier & Esteban, 2007; D'Aprile & Mannarini, 2012; Maon et al., 2010). It is unique to a particular group, evolves over time and throughout its history and past experiences (Collier & Esteban, 2007; Doppelt, 2003; Jaakson, Reino, & Mõtsmees, 2012; Pohl, 2006). Furthermore, organisational culture is characterised as a framework which provides direction on issues such as how work gets done, how the organisation achieves success, and sets standards for interaction. Organisational culture is also viewed as organic patterns of behaviour, shifting power alliances, and evolving discourses, narratives and identities rather than being fixed (Stokes, 2012). Therefore, organisational culture "…defines 'good' and 'bad' behaviour, and is not implemented only in 'good times', but instead represents the underlying force for all action – especially in 'bad times'" (Pohl, 2006:52).

In relation to CSR integration and implementation, the research suggests that if the organisational culture is centred around, integrates or embodies organisational values and attitudes that are ethical and moral, it can positively impact society and the environment (Athanasopoulou & Selsky, 2012; Galbreath, 2010; Strautmanis, 2008; Wong & Gao, 2014).

The majority of research considering CSR and organisational culture emphasises the role of culture as a determinant of successful or unsuccessful CSR. It is suggested that the values, beliefs and meanings that the organisational culture is comprised of often determine the degree to which business is conducted responsibly or irresponsibly, and that these values have a significant role in hindering or supporting the implementation of CSR initiatives (Galbreath, 2010; Linnenluecke & Griffiths, 2010).

As the organisational culture provides a framework for guiding behaviour and attitudes, and also shaping the way things are done, it is emphasised in the literature that CSR principles, values and goals must be infused in the organisational values, and thus the organisational culture (D'Aprile & Mannarini, 2012). In addition, successful implementation of CSR is espoused as being dependent on the support and engagement of the whole organisation, however, as the organisation is made up of multiple departments, different levels of management and employees, and a range of roles and jobs, CSR implementation can be difficult. As organisational culture is espoused as uniting and engaging the entire organisation, it is suggested that CSR should be embedded in the organisational culture to ensure its integration throughout the whole organisation (Coombs & Holladay, 2012; Pohl, 2006). Despite this, research considering the links between organisational culture and the implementation of CSR is limited (DeNisi et al., 2014; Morgeson et al., 2013; Wong & Gao, 2014).

'CSR Culture'

Within the limited CSR-organisational culture research, it is argued that if CSR principles are embedded in the organisational culture, social and environmental issues will be managed profitably and competitive advantage will be increased (Calabrese et al., 2013; Maon et al., 2010), thus emphasising the need for a 'CSR-oriented culture'. A 'CSR-oriented culture' (Calabrese et al., 2013), or 'integrated CSR culture' (Hancock, 2005), or 'CSR culture' (Duarte, 2010, 2011), is defined as shared meanings, beliefs and values underpinned by the notion of CSR or sustainability principles. It encourages organisational members to create and sustain shared meanings based on social and environmental values. As CSR-led policies and actions are integrated with internal strategies and decisions, a CSR culture must be fundamentally values-driven, rather than purely financially-driven (D'Aprile & Mannarini, 2012; Hancock, 2005; Maon et al., 2010). However, it is also suggested that a CSR culture can lead to long term competitive advantage as it allows an organisation to identify and take advantage of new business opportunities via differentiation (Calabrese et al., 2013; Jaakson, Vadi, & Tamm, 2009; Wong & Gao, 2014).

Specifically, it is established that CSR cultures are enacted within the organisation through the values and beliefs, the structures and practices, and symbolic manifestations (Duarte, 2011). Values and beliefs represent ethical ideals that are promoted by senior management, and are ingrained in the culture, affecting structures, practices and behaviours (Galbreath, 2010). Duarte (2011) suggests that when an organisation is committed to values, structures and positions dedicated to CSR, they in turn generate practices that exemplify CSR values. Symbolic manifestations, such as symbols and artefacts, are representative of these organisational values, and signal to internal stakeholders what is important (D'Aprile & Mannarini, 2012; Duarte, 2011). In the case of a CSR culture, these symbols can include mission statements, reports and websites, branding, organisational policies, newsletters and publications that emphasise CSR values. Symbolic manifestations in the form of the language used and the stories told further encourage organisational members to accept and internalise CSR values (Duarte, 2011; Maon et al., 2010). Therefore, it is suggested that organisations that integrate CSR values and principles into their organisational cultures, thus developing a 'CSR culture', are more likely to influence internal stakeholders to engage in CSR-related activities and behave in a morally ethical manner. This, in turn, is suggested to lead to the successful implementation of CSR.

2.8.4 Organisational Culture, CSR and HRM

Within CSR-organisational culture research, the role that HR plays in the 'CSR culture' is very rarely considered. However, as evidenced above, the role of HR in the implementation and development of organisational culture is emphasised as being crucial, particularly in relation to acquiring employee commitment to organisational values and initiatives, including those related to CSR. This subsection reviews the literature related to the links between HRM, CSR and organisational culture. It is established that there is very little research specifically related to this focus area, and that those studies that do make the connection only do so as a minor or single aspect of their research. This emphasises the need for more research to fully understand the links between HRM, CSR and organisational culture.

The Role of HR in CSR Culture

There is very little research specifically focusing on the links between HRM, CSR and organisational culture, and research within this broad topic area is suggested to be significantly underdeveloped and understudied (Lam & Khare, 2010; Sharma et al., 2011; Wong & Gao, 2014). An extensive review of literature has not identified any empirical research that specifically focuses on the links between HRM, CSR and culture. There are

however conceptual papers that do make this connection, although not as their primary purpose. Sharma et al. (2009) in their conceptual examination of the role HRM plays in CSR, emphasise, as one aspect of their analysis, the role of the HR department and HR function in the internalisation of CSR culture. They suggest that HR policies form the framework for culture, and thus with the "…help of the HR functions, the socially responsible values can be inculcated and sustained in the organizational culture" (Sharma et al., 2009:209). They propose ten ways this can be achieved that have a direct or indirect impact on culture, including formal policy development, inclusion of CSR values in HR functions such as recruitment and performance management, empowerment of managers to execute socially responsible practices, and implementing 'responsible HRM practices' to give credibility to CSR initiatives. They conclude that an organisation that is equipped with a strong CSR culture reinforced by responsible HRM practices can achieve CSR success through improved profitability, employee morale, customer satisfaction, legal compliance and societal approval for its existence.

Similarly, Lam and Khare (2010), focusing on the role of HR in CSR development, suggest that HR has the potential to foster an organisation-wide CSR culture. They developed a conceptual framework on the HR role in planning, implementing, monitoring and institutionalising CSR, of which internalisation of CSR culture is one aspect. In relation to culture, the framework suggests CSR needs to be integrated into the vision, mission and values so as to create a CSR-oriented culture, and that HR should be actively involved in their development and revision. They also suggest the need for strong leadership that supports and encourages CSR as a means of internalising a CSR culture, and that HR has a role in recruiting, educating and managing leaders. They also allude to the role of HR functions in supporting or encouraging CSR but do not specifically address these in relation to culture. Beyond these papers that do specifically address HRM, CSR and culture in some form, there are a number of conceptual papers that consider this interaction more broadly.

Liebowitz (2010) focuses on sustainability rather than CSR, and suggests a key role for HR in creating a sustainability culture. He suggests a partnership between the 'sustainability manager' and 'HR executive' because sustainability managers do not tend to have the behavioural competencies to internalise sustainability. Based on review of literature, rudimentary steps that should be taken to create a sustainability culture are proposed. These include HR gaining support of senior management by providing information relating to the benefits of sustainability. Once support is gained HR can begin to "modify the HR systems to create a strong, values driven culture". He then recommends that specific HR functions can

be used to strengthen the culture, including recruitment, selection, orientation, training and development, performance management, rewards and recognition programs, empowerment, policies related to job security and innovation, succession planning, mentoring, and collaboration. He states that inclusion of sustainability values in these HR functions can "move the organization along the path to sustainability" (Liebowitz, 2010:55).

Linnenluecke and Griffiths (2010), in their discussion of corporate sustainability, suggest that organizations will have to develop a sustainability-oriented organisational culture when moving towards corporate sustainability, but that previous research does often not specifically address how culture change should be initiated or monitored. They state that literature on sustainability and culture provide an access point for HRM and organisational behaviour to enter as explanations for sustainability performance, and that HRM, among other factors, is an important aspect for achieving corporate sustainability, however beyond these statements the specific link to HRM is not made clear. Fernandez et al. (2003:636) in their review of literature on importance of HR in the internalisation of Environmental Responsibility, state that organisational culture and human resources play a key role in the success of Environmental Responsibility as they are "…at least one of the critical elements on which all the capacities that involve the achievement of a sustainable competitive advantage are based". The basis for this relationship is that an Environmental Responsibility-oriented culture will attract the most skilled workers and that employees concerned with Environmental Responsibility will strengthen the culture. They do also state shortcomings in HR and organisational culture can be obstacles to the process of environmental action, however this is not elaborated on. Arnaud and Wasieleski (2014), in their theoretical paper, focus on the management of employees as a way of promoting CSR values and producing socially minded outcomes. They suggest that organisations must internalise CSR to achieve responsible outcomes, and that the internalisation process should focus on making CSR an inherent part of the culture. However, their emphasis is more on adopting a humanistic culture, as opposed to a CSR-oriented culture, as a means of getting employees on board with CSR and ethical behaviour.

The review of literature presented by Garavan and McGuire (2010) focuses on links between CSR and Human Resource Development (HRD) specifically, rather than HRM. In light of criticisms regarding the lack of consideration of HRD's role in achieving CSR goals, they emphasis a major role for HRD. In relation to culture, they suggest HRD can raise employees' awareness and develop positive attitudes towards CSR, which will contribute to the development of a culture that supports CSR. They note that employees are rarely involved in

discussions of CSR, and thus is an area where HRD's contribution can be highlighted. They also go on to suggest that the 'change agent' role (Ulrich, 1998) can be used to enable real cultural change to take place in relation to embedding CSR. Similarly, Ardichvili (2013), propose a theoretical model linking HRD and CSR. In relation to CSR-oriented culture, he suggests that the role of HRD goes beyond employee awareness raised by training and education programs and involves HRD engaging in long term culture change efforts, such as redesigning formal and informal processes on all levels of the organisation. Furthermore, Lockwood (2004) makes reference to the idea of HR leaders setting the tone for an organisational culture that is open to and understands CSR through their role as change agent, however does not specifically expand on how this can be achieved.

As mentioned previously, empirical research considering the links between HRM, CSR and culture was not identified in an extensive review of literature. Three papers were identified that somewhat related to this topic area. Wong and Gao (2014), using survey research of 379 Chinese employees, investigated the effect of perceived CSR on employees' affective commitment through the mediating role of perceived corporate culture. In defining CSR for the purpose of their research, they identify four major facets of CSR including community stakeholders, employees, customers, and government. They describe the 'CSR to employees' facet as being "…a firm's human resource practices in nurturing employees and fulfilling their needs" (Wong & Gao, 2014:503). They conclude that CSR focused on 'employees' and 'community' and integrated into the corporate culture leads to increased organisational commitment. While they acknowledge that HRM has a role in this, there is no elaboration of what this might involve, but suggest that their results represent theoretical importance in the field of HRM. Additionally, culture in this research is specifically focused on cultural dimensions in China, considering aspects of harmony, employee development and customer orientation and innovation.

In a similar vein, Dölg and Holtbrügge (2014) considered the impact of employer reputation on employee commitment, using Corporate Environmental Responsibility (CER) as an indicator of reputation. The research involved an online questionnaire sent to senior executives or CER managers. Using signalling theory, they suggest having a 'green culture' can signal an organisations environmental theory which can increase employee commitment. They also suggest the use of HRM practices such as recruitment and rewarding to help with the internalisation of the culture. However, while they mention a number of HRM-related practices, they do not specifically address the role of HRM in achieving this. On the other hand, Del Baldo (2013) conducted case study research that examined the relationship

between CSR policies and HRM, with a focus on Corporate Family Responsibility. In the review of literature, a number of CSR or ethically focused HRM practices are identified and the connection between CSR and HRM and between CSR and culture are made. However the focus in this research is on identifying best practice in relation to 'Corporate Family Responsibility', thus the role of culture is only one small aspect, and the specific link between HRM, CSR and culture is not made, rather they are discussed as separate aspects.

2.8.5 The Existence of Subcultures

Despite the idea put forward that organisations and HR departments can develop, manage and maintain a 'strong' organisational culture that is consistent and shared throughout the organisation; values and beliefs espoused by senior management frequently represent only a fraction of the actual organisational culture (Plakhotnik & Rocco, 2011). A number of authors argue against presuming the existence of a unitary, integrated culture. Instead a 'strong' or integrated culture is said to be too simplistic, that they may create the appearance of an integrated culture, when in fact they are actually disguising, neglecting or ignoring subcultural differences (Bunch, 2007; Lok et al., 2011; Morgan & Ogbonna, 2008; Palthe & Kossek, 2003). Additionally, while the concept of a 'CSR culture' is suggested to benefit the organisation, the environment and wider society; it, and the majority of the 'strong' organisational culture research, does not take into account the multiple, and often conflicting, internal stakeholder perspectives and ideologies. Nor does it take into account the external stakeholder perspectives and environmental influences that, while outside the scope of this research, also have significant impact on an organisation's culture. These internal perspectives and ideologies can differ significantly from the 'intended' culture that is espoused by senior management, and often challenge senior management's ideology (Martin, 1992).

As such, there is often a gap between what should happen and what does happen (Boxall & Purcell, 2016; Legge, 2005; Purcell et al., 2009). Often referred to as espoused values, these statements and values may be out of line with what actually occurs (Schein, 2004). Thus in reality, employees consider such espoused statements and values as rhetoric, and look for evidence in the actual practices and experiences of the organisation. Management repetition of intended 'important' values does not mean that employees accept these values as important. What's more, there is a danger in raising expectations, which are then unfulfilled because there is no follow-through by management, or because internal politics within management de-rail senior management's espoused values. "Cynicism is bred in this kind of

environment" and future attempts to establish values by senior management will have serious credibility issues (Boxall & Purcell, 2016:166).

As mentioned previously, the intended or 'official' culture is made up of espoused organisational values and goals, strategies, policies, standards of conduct, expected behaviours (demonstrated through reward and discipline systems), management and pay systems, formal structures and hierarchies. The intended culture is often oriented towards legitimising the organisation publicly by conforming to the way society expects the organisation to appear (Jermier, Slocum, Fry, & Gaines, 1991). It is suggested that the intended culture can be the outcome of effective managerial manipulation and control, with the 'head' of the organisation, its senior management, having a directive role in developing a collective consciousness (Legge, 2005; Linnenluecke, Russell, & Griffiths, 2009). The actual beliefs, operating systems and practices lie beyond this appearance, and as such the intended culture may be viewed by organisational members as a 'planned deception' (Jermier et al., 1991). Thus the intended culture may not be the only 'voice' listened to or internalised (Collier & Esteban, 2007; Legge, 2005). This is usually the case when senior management's official values are not broadly shared or consistent with the reality experienced by other organisational members.

As a result, the values and assumptions of groups within the organisation may differ from the intended values and assumptions, leading to the existence of one or more subcultures. Organisational subcultures emerge as groups of organisational members challenge the intended culture (Jermier et al., 1991) and can be a result of informal practices, personal beliefs, past experiences and shared histories, interactions with management, or multiple commitments to job, career, profession, department, or union (Legge, 2005; Schein, 2004; Trice, 1993). Subcultures can emerge out of the intended culture as a consequence of conflicting or deviating views, often due to breached psychological contracts, unfulfilled expectations, miscommunication, or inconsistent interpretations of the intended culture (Martin, 2002; Ogbonna & Harris, 2015). These subcultures often resist or conflict with the intended culture (Howard-Grenville, 2006). In addition, subcultures can emerge due to positive personal ideologies that go beyond the intended culture, for example personal beliefs on organisational expectations towards society or environment, or particular interests in an organisational value or objective. These positive subcultures can enhance the intended culture, rather than resisting it (Howard-Grenville, 2006; Ogbonna & Harris, 2015; Trice, 1993).

Furthermore, differences between values and assumptions can be a result of organisational subgroups. These subgroups can emerge out of formal organisational groups, such as departments, occupational specialties or hierarchical levels (Jermier et al., 1991; Linnenluecke et al., 2009; Lok et al., 2011; Niemietz & Kinderen, 2013). They can also result from personal and social histories, for example family background, education or social class membership, or based on demographic characteristics, such as age, gender or ethnicity (Jermier et al., 1991; Trice, 1993). Furthermore, multiple subcultures can coexist with very little friction, or they can provide the basis for conflict (Athanasopoulou & Selsky, 2012; Jermier et al., 1991), and more often than not individuals will belong to more than one subculture at once. Consequently, individuals may feel themselves 'pulled into' several potentially conflicting cultural groups (Martin, 1992).

Each subculture, therefore, has a set of basic assumptions that guide behaviour, and form the basis of how to act, think and feel in certain situations (Lok et al., 2011; Schein, 2004). They define for group members what is important and what to ignore, as well as providing socially constructed meanings of their surroundings and interactions, and appropriate reactions and actions. Assumptions often deal with fundamental aspects, such what they perceive to be the true, the correct way for the individuals to relate to each other, and the relative importance of work and family. They are essentially 'the way things are done', and because of their ingrained nature, these assumptions tend to be non-confrontable and non-debatable, and therefore extremely difficult to change. Furthermore, these assumptions are shared by the subcultural group and are therefore mutually reinforced, giving the subculture its strength. As such, these assumptions the form the basis of the groups' perceptions, and as Schein (2004:31) suggests, group members will find "behaviour based on any other premise inconceivable".

2.8.6   Organisational Subcultures, HRM and the enactment of CSR

Organisational subcultures have significant implications for managing human resources. The values, assumptions, rituals and unwritten rules of a subculture have a significant impact on the attitudes and behaviours of their members, and that impact may be unrelated to the intended culture (Lok et al., 2011). While research considering the impact of subcultures on people management is scarce, it is suggested that the values and assumptions of the intended culture may actually be too distant from the day-to-day realities of most employees' organisational lives to have any real impact on their attitudes and behaviours. Instead, it is more likely that employees will be influenced by the subcultural values and

assumptions, which in turn impact their involvement, identification, motivation and commitment to the organisation. Lok et al. (2011) argues that this may the case, particularly in large organisations where members are likely to identify with groups at a sub-organisational level. Their findings suggest that employees tend to identify more closely with their localised work area or subculture and such identification is more strongly related to behavioural reactions including discretionary effort or counterproductive consequences. They further suggest that different subcultural groups may also interpret and react to practices differently.

This has implications for HRM. As discussed previously, the HR strategies and practices can be used to integrate and internalise the intended organisational values in a consistent, unitary manner, through the development of a 'strong' culture, thus increasing commitment and motivation. However, subcultures may resist or conflict with the intended culture, and in doing so undermine or constrain the implementation of HR strategies or practices. Palthe and Kossek (2003:295) argue that "where subcultures within firms clash with its HR strategies, conflicts of interest naturally arise, strategies are resisted, and the firm's performance may ultimately be impaired". This therefore suggests a significant influence of subcultures on the degree to which HR strategies are effectively implemented and experienced (Heidrich & Chandler, 2013; Palthe & Kossek, 2003). Furthermore, it could also be suggested that this influence of subcultures would extend to initiatives that HR has some role in, such as the enactment of CSR, and the development and maintenance of a 'CSR culture'. Conceptual research considering CSR and organisational subcultures suggests that members of each subculture may develop different assumptions and meanings of CSR which are distinct from that of other subcultures, and that these may conflict with both the intended culture and other subcultures (Garavan et al., 2010; Linnenluecke & Griffiths, 2010), thus proposing challenges for the enactment of CSR.

2.8.7 Inter-Subcultural Interactions

How subcultures interact with the intended culture, other subcultures, and even within subcultures can have significant implications for understandings of organisational culture, as well as for people management and CSR. However this is an aspect of cultural research that has received very little attention (Heidrich & Chandler, 2013; Ogbonna & Harris, 2015). The majority of subcultural research explores or compares the relationship between the intended organisational culture and subcultures, and while this research provides valuable insights, it fails to take into account the interactions between subcultures, and the impact these

interactions can have on internalisation of the intended culture. As such, the values and assumptions of a subculture have the potential to conflict with *both* the intended culture and other subcultures, and this can have potentially significant outcomes, such as reduced commitment and motivation, higher absenteeism and turnover, or overt conflict and bullying. Therefore, while the interactions and differences between a subculture and the intended culture has the potential to reduce or even prevent internalisation of the intended culture, internalisation may also be influenced by the interactions between subcultures, what is referred to in this research as inter-subcultural interactions.

Inter-subcultural interactions refers to the relationships between subcultural groups, and the interactions and tensions that occur as a result of the differences between subcultures. Ogbonna and Harris (2015) refer to these potentially conflicting interactions as inter-subcultural relations, while Heidrich and Chandler (2013) refer to them as subcultural incongruence. These interactions may be unrelated to the intended culture, and yet they may result in increased discrepancies between the intended culture and subcultures. Furthermore, interactions between subcultures, and differences in their values and basic assumptions, has the potential to cause conflict, misinterpretations and tensions that can have considerable impacts on workplace relationships, organisational commitment and the internalisation of the intended culture. It is also argued that these inter-subcultural interactions will have a significant impact on the HR and CSR implementation process. As the implementation process involves all levels and all departments of an organisation, the interactions between subcultures are likely to impact on the success of the implementation process; that is how well the intended strategy is reflected in the actual practices that are experienced.

Heidrich and Chandler (2013) further suggest that subcultural groups use their values and assumptions to guide their behaviour and their interactions with others within the workplace, as well as to judge and evaluate how others behave. Thus organisational members may be evaluated, or perceive themselves to be evaluated, based on a completely different set of values, by other subcultural groups. This, they suggest, can have significant impacts on organisational decision-making and communication. Furthermore, inter-subcultural interactions, particularly those that result in conflict or those that reduce the internalisation of the intended culture, may also impact communication within the organisation, inter-departmental work teams and interactions, workplace relationships, and decision-making. As such, it is proposed that inter-subcultural interactions will not only influence the internalisation of the intended culture, but will also have implications for HRM

and its enactment of CSR. This research, therefore, intends to consider not only the intended organisational culture of BuildingCo, but also the existence of subcultures in CementCo, their interactions with the intended culture, and the inter-subcultural interactions. Understanding how this complex system of subcultures effects the internalisation of the intended culture and the implications for implementation of HRM and HR's enactment of CSR can provide value and unique insights into a significantly under-research area.

2.8.8 Summary

Overall, this section has considered the literature on organisational culture and HRM. It has drawn attention to the espoused importance of developing a 'strong' organisational culture that is intended to improve organisational performance through the alignment of internal stakeholders' attitudes and behaviours. It also highlighted the espoused critical role of HRM in developing, supporting and maintaining this culture. The limited literature that espouses the benefits of developing an organisational culture that integrates and supports the CSR values and principles was identified, as was the role of HR in developing, supporting and maintaining a CSR culture. However, despite the espoused benefits of maintaining a shared, unified culture, it is emphasised that this perspective does not take into account the multiple, and often conflicting, internal stakeholder perspectives and ideologies. It is suggested that the idea of a single integrated culture is too simplistic and that while it may create the appearance of an integrated culture, it may actually be disguising, neglecting or ignoring subcultural differences.

This section therefore highlights the importance of going beyond the simplistic understandings of organisational cultures, emphasising the existence of subcultures and their relevance for understanding the dynamics of organisational life. The organisational subcultures, the interactions with the intended culture, and the interactions between subcultures highlights the complexity of cultural and subcultural research, and emphasises the importance of considering the dynamics of subcultural interactions. Therefore, subcultures, and the differences between them and the intended culture, can provide a more comprehensive interpretation of how HRM and CSR is perceived, enacted and experienced within an organisation.

2.9   Summary

This chapter has reviewed the literature on HRM, the HR implementation process, the key steps in this process, and HR's enactment of CSR within this process. It considered current literature on HRM and SHRM, highlighting a significant issue in the majority of current HRM literature. The assumption that HR practices are implemented as intended, and that simply having suitable HR policies means that they will be implemented effectively and will generate the intended results. It then presented literature on which this thesis is based, that the effectiveness of HRM is dependent on more than just well-designed practices; that the quality of the implementation and the context in which these practices are applied plays a vital role. This therefore puts emphasis on the implementation process, and the discrepancies between the intended HR practices and the actual practices in use. In this context, the chapter utilised the HR Causal Chain model as a broad framework and starting point for understanding the HR process and its role in the enactment of CSR.

The chapter then considered each of the 'key steps' in the implementation process in depth, identifying the role that each of these steps play in this process, as well as building on the concepts considered in the model and in some cases, considering alternative perspectives. CSR knowledge and literature was also considered in relation to the implementation process and literature relevant to each step was considered. Specifically, the review explored the literature on intended HR and CSR practices, line management enactment of both HR and CSR practices and the benefit and challenges of this role, employees' experiences and more importantly their perceptions of both HR and CSR, and the organisational culture and the existence of subcultures. While each of these key steps provide relevant and important knowledge to the HR and CSR fields, it is the combination of these steps that provides significant, relevant and unique insights into the HR implementation process and HR's enactment of CSR, as well as the complexities, ambiguities and contradictions evident in the employment relationship and the organisation of work.

As such, one of the key contributions of this research is that it is the whole process that is perceived and experienced within its organisational and environmental context, and as such, must be explored and analysed as a process. These steps do not happen in isolation. Each of these steps informs and is informed by the rest of the process and the context within which it occurs. Thus, while the individual steps can be considered individually, they must also be considered as parts of the whole. This research aims to do just that. The literature review, therefore, provides the basis for understanding the HR implementation process and HR's

enactment of CSR, however, while this review was composed of a multitude of research papers that each contributes something to the current knowledge in this area, none provides an overall picture and understanding of this complex process. This study, therefore, contributes to this research gap.

Chapter 3:   Integrating HRM and CSR Research Through Social Constructionism

3.1   Introduction

This research aimed to explore how CSR policy and initiatives influence HR practices and experiences from the perspectives of those who are interpreting and experiencing those practices within their organisational context. Specifically, it sought to explore not only the intended HR and CSR policies and practices but also the processes involved in how these practices are enacted by line managers, and perceived and experienced by employees. It also aimed to explore the organisational context through the analysis of organisational culture. Overall, it aimed to explore the process through which these occur and to take into account the complexities and contradictions that are so often neglected in current HRM research. To achieve these aims, the research was framed by a social constructionist perspective, and utilised a single case, systematic combining approach to enable a deeper exploration of the processes and experiences of HR and CSR within the organisational context. This chapter, therefore, introduces the epistemology, the case study and systematic combining approaches, and situates this research within this perspective and approach. It then describes the participant recruitment and selection strategies, and presents the data collection and analysis methods. Finally, the 'trustworthiness' of the research is considered, and the ethical considerations are presented.

3.2   Research Approach

3.2.1 Social Constructionism

As this research essentially aimed to explore and analyse the perceptions of key stakeholders in relation to their understandings of the intended and actual implementation of HR and CSR initiatives and practices in CementCo, a social constructionist epistemology was adopted. Unlike objectivism, which states that meaning is independent of consciousness, constructionism proposes that there is no objective meaning or truth, as meaning only exists when people participate in, and engage with, the world (Crotty, 1998). Meaning is not discovered, it is constructed, and different people may construct meaning in different ways, even in relation to the same situation or event. There are two main branches of constructive

theory; constructivism and social constructionism. While often used interchangeably, constructivism proposes that meaning is individually constructed through cognitive processes; what Crotty (1998:58) suggests is a focus on "the meaning-making activity of the individual mind". Social constructionism, on the other hand, has its focus on the collective generation and transmission of meaning, and the knowledge created through shared production (Andrews, 2012; Crotty, 1998).

Social constructionism is concerned the construction of knowledge, that is, how it emerges and how it comes to have significance for society (Berger & Luckman, 1991). It views meaning and knowledge as being constructed by the interactions of individuals within society, and is primarily concerned with interactions such as negotiation, cooperation, conflict, rhetoric, rituals, roles, and social scenarios. It involves looking at the ways social phenomena are created, institutionalised, and made into tradition by people. A significant focus of social constructionism is on uncovering the ways in which individuals and groups participate in the creation of their perceived social reality. However, as a research approach, social constructionism (and constructive theory) is commonly criticised as not recognising an objective reality (Andrews, 2012; Burningham & Cooper, 1999; Crotty, 1998). It is labelled as being 'anti-realist', with some critics going so far as to call into question the relevancy of findings of research using this approach. Within these criticisms, it is suggested that social constructionism adopts a relativist position, leading to the criticism that nothing can ever be known, that there are multiple realities with none having precedence over the other in relation to claims of truth or knowledge. This supposed extreme relativist position is the source of most criticism, and leads critics to question the usefulness of findings generated from studies using this method. It is argued that if research is not contributing to knowledge in any meaningful way, then its usefulness may be questioned.

These criticisms, however, confuse epistemology with claims about ontology, and is thus a "fundamental misunderstanding of the philosophy that underpins social constructionism" (Andrews, 2012:42). Social constructionism makes no ontological claims (Burger & Luckmann, 1991) and is confined to the social construction of knowledge. In this sense, being a constructionist is not inconsistent with being a realist. Often termed contextual or subtle social constructionism (Burningham & Cooper, 1999; Sismondo, 1993), it is argued that while concepts and knowledge are constructed rather than discovered, they can and do correspond to things real in the world. As Hammersley (1992, cited in Andrews, 2012:40) suggests "reality is socially defined but this reality refers to the subjective experience of everyday life, how the world is understood rather than to the objective reality of the natural world". Furthermore,

it is argued that in practice social constructionists recognise reality, and that the majority of studies adopt a contextual form of analysis where a distinction is made between what participants perceive about the social world and what is already known (Burningham & Cooper, 1999). They argue that criticism is instead levelled at 'extreme constructionism' that is said to deny physical reality and that there are very few socially constructed empirical studies that apply this approach. Social constructionism, therefore, does not deny the existence of reality, instead maintaining that it is the meaning of reality that is socially constructed (Burger & Luckmann, 1991; Burningham & Cooper, 1999; Crotty, 1998).

Thus within this context, meaning and knowledge are developed through experience and social interaction, are dependent on time and place, and are sustained by social processes (Burger & Luckmann, 1991; Eriksson & Kovalainen, 2016). Social constructionism places great emphasis on the everyday interactions between people and their construction of reality, regarding the social practices they engage in as the focus of enquiry. Furthermore, it views society as existing both as objective and subjective reality. As Crotty (1998:8) suggests, "truth or meaning comes into existence in and out of our engagement with the realities in our world". As such, social constructionism suggests that social actors produce social realities through social interaction (Eriksson & Kovalainen, 2016). As this research is focused on understanding the shared perceptions of stakeholders within their perceived reality and how they make sense of that reality, a social constructionist approach was adopted. Understanding the perceptions, experiences, actions and behaviours of multiple stakeholders requires an understanding of the interactions between them, the language used, the culture that exists and how it is understood by each of them. A social constructionist epistemological approach allows the research to capture the shared perceptions and multiple perceived realities that are constructed within the organisation.

Specifically, meaning and knowledge are constructed through peoples' interactions with but not necessarily compliance to the rules, conventions and cultures that govern behaviour. Fish (1990 cited in Crotty, 1998:53) suggests that there are "…sources of interpretive strategies" used to construct meaning in which people are already embedded in and that precede them, and these interpretative strategies can be both a source of, and a result of, peoples' constructions of meaning. These sources of interpretative strategies are significant in this research as they firstly provide an understanding of the intended policies, procedures, actions and behaviours the organisation expects to be implemented. In order to explore both the intended and actual practices and experiences within this research, these intended interpretative strategies need to be considered. Secondly, along with the intended

interpretative strategies, other interpretative strategies, such as past experiences, formal and informal interactions with employees and managers, and the organisational culture and subcultures, guide and inform the participants' perceptions of the organisational processes and their behaviours and actions. Exploring the meanings participants have constructed based on these interpretative strategies thus provides a more in-depth, comprehensive understanding of the participants' perceptions of HR, CSR and organisational culture. As such, a social constructionist perspective was integral to achieving the aims of the research.

3.2.2   Qualitative Research

In addition, as the research sought to explore employees' and line managers' understandings and perceptions of HRM, CSR, and organisational culture within the organisational setting, a qualitative research approach, one that was focused on understanding how people make sense of their world and the experiences they have in the world (Merriam & Tisdell, 2016), was adopted. The emphasis in qualitative research is the "…socially constructed nature of reality, the intimate relationship between the researcher and what is studied, and the situational constraints that shape inquiry" (Denzin and Lincoln, 2011:8). It is particularly relevant for research that is exploratory where prior insights are lacking, and is suggested to be most appropriate for understanding and explaining the process, rather than the outcome or product (Eriksson & Kovalainen, 2016; Merriam & Tisdell, 2016). Qualitative research seeks to address questions that focus on how social experience is created and how experiences are interpreted (Denzin & Lincoln, 2011; Merriam & Tisdell, 2016). This research aimed to explore how CSR policy and initiatives influence HR practices and experiences from the perspectives of those who are interpreting and experiencing those practices, thus understanding how social reality is socially constructed. It also sought to analyse not only the intended HR and CSR policies and practices but also the processes involved in how these practices are actually enacted by line managers and experienced by employees of different departments within a bounded organisational setting. As such, a qualitative case study approach was adopted as the appropriate research approach and strategy within the social constructionist epistemology.

3.2.3   Case Study Research

Qualitative case study research is an "approach in which the investigator explores a bounded system (a case) or multiple bounded systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information, and reports a case description and case-based themes" (Creswell, 2013:97 cited in Merriam & Tisdell, 2016:40). The focus is on

the activities, features, and proposes, or as Stake (2005:444) suggests the "working parts and purposes" within that bounded system, although some outside features are significant as context. It is focused on emphasising interpretation and understanding, as well as the elaboration of cultural meanings and sense-making processes in specific contexts (Eriksson & Kovalainen, 2016; Stake, 2005). This was particularly relevant to this research as the aim was to explore and interpret multiple stakeholders' perceptions and experiences of the implementation of CSR initiatives and HR's role in those initiatives within a single cement plant. This exploration required an in-depth analysis of both the intended and actual practices using multiple perspectives and multiple sources of data as a means of achieving a more realistic interpretation of this process. Furthermore, the case study is most appropriate for how, who or why research questions that focus on contemporary sets of events over which the researcher has little or no control (Farquhar, 2012; Yin, 2009), as is the case in this study. They allow researchers to retain the "holistic nature and meaningful characteristics" of a real-life event by providing an in-depth understanding of complex phenomena, situated in its real-life context (Yin, 2009:4).

Case studies are particularly suited to situations in which it is unfeasible to separate the phenomenon's variables from its context (Merriam & Tisdell, 2016:39). Understanding the implementation process of both HR and CSR necessitates an understanding of the organisational context in which this process occurs; it is not possible to understand one without the other. Hence, the importance of a case study approach that captures, rather than by-passes, the complexities of the situations or phenomena under study. As Stake (2005:449) articulates, "the case to be studied is a complex entity located in a milieu or situation embedded in a number of contexts or backgrounds. Historical context is almost always of interest, but so are cultural and physical contexts". Additionally, Eriksson and Kovalainen (2008:117) state that "…case study research is presented as a research strategy when addressing complex organisational, managerial, and other business issues, which are considered difficult to study with quantitative methodologies". They further suggest that the benefit of case study research in business is their ability to "…present complex and hard to grasp business issues in an accessible, vivid, personal and down-to-earth format" (Eriksson & Kovalainen, 2008:116). As such, a qualitative case study approach was deemed to be the right approach for this study. A significant benefit of a case study is that it can and often does utilise a variety of research methods and techniques, including interviews, documents, questionnaires, observation, and company records, to gain a thorough understanding of the object of analysis (Kelly, 1999; Kitay & Callus, 1998; Merriam & Tisdell, 2016; Yin, 2009). This

also ensures that triangulation occurs, which is essential in case studies, as it allows the researcher to address a broader range of behaviours and issues, as well as develop converging lines of inquiry and credibility (Farquhar, 2012; Stake, 2005; Yin, 2009).

3.2.4 Systematic Combining

In an effort to respond to criticisms of, and to legitimise qualitative case studies in business research, prominent researchers, such as Yin (2003, 2009) and Eisenhardt (1989), have presented techniques and approaches for undertaking case study research. However, these approaches, while emphasised in many research methods texts as being 'the' case study approach, are positivist in nature and focused on multi-case, linear, replication logic. Systematic combining (Dubois & Gadde, 2002, 2014) on the other hand, represents an alternative approach to case study research that is much more suited to the social constructionist epistemology adopted in this research. Systematic combining is an abductive approach where "theoretical framework, empirical fieldwork, and case analysis evolve simultaneously" (Dubois & Gadde, 2002:554). The intention is to be constantly moving back and forth between research activities, and between empirical observation and literature. This movement is suggested to expand the understanding of the framework, literature and empirical phenomena. It specifically emphasises the interaction between the phenomenon and its context, highlighting the importance of the 'rich background' of the case, and the ability of the single case to delve deeper into that interaction to achieve a more meaningful understanding of the phenomenon. Dubois and Gadde (2002:555) argue against the 'preferred' multi-case linear design, stating that "when the problem is directed toward analysis of a number of interdependent variables in complex structures the natural choice would be to go deeper into one case instead of increasing the number of cases". This research adopted a single case, systematic combining approach, as a deeper exploration of the processes and experiences of HR and CSR within the organisational context was essential.

3.2.5 HRM and CSR Research Methodologies

Social Constructionism, HRM and CSR

In the way that managerialist perspectives dominate the focus of HRM research (see Section 1.1), it is argued that positivist ontological assumptions dominate HRM scholarship (Darcy, Hill, McCabe & McGovern, 2014; Francis, 2003a; McGuire et al., 2001; McKenna, Singh & Richardson, 2008). Early HRM research, in striving for legitimacy, emphasised 'good science' by replicating the study of the natural and physical world, with strong emphasis on the idea that HRM could be studied through hypothesis development and testing as in the natural

sciences (McKenna et al., 2008). In addition, the pressure to publish 'proper science', the restricted nature of what is acceptable, and even a reliance on (to use a social constructionist term) 'the way things are' had cemented the HRM field in the domain of positivism. It is further suggested that while the field of HRM has evolved, the overall approach to conducting empirical study has remained relatively consistent in its positivist paradigm.

There is, however, a growing contention that the dominance of a positivist approach is stifling innovation and advancement in HRM research, and emphasises prescription and best-practice from a management perspective, essentially ignoring context and minimising the role of stakeholders and their perceptions, actions and behaviours (Francis, 2003a; McGuire et al., 2001). It is also suggested that positivist accounts treat the organisation as a concrete entity with HRM practices emphasised as being easily definable and measurable, thus limiting understanding and depth in HRM research (Darcy et al., 2014; Francis, 2003a). As a result, it is emphasised that HRM scholarship needs to re-examine these positivist assumptions. McKenna et al. (2008) therefore argue for a more "composite and ultimately richer and more valuable body of HRM scholarship" (p.129) that goes beyond positivism as the dominant paradigm. They suggest that while the positivist approach has made valuable prescriptive contributions, a deeper, more complex understanding of HRM theory and practice, achieved through interpretivist approaches such as constructionism is needed to provide a richer body of knowledge.

In saying this, social constructionism has formed the foundation of a number of HRM studies, and while they are not common, this approach has been used successfully. For example, Širca, Babnik and Breznik (2013) take a social constructionist approach to their consideration of employee perceptions and attitudes of HRM and the HRM climate, suggesting that social constructionism gives new meaning to understanding the role of such perceptions in the HRM-performance relationship. Shields and Grant (2010) adopt a social constructionist approach in their discussion of HRM, commodification and labour objectification, arguing that it provides a means of illuminating and interpreting the deeper aspects of continuity and change. Pučėtaitė and Lämsä (2008) discuss the role of work ethic in developing trust in organisations, and the use of people management practices to facilitate this. Their theoretical contribution is based on the idea that the 'socialization process' as a concept of social constructionism can be used to change attitudes and behaviours in relation to work ethic, thus increasing trust. Francis (2003b), in her analysis of the dynamics of team-based change within a single case study organisation, applied a social constructionist approach as a means of capturing the contradictions and tensions that influence relations across different

levels and functions of management. Castaneda and Toulson (2013), in their consideration of HRM, organisational culture and knowledge sharing, conclude that further research into the mediating role of organisational culture should be undertaken from a social constructionist approach to fully realise its complexity and influence on trust and knowledge sharing.

In addition, social constructionism has also been adopted successfully in a number of CSR studies. Bartlett, Tywoniak and Hatcher (2007), in their longitudinal case study of CSR in the Australian banking industry, investigate how processes of social construction lead to change in professional practices, and how professional practices are mobilized as resources for institutional change in the context of the debate about CSR in the Australian banking industry. Schultz and Wehmeier (2010), in their analysis of why and how organisations institutionalise CSR and the development of a framework incorporating CSR within corporate communication, advocate for the use of social constructionism in CSR research as a means of developing a less normative, more realistic understanding of CSR communication. Coupland (2005) examines how the rhetoric of CSR is legitimised in the context of corporate web pages. Through the use of a social constructionist approach, he argues that organisations seek to legitimise CSR through the construction of CSR discourse and language that focuses on social legitimisation, responsible legitimisation, other de-legitimisation, and context specific legitimisation.

Furthermore, Bondy, Moon and Matten (2012), in their exploration and analysis of CSR institutionalisation and the role this has on the legitimacy of CSR, suggest that as institutions are patterns of social action subject to both context and agent interpretations, a constructionist approach is necessary to explore stakeholders' interpretations of relevant values and practices. Kallio (2007:173) uses social constructionism as a means of casting light on the taboos of CSR discourse that are highly problematic in they lead to "alluring but empty rhetoric about sustainability and responsible business". It is suggested that the social construction of taboos in CSR has been overlooked in CSR research. Dahlsrud (2008), in his investigation of the confusion surrounding how CSR is, and should be, defined, uses social constructionism to study the definition of CSR as socially constructed through discourse. He concludes that successful CSR is context specific, and that the confusion is not so much about how CSR is defined, but rather how CSR is socially constructed in a specific context. He argues that the challenge for business, then, is understanding how their social construction of CSR is taken into account when business strategies are developed.

Case Study Research, HRM and CSR

Case studies are often emphasised as an appropriate research methodology in industrial relations (Kelly, 1999; Kitay & Callus, 1998; Plowman, 1999), in HRM (Ridder & Hoon, 2009; Whipp, 1998), and in CSR (Taneja, Taneja, & Gupta, 2011) as they allow the researcher to understand the dynamics and complexity of human behaviour, and to deal with values and perceptions in making sense of the subjective elements of social and economic life. Current HR literature suggests that broader, more qualitative methods that utilise multiple sources are needed in the study of HR phenomenon (Becker & Gerhart, 1996; Boselie et al., 2005; Purcell et al., 2009; Truss, 2001). While more recently, the need for in-depth case study research into the limited understanding of functioning of HRM, particularly into the processes of HRM and the perceptions of employees, has been recognised (Piening et al., 2014; Woodrow & Guest, 2014).

It is argued that limitations of existing studies include a reliance on quantitative analysis of survey data (Purcell et al., 2009; Truss, 2001), and a reliance on single respondents, usually senior HR managers (Nishii & Wright, 2008; Purcell et al., 2009; Wall & Wood, 2005). This is problematic as human dynamics are not necessarily adequately captured by quantitative analysis, and single respondents usually have incomplete knowledge of how HR practices are translated into actual practices. The abductive case study approach overcame these limitations as it allowed the researcher to understand the values and perceptions of the subjective elements of social life, while also providing the benefits of utilising a variety of research methods and flexibility in the research process. For example, the use of in-depth interviews with multiple stakeholders compared to organisational documentation provided the depth needed to explore the organisational culture at CementCo. Additionally, findings related to the presence of multiple subcultures emerged out of this in-depth exploration and flexibility.

Furthermore, as demonstrated, the trend in HRM has been to analyse HR from the perspective of the HR manager or similar, with a focus on intended practices. Much of the HRM research is founded on the assumption that HR practices are implemented as intended, and that simply having suitable HR policies means that they will be implemented effectively and will generate the intended results (Bos-Nehles et al., 2013; Kehoe & Wright, 2013; Purcell et al., 2009). However, the effectiveness of HRM is dependent on more than just well-designed practices; the quality of the implementation and the context in which these practices are applied plays a vital role (Bos-Nehles et al., 2013; Boselie et al., 2005). In contrast, the aim of this study was to consider HR practices from the perspectives of line

management and employees, as well as the HR manager and senior management, as a way to develop a deeper understanding of what actually occurs within the organisation. This is an area that is often neglected in empirical studies (Boselie et al., 2005; Legge, 2005; Piening et al., 2014 Purcell et al., 2009; Truss, 2001; Wright & Nishii, 2013), thus an exploratory approach was adopted. As Farquhar (2012:6) states, case study research is concerned with "studying the phenomenon in context, so that the findings generate insight into how the phenomenon actually occurs within a given situation".

In current CSR literature it is suggested that there is greater emphasis on quantitative rather than qualitative research, with Lockett, Moon, and Visser (2006:132) claiming that non-normative management-related CSR research is 'overwhelmingly quantitative'. While Taneja, et al. (2011) found despite calls for more qualitative research, quantitative CSR research is continuing to increase in popularity. Their research also revealed that in the limited qualitative CSR research, the most prevalent research design is the analysis of secondary database sources, particularly published financial and non-financial records. Indeed, it is suggested that the majority of CSR research has its focus on financial impacts or outcomes related to CSR implementation (Crowther & Capaldi, 2008). Crowther and Capaldi (2008) further suggest that there is a lack of consensus on how CSR should be operationalised and implemented, and that more research is needed. Additionally, it is put forward in some of the literature that more research considering CSR internally (Senasu & Virakul, 2015), from a micro-level (El Akremi et al., 2015; Morgeson et al., 2013) or from an employee perspective (Lee et al., 2015; Low & Ong, 2015) is required. Overall, this suggests a need for more in-depth research considering both HR and CSR policy and implementation from multiple stakeholder perspectives.

The systematic combining approach has been utilised in a significant number of studies, including those requiring an understanding of stakeholder perceptions, such as management or employees, or when multiple stakeholders' perceptions are required (Munksgaard, 2010; Nordin & Ravald, 2016; Öberg, 2016; Svensson et al., 2016; Swiatczak, Morner, & Finkbeiner, 2015). This approach has also been employed in CSR and sustainability research (Huemer, 2010; Spena & De Chiara, 2012; Upstill-Goddard, Glass, Dainty, & Nicholson, 2016) and HR-related research (Raja, Green, Leiringer, Dainty, & Johnstone, 2013; Welch & Welch, 2012). As noted, the interaction between HR and CSR is a topic that has received little attention in previous research, and understanding this topic from the perspectives of those internal stakeholders who are enacting and experiencing them has received even less consideration. Given that this research aimed to explore the influence of CSR policy and initiatives on HR

practices and experiences in an organisational setting utilising multiple perspectives, a systematic combining approach that provides a broader understanding of the dynamics and complexity of human behaviour was beneficial. Furthermore, to gain that deeper level of analysis, an understanding of stakeholder perspectives was paramount in this research, and the ability to go back and forth between the different stakeholder groups to get a better understanding of intended-actual gap was a key requirement. Thus a non-positivist and non-linear case study approach was determined to be most appropriate in this research.

3.3   Introducing the Researcher

Within qualitative case study research, there is a focus on contextualisation, thick description and interpretation (Eriksson & Kovalainen, 2016; Farquhar, 2012; Merriam & Tisdell, 2016). As such, it is nearly impossible to separate the researcher from the research. The researcher is an interpreter who both constructs and analyses the case, focusing on perspectives, experiences, interactions and sense-making processes of the participants. Thus a distinguishing characteristic of qualitative case study research is the interaction between the researcher and object of investigation, as it is only through this interaction that deeper meaning can be uncovered (Farquhar, 2012). Furthermore, the researcher is the primary instrument for data collection and analysis, and is therefore not a detached observer, but rather an active collaborator in the construction of meaning and interpretation of the phenomena under investigation (Farquhar, 2012). The researcher and participants therefore jointly construct findings through their interaction and interpretation. As Denzin and Lincoln (2011:12) write, "there are no objective observations, only observations socially situated in the worlds of – and between – the observer and the observed". Thus it is important to include the researcher's own story, as it inevitably influence the research process and findings.

In this section I'd like to tell you why I chose this topic. I'd also like to tell you a bit about me and my motivation.

Why I chose this topic…

> *"Oh, you're one of 'them'".*

This is the sentence that made me want to understand the workplace from a different perspective; that made me want to understand HR from a different perspective. Let me explain…

I come from a 'blue collar' family. I am the first in my family to go to university, the first to do Honours and by far the first to do a PhD. Well actually I'm the first to even graduate from High School. My family are a typical 'country' family. Farmers, truck drivers, factory workers, all with the attitude that you work hard, with an emphasis on working with your hands,

management are bad and you should be part of the union. I grew up with this, and I was always a little different. A 'bookworm', the 'quite one', certainly not afraid of getting my hands dirty – grew up with 3 boys so I can hold my own, but different. In fact, when I met my husbands' uncle, the first thing he said to me was 'so you're the academic type'. Just about all of our family friends and workmates had similar backgrounds, and similar opinions.

So whenever I'm asked by those family friends and workmates what I do, and I tell them I'm studying HR, their response is always 'oh, you're one of 'them''. Some look at me with pity, some with a questioning look of why would I want to do for, and some even with a look that says 'oh yeah, I knew she'd end up like this'. Those that are a little bit more vocal on the subject would go on about how 'those types of people' come into the workplace, thinking they know everything cause they've read a textbook and try to tell you how to do the job you've been doing for 20 years', of course they justify it by saying 'not you of course'. These opinions always fascinated me. After studying HR and people management, and seeing the focus on the management perspective and very little from the other side, made me wonder about this. Most of the topics and research I studied throughout my degree told me that if an organisation had a HR strategy in place then the workforce would be more motivated and happier and performance would increase. This, of course, is the simplified version, but that's main idea. The research and teaching was predominantly normative and it was focused on what an organisation should do to increase performance.

The problem is that this version of HR really conflicted with my background and those opinions. I didn't really understand it until I started doing my research and started teaching HR, but I was always interested in understanding why there was such variation in these perspectives. So for me, this is where the interest in understanding the implementation process comes from. This is why I am interested in the perspectives of employees and line managers, and not just HR or senior managers. Because I understand the other side, I've grown up with and live with the kind of people who experience these practices and have a different perspective. A perspective that I feel is just as relevant and just as important.

A bit about me…

When I started this journey, I didn't know what I wanted to do. I had completed my undergraduate degree in Human Resources and Organisational Development with a GPA of 5.95 and was told I should do Honours. It seemed like a natural progression, so why not? Half way through, I took a leave of absence to focus on trying for a baby (we had been 'trying' for a while with no luck) and to figure out what I wanted to do with my life. After another year of no luck we decided we were probably not going to be parents so we needed to get on with our lives. And it turned out I missed studying and my research, so I completed my Honours project – with first class Honours. This led to a PhD scholarship and the beginning of this journey. About a year into my PhD, I fell pregnant and then had a miscarriage at six weeks. Six months later, same again. Another six months, I'm pregnant again, and nine months later I'm holding my beautiful little boy that I never thought I'd have.

I'm telling you this because this has been the biggest influence on me and my research. When I started this journey I was doing a PhD because it was the next step, because people told me I could, and because I felt like I was good at it. I had never planned to do a PhD. In fact before my best friend started hers, I had never even heard of it. As I am the first in my family to go to university, I had never considered an academic career path at all. But as it turns out, I'm good at it. And I like it…most of the time. But as I was saying, at the start of my journey my motivation was to do my PhD because I could, and because I should.

After my son was born, my whole world shifted in more ways than I could have imagined. My priorities shifted, naturally, and he comes before anything. This had a significant influence on this research.

*I came to the realisation that I don't **need** to do this. I felt like if the pressure to complete it became too much I can just stop. If trying to complete my thesis negatively affected my role as a mum, I would stop. I realised that I was no longer doing this thesis because I had to and because people expected me to; I was doing it because I wanted to, because I enjoyed it, because it was something for me, and because it was something my son could be proud of. This changed how I felt about my research too. I decided to focus on what I found interesting regardless of what I perceived other people expected me to do. If I found something interesting, I'd follow it, I'd see where it went, and if it was relevant I'd put it in. I never would have done that before. I would have been too worried that it was wrong and I would have never trusted my own judgement.*

Now, I feel like this is my research, this is where I see it going so this is where it's going. I've stopped worrying should I say this, does this 'fit' with the discipline? Is this wrong? What will people think if I say that? I've let the research guide me and, well, it's broadened my focus and, really, clarified for me what I'm interested in. I can now say this research, my research, is about exploring an organisation, its processes for organising work and managing people, and most importantly, exploring the perceptions of those who actually implement and experience these processes.

As I sit here writing this, nearing the end of this journey, its 6.43am and the house is quite. I have the baby monitor next to me and my little man just giggled in his sleep. He is my motivation, he is my inspiration, and he is everything. Without him, this thesis would not be what it is today.

3.4 Participant Recruitment

In qualitative case study research, the aim is to have access to in-depth data which enables comprehensive and extensive analysis, therefore identifying the 'case' and participants generally needs to be purposeful rather than representative and random (Eriksson & Kovalainen, 2016; Merriam & Tisdell, 2016). This research used purposive sampling to ensure the organisation and participants were chosen for characteristics that enable detailed exploration and understanding of the central themes being analysed (O'Leary, 2010; Ritchie & Lewis, 2003).

3.4.1 Purposive Sampling

Purposive sampling involves selecting information-rich cases and participants that provide the researcher with in-depth information relevant to the purpose of the research (Patton, 2002, 2015). This entails selecting the cases and participants according to pre-established criteria (Farquhar, 2012; Merriam & Tisdell, 2016). As such, this research required two levels

of recruitment and purposive sampling, the case organisation and then the participants within the case organisation.

Selecting the Case Organisation

The case organisation used in this research was also used in the researcher's Honours project in 2011 (see Appendix 1 for a summary of the research). The criteria for selecting the case organisation in this research required the organisation to have well-documented 'intended' commitment to CSR, a HR department or HR manager, and multiple hierarchical levels, including senior managers, line managers and employees. Other considerations included location of the organisation and gaining access. While, the case organisation originally selected for the honours research was based on similar criteria, the criteria and the organisation needed to be re-evaluated to ensure it still fulfilled the requirements of this research.

A main aim of the research was to understand the role of CSR policy and initiatives within the organisation and how it influences HR practices and experiences, therefore the case organisation needed to demonstrate an intended commitment to CSR. The case organisation's parent company, BuildingCo, demonstrated a commitment to CSR, as evidenced by their websites, annual reports, and other related data. The documentation suggests that CSR is built into the organisation's values and philosophy, integrated into their strategic goals, and is supported by the organisational culture. Furthermore, being in the cement industry, an industry considered to be controversial in relation to its social and environmental issues, there is significant pressure for organisations to demonstrate not only a commitment to environmental responsibility, but to all CSR factors. As such, organisations within this industry tend to publically demonstrate commitment to all aspects of CSR, and this organisation is no different. BuildingCo also has a HR department and has multiple hierarchical levels, including line managers, which was a requirement of the research in relation to evaluating the role of HR and devolvement strategies within the organisation.

Other considerations in relation to case selection included the location of the organisation and gaining access. In regards to location, it was important that the organisation was located close to the researcher as in-depth case study research requires spending a significant amount of time in the organisation. This is significant as data is collected from people and organisations in their real-life context, and therefore the researcher may not have, and indeed does not seek, control over the data collection environment (Yin, 2009). Interviewing usually involves catering to the interviewee's schedule and availability, and the scheduling of

data collection activities needs to provide for unanticipated events, such as changes in the availability of interviewees. CementCo is located close to the researchers, and thus made the interviewing process and re-scheduling of interviews easier.

Gaining access to the organisation was also an important consideration. While this organisation was previously used in the previous Honours project, the majority of managers used as contacts and/or interviewees no longer worked for the organisation or at least not in this particular plant. This meant that initial contact with the organisation was through a new Works Manager who had not been involved in the previous project. Therefore, to gain current access to the organisation, the researcher sent an initial email to the Works Manager introducing the research, explaining her relationship with the organisation, and its role in the previous project. The email also asked for permission to undertake the research in the cement plant and included a detailed 'access pack'. Farquhar (2012:51) suggests presenting an 'access pack' or document to the prospective case organisation that details the purpose of the study, any potential relevance and benefits to the organisation, the time and resources required, as well as details regarding the researchers and their organisation, ethics approvals and protocols, and contact information, to demonstrate the researcher's commitment to the study. The 'access pack' included an Introductory Letter (Appendix 2), Honours Research Summary (Appendix 1), Participant Information Sheet (Appendix 3), and Participant Consent Form (Appendix 4).

Selecting the Participants

Participants in this research were also selected using purposive sampling. The research aims were to explore the perceptions and experiences of employees and line managers in relation to their knowledge of CSR, HR and organisational culture. Therefore, interviews with employees and line managers were required. It was also necessary for participants to have experience in the organisation in order to factually comment on work processes and the organisational culture within the workplace; thus participants were required to have been employed for at least one year. While it was beneficial that participants had an understanding of either HR and/or CSR, it was not a requirement as the lack of understanding or awareness of these concepts is in itself a significant finding when considering the relationship between intended and actual practices. Additionally, the research aimed to compare these perceptions and experiences with the intended policies and practices, therefore this research also required data from senior managers and a HR representative. Again, participants were required to have been employed for at least one year. Furthermore, the analysis of the organisational subcultures required participants from the three different departments within

the cement plant in order to deepen the understanding of the organisational culture and the role of subcultures. Therefore, participants were selected from within each department. Finally this research took place in an organisation that is unionised and as such interviews with internal union representatives were required for their perceptions on CSR and HR within the organisation.

This research initially used key informants who had knowledge and a willingness to provide information on HR and CSR as it applies to their organisation (Marshall, 1996; Tremblay, 1957). As a result of the previous Honours project, the researcher had a number of key informants within the organisation who were either willing to participate or willing to identify further potential participants. Additionally, as a result of the initial contact, the Works Manager also became a key informant for the research. Snowball sampling was then used to identify further participants. Snowball sampling occurs when potential participants are identified by people 'who know others who are appropriate for being able to provide the desired information' (Farquhar, 2012:75), and is used to find 'hidden' participants not easily accessible to researchers through other sampling techniques (Eriksson & Kovalainen, 2016; Patton, 2002). For instance, the Works Manager set up an interview with the Financial Manager, suggesting that he may have an "alternative view of that may be of use to the research"[1]. While it was not the plan to interview the Financial Manager, he did provide some useful information and another perspective adding to the depth of the research. Those initially identified as potential key informants were sent an email detailing the research and inviting them to participant. Attached to the email were the Participant Information Sheet and the Participant Consent Form. Participants were encouraged to forward the email or share any details about the research with any other peers they believed had relevant knowledge, experience or interest in the study.

3.4.2   The Participants

There were 29 participants who took part in this study. The participants included seven senior managers, six line managers, 12 employees, three union representatives, and an EO/OHS Officer. The participants detailed are summarised in the table below, including their pseudonym, their department or for senior management their position, and their length of service at CementCo.

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[1] Senior Manager 1

Pseudonym	Department/Position	Length of Service
Senior Manager 1	Works Manager	4 years
Senior Manager 2	Finance Manager	2 years
Senior Manager 3	Continuous Improvement Officer	5 years
Senior Manager 4	Production	13 years
Senior Manager 5	Packaging	3 ½ years
Senior Manager 6	Packaging	3 years
Senior Manager 7	Mechanical	5 years
EO/OHS Officer	CementCo	6 ½ years
Line Manager 1	Production	24 years
Line Manager 2	Production	21 years
Line Manager 3	Packaging	3 years
Line Manager 4	Packaging	22 years
Line Manager 5	Mechanical	5 years
Line Manager 6	Mechanical	4 years
Employee 1	Production	15 years
Employee 2	Production	24 years
Employee 3	Production	10 ½ years
Employee 4	Production	20 years
Employee 5	Packaging	26 years
Employee 6	Packaging	27 years
Employee 7	Packaging	21 years
Employee 8	Packaging	15 years
Employee 9	Mechanical	12 years
Employee 10	Mechanical	8 years
Employee 11	Mechanical	18 years
Employee 12	Mechanical	14 years
Union Delegate 1	Production	25 years
Union Delegate 2	Packaging	10 years
Union Delegate 3	Mechanical	12 years

Table 1: Participant Details

Senior management are those in upper management positions, including the Works Manager who is responsible for the entire plant. The finance manager works alongside the senior managers, and is responsible for financial analysis, budget management, cost reduction, and results and outcomes improvement. The continuous improvement officer is involved in the management, review and refinement of the organisational processes. While she is not a part of the HR team, she does have a role in managing, reviewing and refining the HR processes, and thus a clear understanding of the HR strategy and intentions. Senior managers 4 to 7 are each responsible for all aspects of the operation of their department, and the management of line managers within that department. Six out the seven senior managers interviewed were employed after the organisational changes occurred, and are thus intended to be proficient in best practice and BuildingCo's priorities.

The Equal Opportunity/Occupational Health and Safety (EO/OHS) Officer describes her position as "vague and changing"[2]. She stated that while her title specifies equal opportunity and OHS, and she is responsible for these, she is also involved in other aspects of the organisation, "really whatever senior management need me to do"[3]. She is not a senior manager, however she does work alongside them in what she stated was meant to be an administrative role. She started just prior to the organisational changes and her role has evolved as the new changes have come in. She explained that she has a good understanding of the intended organisational and HR strategies and practices because she has had to work with senior management during the introduction of these new strategies. Her position does have some responsibility for HR-related processes and practices, however, she is not directly involved with the HR team nor is she a HR contact for employees or line management.

Line managers are those directly responsible for managing the employees. Their responsibilities include the organisation and scheduling of work activities, and broader HR and CSR responsibilities. Two line managers from each department were interviewed to ensure a representative understanding of the organisation was achieved. In addition, two of the six line managers interviewed were externally-recruited, and while this was not intentional, it did provide valuable insights in the line management role[4]. The employee participants were also representative of the departments in CementCo, with four participants from each department interviewed. Interviews were also conducted with the three union delegates at CementCo. They are the first point of contact for union members

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[2] EO/OHS Officer
[3] EO/OHS Officer
[4] See Section 6.3.2

within each department, and as one delegate explained, their main responsibility is to be "a voice for the men" with senior management because "it's daunting for them to talk to senior management"[5].

It was the intention of the research to interview one or more HR and/or CSR managers or representatives from BuildingCo, however, they not available for interviewing. While their perspective would have added knowledge to the intended practices and processes content, they were not crucial to this research. As this research was focused on the exploring the actual processes and practices that are perceived and experienced within CementCo, the employee and line management perspectives were more important. Furthermore, BuildingCo has extensive documentation on their intended strategies, policies and practices, as well as the justification for these intentions. Senior management also had considerable knowledge consistent with the organisational documentation. The continuous improvement officer and EO/OHS officer both had good understanding of the HR and CSR strategies and processes, and were able to verify and expand on the data as needed. As such, a clear and in-depth understanding of the intended practices was still able to be achieved.

3.5   Data Collection and Data Analysis

As this research adopted a systematic combining approach (Dubois & Gadde, 2014, 2002), there was frequent overlap of the data collection and data analysis stages. Dubois and Gadde (2002) suggest that the intertwined case study research process of utilising in-depth insights of empirical phenomena and their contexts offers numerous benefits that are often overlooked in research methodology texts. They emphasis the intertwined nature of the different activities in the research process and the constant 'back and forth' between research activities expands the in-depth understanding of both the empirical data and the literature. Thus, the data collection and data analysis 'stages' occurred simultaneously in this research.

3.5.1 The Systemic Combining Approach

Within the systematic combining approach the authors suggest starting with a preliminary analytical framework that is developed over time based on what is discovered in the empirical fieldwork, and the analysis and interpretation, stating that the 'evolving framework' directs the search for empirical data (Dubois & Gadde, 2014, 2002). Identification

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[5] Union Delegate 3

of unanticipated issues or insights during collection and analysis can bring about further need to redirect the current framework through expansion or alteration. This continual process involves what the authors call 'matching' and 'direction and redirection'. Essentially, matching refers to going back and forth between the framework, data sources and analysis (Dubois & Gadde, 2014, 2002). The emphasis is on not trying to 'fit' the data to the preconceived or pre-existent themes and framework. Rather, the themes and framework should be developed as the data is collected and analysed. This matching process has no set pattern and can move the research in various directions as there is no one single way of matching. Direction and redirection, they suggest, is key for achieving matching. It is related to the impact of multiple sources of data and methods of data collection, and while many authors emphasis triangulation, in systematic combining the emphasis is different. Multiple sources can reveal unknown aspects, or new dimensions or insights, which may result in the redirection of the research. Thus data collection activities that focus on searching for information related to the current framework must be complemented by efforts aimed at discovery.

In addition, Dubois and Gadde (2002) emphasise the need for abductive research, stating that it is useful when the objective is to discover new things, such as in this exploratory study. The systematic combining approach is more inductive than deductive in that it is concerned with the generation of new concepts and theoretical models, instead of confirmation of existing theory. However, the emphasis is on theory development, not theory generation. It is built on refining existing theories and literature rather than inventing new theories, though this is a possibility. In research utilising an abductive approach, the initial framework is successively modified as a result of unanticipated empirical insights as well as theoretical insights gained throughout the process. Thus the role of the evolving framework is of utmost importance. Furthermore, the role played by theory and literature in this process is important as the researcher should not be unnecessarily constrained by previously developed theory. Instead researchers should begin the research process with some background, but a complete review of literature need not be done prior to data collection and analysis, and in fact this may reduce the effectiveness of this process. Furthermore, in this approach it may not even be possible to identify all the literature relevant to the research, as the matching process should reveal aspects unknown to the researcher, and thus further reviews of literature will be required throughout the collection and analysis process. However, it must be said that such a fluid process, fraught with potential ambiguities and ambivalences, is not

necessarily in keeping with time and structure constrictions of current models of PhD research in business.

This research began with a set of 'preconceptions' based on an initial literature review and the previous honours research, primarily around the role CSR should or does play in the organisation, the influence it should or does have on HR, and the role of line managers and employees in the enacting and experiencing these initiatives. The research utilised the HR Causal Chain Model (Purcell et al., 2009) as a means of understanding the HR implementation process. Using this framework, the research aimed to understand how CSR policy and initiatives influence the HR practices and experiences. Based on the initial framework, documentary evidence was collected on the intended HR and CSR practices in the organisation and initial interviews were carried out with key informants from multiple levels of the organisation. At the same time, interviews were transcribed and preliminary analysis was conducted on both the transcripts and documents. As an initial picture emerged, a clearer understanding of HR and CSR within the specific organisational context was gained, and new insights into the intended implementation process were identified. From this, the framework evolved to include the new insights, along with the data collection process. The data collection-analysis process continued, with the data either building on the existing framework or presenting new directions of inquiry. Participants also provided further documentary evidence, which either confirmed the current data or identified new variables or relationships for further exploration. Additionally, as new insights into the phenomenon emerged, the review of literature was expanded and this was then integrated into the collection and analysis processes. New insights gained throughout this process included the role of the line manager in both HR and CSR implementation, the differences between externally recruited and internally promoted line managers' knowledge, the broader conceptions that influence employee behaviours, and the role of organisational culture and subcultures in relation to HR and CSR.

While the data collection and data analysis 'stages' occurred simultaneously in this research, for ease of explanation, procedures used to collect and analyse the abundant and rich data are described separately in the following sections.

3.6   Data Collection

The specific data collection techniques used in this research will now be discussed, followed by a discussion of the data analysis process. Case study research is characterised by multiple

data sources and data collection techniques, and typically includes both primary and secondary data (Eriksson & Kovalainen, 2016; Farquhar, 2012). Within this study, primary data was collected through in-depth interviews and unanticipated observation. Secondary data in the form of organisational documentation was also collected.

3.6.1   In-depth Interviews

Interviews for case studies, known as in-depth interviews, are often more like guided conversations, with the actual stream of questions expected to be fluid rather than rigid (Eriksson & Kovalainen, 2016; Ritchie & Lewis, 2003; Yin, 2009). They are considered a "pathway to the participants' authentic experiences…with questions or topics focused on peoples' perceptions, conceptions, understandings, viewpoints and emotions" (Eriksson & Kovalainen, 2008:79). In-depth interviews are typically characterised as having a low degree of structure, an open-ended question format, and a focus on specific situations and action sequences within the participant's context (King, 2004). This in-depth format enabled the researcher to explore all the factors involved in participant's answers, including perceptions, values, attitudes and their perceptions of social reality (Ritchie & Lewis, 2003). The aim of in-depth interviewing is to elicit data in order to achieve a holistic understanding of participants' points of view (Berry, 1999; Merriam & Tisdell, 2016; Patton, 2002). It can also be used to explore interesting areas for further investigation. This is well suited to the systematic combining approach (Dubois & Gadde, 2002) adopted in this research. As the matching process aims to draw out unanticipated insights and build upon the initial themes and framework, in-depth interviewing provides opportunities for a deeper understanding of participants' perspectives and interpretations of their social reality (King, 2004). As this research aimed to explore the participants' perceptions and experiences of HR, CSR and organisational culture, particularly those experiences of employees and line managers, qualitative in-depth interviews were deemed most appropriate.

The approaches, methods and techniques associated with in-depth interviewing are wide-ranging and diverse (Fontana & Frey, 2000; King, 2004; Merriam & Tisdell, 2016; Patton, 2015). The way in which interviews are conducted, the terminology associated with them, and the rules and procedures outlined are extensive and vary widely. However, interviews with multiple stakeholder groups do not fit neatly into one specific 'type' of in-depth interview. Instead, in this research it was found that applying general, broad approaches to the interviewing and question formation process provided the most flexibility and adaptability. Thus, in-depth interviewing in this research can be categorised into three broad

approaches, including the 'informal conversational interview', the 'guided interview', and the 'standardised open-ended interview' (Berry, 1999; Patton, 2002). The 'informal conversational interview', as the name suggests, is more of a chat than a structured interview. The majority of questions asked flow from the immediate conversation rather than the interview guide. The 'guided interview' uses a basic list of questions or topics to ensure that all relevant issues are discussed while still enabling the researcher to explore new or related topics, as well as to probe deeper into issues that participants deem important or have specific knowledge on. This approach provides the flexibility needed to reveal participants' interpretations of their social reality while still providing a level of structure. The 'standardised open-ended interview', on the other hand, involves the use of a list of carefully structured questions to guide the interview from start to finish. This approach minimises the variation in the questions posed to the participants. This more structured approach provides less flexibility, however it is still possible to probe for more in-depth information. While it was intended that all interviews would be conducted using the guided interview approach, in reality all of these approaches were utilised in this research. How and why this occurred is included in the discussion of specific participant groups below.

According to Fontana and Frey (2000), the use of language, particularly the use of specific terms, is important in the creation of a 'sharedness of meanings' in which both the researcher and participant understand the contextual nature of specific constructs. As this research aimed to explore the actual practices and experiences of HR and CSR in comparison with the intended policies and initiatives, it was essential to use the organisation-specific terms and language related to both HR and CSR. For example, the organisation identified three main aspects that represent what they consider to be key to meeting their commitment to CSR, which include 'our people', 'health, safety and environment' and 'our communities'. In order to explore the employee and line manager perceptions of their role in CSR, these areas provide an understanding of the intended CSR initiatives. Although some of these areas may not necessarily be what is traditionally regarded as CSR, they represent the initiatives that the organisation, employees and line managers consider to be CSR.

The benefits of using the organisation's version of CSR were two-fold. First it provided an understanding of whether the actual practices and experiences differed from what was intended. Second, it assisted in the evaluation of communication processes in the organisation. This is significant as the actual behaviours and experiences are a direct result of how the practices and initiatives are communicated down the line to employees. If questions were asked of participants using terms emphasised in the literature rather than

those emphasised in the organisation, the participants' responses may have been quite different. Furthermore, the systematic combining approach facilitated this, as the simultaneous back and forth between the organisational documents, participant interviews and literature ensured the researcher was familiar with the organisation-specific terms and their links to the research framework and literature (Dubois & Gadde, 2002). To ensure a clear understanding of these terms the organisational documentation was reviewed initially and the organisation-specific terms were identified, they were then clarified during initial interviews with senior management. Once this clarification occurred, the terms were then used during the subsequent interviews to ensure consistency and to determine the level of enactment and communication within the organisation.

While in-depth interviews can take a variety of forms, including individual face-to-face interviews, group interviews, open-ended questionnaires, and online or telephone interviews (Fontana & Frey, 2000), primary data for this study was attained through individual, face-to-face interviews. As noted in section 3.4.1, interviews were conducted with senior management, HR representatives, line managers, employees and union representatives. How these interviews were conducted will be discussed in the next sections. Additionally, in-depth, penetrative, exploratory data can be obtained through the use of a range of techniques (Berry, 1999; Fontana & Frey, 2000). In this research, the techniques of funnelling, recursive questioning, probing, and clarifying were utilised in research. Funnelling refers to the process of questioning from general to specific. For example, in relation to CSR, participants were initially asked "What can you tell me about CSR at CementCo?" This question was intentionally broad to firstly ascertain their level of understanding of CSR in the organisation, and secondly, to allow participants to elaborate on issues they felt were important or relevant to their work situation. Depending on participants' willingness to respond, a recursive questioning technique was also used. Recursive questioning refers to the process of asking questions based on the previous response, thus allowing the direction of the interview to be somewhat determined by the participant's interests or experience. In addition, where necessary, the researcher clarified or probed participants' statements to avoid misrepresentations (Berry, 1999) and also to explore new insights, variables or relationships, or to follow new directions of inquiry (Dubois & Gadde, 2002).

A key aspect of the research design was to explore the perspectives of multiple internal stakeholders who had a direct link with the research topic. In addition, the research aimed to consider both the intended policies and initiatives and the actual practices and experiences. To achieve this, interviews needed to be conduction with multiple stakeholder

groups. While it was intended that all interviews would be conducted using the guided interview approach (Patton, 2002), in reality only the line management interviews did, thus multiple approaches were utilised in this research. How and why this occurred is included in the discussion of specific participant groups below. The discussion will first consider the interviews with line managers, as these followed the expect path. The interviews with senior managers and interviews with employees will then follow as these differed from expectation.

Interviews with Line Managers

The 'guided interview' approach uses a pre-prepared interview guide or schedule to provide direction to the interview process. It combines structure with flexibility and contextual adaption, which allows responses to be fully explored while still providing a guide for the interview process (Farquhar, 2012; Merriam & Tisdell, 2016; O'Leary, 2010; Ritchie & Lewis, 2003). In this approach the researcher is "…free to build a conversation within a particular subject area, to word questions spontaneously, and to establish a conversational style but with a focus on a particular subject that has been predetermined" (Patton, 2002: 343). This approach is effective as it helps make interviews with multiple participants more systematic and comprehensive, while allowing the tone to remain informal and flexible (Eriksson and Kovalainen, 2008; Patton, 2002). This approach is more structured then the informal conversation, but still allows significant freedom to intensively explore within the topic or theme. The guided interview therefore enabled the researcher to cover all the necessary topics while still providing opportunities for the participants to discuss or elaborate on topics or experiences they deemed important.

The line managers' interviews followed the 'guided interview' approach as expected. The participants were willing to address the topic areas in detail, usually expanding on specific aspects most related to their roles in the organisation. Occasionally the researcher used probing techniques to draw out further explanation or to achieve a clearer understanding of relationships or interactions (Berry, 1999). Furthermore, these participants provided numerous unexpected new insights into the role of HR, CSR and organisational culture within the organisation. For example, an unanticipated key finding was that line managers' understanding of HR differed depending on whether they had been promoted from the floor or recruited externally for that position. This also emphasised the importance of collecting data at the lower hierarchical levels, as this finding would not have been exposed if data was only collected at the senior management level.

Within this approach, the interview schedule provides topics or themes related to the research aims, which enables the researcher to explore the topic or theme broadly and also provides the participant the opportunity to elaborate on aspects of the topic they deem important or relevant (Patton, 2002, 2015). The line managers' interview schedule was developed using the funnelling technique of starting broadly, and then narrowing to more specific aspects of the broad themes (Berry, 1999). The themes included HR, CSR and organisational culture, as well as their intended and actual implementation. Participants were asked generally about their understanding of HR and CSR within the organisation. Depending on the responses, the researcher used the guide to draw out more specific information. For example, if a participant's response to the general question about CSR in CementCo did not include a discussion of the three aspects CementCo considers key to meeting their CSR commitment, then follow-up questions specifically related to these three aspects were asked. Additionally, the line managers' interview schedule specifically focused on what line managers perceived to be their intended role in HR and CSR, how this was communicated to them and how they communicated this to employees, as well as drawing out information of on how they actually implemented initiatives, how they managed employees, and the challenges associated with this. Additionally, within this research new sights or themes that emerged out of the matching process (Dubois & Gadde, 2002) were added to the interview guide to confirm, expand, clarify or compare the data.

Interviews with Senior Managers

For the purpose of this section, this category of participants includes the interviews with senior management, and the HR representatives, as these participants all followed the same interview approach. As mentioned, in designing the interview process and guides, it was anticipated that all the interviews would utilise a 'guided interview' approach, however, the interviews with senior managers and HR managers more closely resembled the 'informal conversational' interview approach (Patton, 2002). This is the most open-ended approach to interviewing, and offers maximum flexibility, allowing the participant to elaborate on what they perceive to be most important or interesting. As such the majority of the questions will flow from the conversation. Typically, there is no predetermined set of questions, although there may be some basic guiding concepts or topics, and as such the conversation may move in any direction of interest that may come up (Eriksson & Kovalainen, 2008).

While the researcher began with an interview schedule, it was not often referred to during these interviews. Like with the line managers' interviews, senior managers were asked broadly about their understanding of CSR and HR, however, from there the interviews took

on a much more conversational style. This approach allowed participants to emphasise the aspects of CSR, HR and organisational culture that was most relevant to their work roles or situations. The participants typically had extensive knowledge of the intended initiatives and provided great detail as to how these initiatives should be implemented and whose responsibility they were. To ensure a broad in-depth understanding of the intended policies and initiatives was gained, the researcher used the probing technique to be certain that all the topics were covered sufficiently. This style of interviewing also allowed new insights to be gained, and many of the participants also provided documentation that related to the topics being discussed, or discussed documentation that the researcher later located. Where necessary, the researcher clarified or probed participants' statements to avoid misrepresentations (Berry, 1999) and also to explore new insights, variables or relationships, or to follow new directions of inquiry (Dubois & Gadde, 2002).

While these interviews took on a more unstructured approach, it was expected that the 'guided interview' approach be utilised. Therefore, interview schedules for senior managers, and for HR representatives, were prepared. Due to the experience gained during the Honours research project, it was expected that senior management would be more willing to provide information then other participants, and as such their interview schedules were much less detailed. Senior managements' interview schedules mainly focused on the organisations' intended policies and initiatives, and the line managers' and employees' intended roles and behaviours. Again, the interview schedule was developed using the funnelling technique of starting broadly and narrowing to more specific aspects of the broad themes (Berry, 1999; Fontana & Frey, 2000).

Interviews with Employees

The interviews with employees were intended to follow the 'guided interview' approach, and did for the most part. However, at some points the interviews more closely resembled the 'standardised open-ended interview' approach. This approach uses a highly structured list of open-ended questions to guide the interview from start to end (Patton, 2002). This approach is typically used to ensure each participant is asked the same questions and in the same sequence, and where variation needs to be minimised (Eriksson & Kovalainen, 2016; Patton, 2002). While flexibility is limited in this approach as the aim is to ensure consistency, it is still possible to probe for more in-depth information. However it was not the intention of the researcher to conduct the interviews in this manner, as allowing the participants to share their own personal experiences to develop a more in-depth understanding was essential. This resulted from many of the participants' reluctance to elaborate and the need for constant

probing and clarifying. King (2004) suggests that a difficulty in interviewing can be participants' reluctance to elaborate or even at times provide more than monosyllabic answers. They suggest reasons for this vary and can include participants' defensiveness, shyness, misunderstanding interview expectations, time restraints, or being habitually brief. Techniques, such as careful explanation of participants' requirements, emphasising confidentiality, phrasing questions in an open manner, and using pauses to elicit responses, can be used to overcome this type of difficulty. Along with a more detailed interview schedule, these techniques worked for those employees less willing to elaborate, however one participant remained relatively unresponsive throughout much of the interview.

Again, an interview schedule was prepared starting with broad general questions on CSR and HR within the organisation. This schedule was similar to the line managers' schedule in breadth, and explored employees' understandings of HR and CSR policies and practices, how these practices were communicated, the perceived importance assigned to them by the organisation and by themselves, their relationship with line managers, and the interactions between departments. After the first employee interview was conducted and it was realised that a lot more prompting was required, a more detailed interview schedule was developed. This schedule included a specific list of questions to ask the participant regarding the broader topic being explored, and depending on the depth of previous responses all or only some of the follow-up questions were asked. Again, using the funnelling technique, the employees were asked a general question about their knowledge of HR and CSR, and then depending on the depth of the response, further questions were available for prompting or clarifying.

Interview Formats

The interviews were conducted at the organisation at a time that was convenient for the participant, either in the participant's office or in an available room close to the participant's workspace. The length of each interview was approximately one hour, although this varied depending on the participant's knowledge of the issues and willingness to provide information. The research aims and objectives were carefully explained to all participants and each participant was given an opportunity to discuss the research. As a way of achieving more open and informative interviews, as well as increasing reliability and validity, participants were assured that confidentiality and anonymity would be upheld. All of the interviews were subsequently transcribed verbatim by the researcher. This allowed the researcher to maintain the familiarity with the data that was developed during the interview process. It was suggested that some of the researcher's funding be used to have the interviews transcribed; however the researcher preferred to complete this task herself as the

act of transcribing provided the researcher with not only an understanding of the data itself, but also a refreshed understanding of the tone and pace of the interview, which added a layer of depth to the analysis. Additionally, the majority of the interviews contained jargon, slang, numerous incomplete or disjointed sentences, or sentences that included more than one point, and that if transcribed by an external party may have resulted in changed or lost meaning. The familiarity of the researcher with the organisational context, documents, and participants meant the researcher was most suitable to transcribe the interviews.

3.6.2   Observation

Depending on the research objectives, observation can involve observing patterns of behaviours, actions, processes, events, or specific people. Observation is beneficial in case study research as it occurs in the setting where the phenomenon naturally take place, and can represent a firsthand encounter with the phenomenon rather than, or in addition to, a second-hand account obtained in interviews (Merriam & Tisdell, 2016). When combined with in-depth interviews and document analysis, it can provide a more holistic interpretation of the phenomenon being researched. In this research, incidental and unanticipated observation occurred. It was not intended in the research design to use observation as a significant research tool. This too emerged during the data collection stage. During the course of the interviews, the researcher had a number of opportunities to observe the workplace while it was operating, as well as some the organisational processes and procedures. On three occasions, senior management gave the researcher 'tours' of the plant. One manager took the researcher around the entire plant, pointing out different sections and machines, and the other two showed the researcher their sections or work areas, explaining processes, or pointing out things that had been discussed. In addition, some of the line managers showed the researcher their workspaces, or processes used to do their jobs. For example, the production line manager walked the researcher through running the mills on the computerised system in the control room. He highlighted how they can manage the dust levels, carbon emission levels, and other CSR-related factors using the system. This provided a more in-depth understanding of what had previously been discussed.

These observations, while minimal and incidental, offered new data that would not have been generated through the interviews alone. The observations provided a number of benefits in this research. They provided a clearer understanding of some of the processes discussed by many of the participants, including the Lean process, the links to the objectives and CSR, the visual boards used to organise work and how they linked to the objectives. They

also provided a more in-depth and representative understanding of the organisational background and context, for instance the general layout of the plant, where the different departments are located, the sheer size of the machines and buildings, and the processes for producing, bagging and distributing the cement. Additionally, the researcher got a sense of dust and noise levels that were discussed by all participants, and in one 'tour' the researcher even felt the intense heat of the kiln that many of the participants had to work near on a regular basis. Indeed, just being taken to some of the interview locations gave the researcher a clearer sense of what it felt like to work in that environment. If the interview was occurring at a location outside of the main office, the researcher was required to wear a hard hat and high visibility vest the entire time she was in the plant. These observations gave the researcher a more real-life experience and clearer understanding of the plant, as well as generating new topics or questions for further interviews, and assisting in refining some of the original topics (Dubois & Gadde, 2002).

Additionally, as the majority of the observations occurred while the interviews were being conducted, the researcher was able to ask more relevant questions, clarify details that the participant was discussing, and also ask for clarification or more information of what was being observed. This additional information provided significantly more depth and meaning, as well as new insights and areas of interest that had not been expected. Observations also occurred while waiting for the participant being interviewed to arrive that added to the background knowledge of the plant. The field notes excerpt below provides an example:

> *'Signing in' at the plant involved entering my details and the person I was meeting into a computerised system, which then printed out a label. Next to the computer there is a phone with the contact numbers of management and line managers. It is expected that 'visitors' would contact the person they were meeting themselves rather than having a receptionist do it. There is a reception window there, however, in the numerous times I was there for interviews, there was not often someone 'manning the desk'. While waiting for the interviewee, I had the opportunity to observe the reception area, the policies on display, the lack of chairs in the 'waiting area', the blandness of the offices, and the comings and goings of management and staff in the main offices. Additionally, I observed a number of other 'visitors' signing in. These appeared to be mostly contractors, all following the same procedures as me.*

These seemingly irrelevant waiting periods gave the researcher, and any other visitor, a 'first impression' of the plant. Thus the researcher's first impression was that it was masculine, somewhat unwelcoming but not uncomfortable, very work-oriented, and not a place that entertained visitors that were not there to work. This then informed my initial perceptions and expectations of the plant. Overall, observation provided a level of insight into some of

the organisational processes that occur on a daily basis that would not have been gained if the interviews had occurred off-plant or over the phone or by email.

3.6.3   Documentation

In addition to interviews, analysis of secondary organisational documentation also provided significant information. Secondary documentation refers to any type of data that has been recorded without the intervention of a researcher, and is sometimes referred to as 'naturally occurring materials' (Eriksson & Kovalainen, 2016; Silverman, 2006). It can include official data and records, organisational communication, agendas, minutes of meetings, administrative documents, websites, press releases, brochures, reports, safety records, newspaper articles, or e-mail correspondence (Farquhar, 2012; Merriam & Tisdell, 2016; O'Leary, 2010). Of significant consequence to this research were the organisation's sustainability reports, annual reports, policies, web pages, media releases and publications, as well as news articles and industry publications and websites. Documentation is important in case studies as it can be used for corroboration of other sources of evidence (Yin, 2009). Documentation can provide background information prior to and during the data collection stage, 'official' versions of data, and supplementary in-depth information (Merriam & Tisdell, 2016; O'Leary, 2010; Silverman, 2006).

Within this research, documentation was used primarily as evidence of intended policies and practices, as 'official' versions of data. The research aimed to explore not only the intended HR and CSR policies and initiatives, but also how they were actually implemented and experienced. Therefore to gain an understanding of the organisation's intended HR and CSR initiatives the research examined the formal policies, sustainability and annual reports, and webpages in order to make comparisons with the perceived experiences of employee and line manager participants. Additionally, documentation was also used as background information to assist with interviews and to build an understanding of the organisational context. This data provided a valuable source of information on the organisation's intentions related to their philosophy and strategies, HR and CSR policies, practices and initiatives, as well as providing in-depth data related to the intended organisational culture. By combining this data with the in-depth interviews with senior managers a more holistic understanding of the organisation's intentions emerged.

In addition, when utilising and analysing organisational documentation there are a number of issues that must be addressed by the researcher. Firstly, it is important to note that the documents were written for a specific purpose and audience that is not related to the

research, and thus the researcher must be critical in interpreting the data (Yin, 2009). Furthermore, the credibility of the data must be considered. Pre-existing data has the potential to be biased, it may have been produced with a particular agenda in mind, or it may be incomplete or inaccurate (Farquhar, 2012; O'Leary, 2010). This issue was not considered problematic in this research as the aim was to determine what the organisations' agenda was in relation to CSR and HR, thus it was necessary to look for documents that had been specifically produced with this agenda in mind, and overcoming issues of incomplete or inaccurate data was achieved through the analysis of multiple data sources, including analysing multiple documents on the same topic and interviewing senior management.

Another issue potentially impacting credibility is related to the researcher's own subjectivity. While the researcher is an active collaborator in the construction of meaning and interpretation of the phenomena under investigation (Eriksson & Kovalainen, 2016, 2008; Farquhar, 2012; Merriam & Tisdell, 2016), it is important that the researcher's own biases do not influence the interpretation. Techniques for overcoming this issue used in this research include verifying the data on intended policies and practices with senior managers, as well as having well-designed methods, using multiple sources of data, and triangulation of documents with other data sources (O'Leary, 2010). Additionally, the systematic combining approach of 'matching' allowed the researcher to verify and clarify the information throughout the research process (Dubois & Gadde, 2002). This meant that the researcher's interpretations could be checked and re-evaluated when needed. Furthermore, as new insights emerged, the literature related to that insight was also explored and then incorporated into further interview and document collection and analysis.

The Case Record

The raw case data consists of all the information related to the case study. In this research, the raw case data included the interview transcripts, CementCo's annual and sustainability reports, policies, company magazine editions, web pages, media releases, and background and contextual information, as well as cement industry-related documents, government documents, newspaper articles, fact sheets, and interest group documentation. A case record was used to organise all of the raw data related to the case. A case record "pulls together and organises the voluminous case data into a comprehensive, primary resource package" (Patton, 2015:537). The development and organisation of the case record involves editing the information, sorting out redundancies, and fitting together the parts either chronologically or topically. In this research, the development and organisation of the case record was a continuous process throughout the data collection and analysis period, and the

process of editing, sorting and fitting was in itself a form of analysis. The case record included mostly computerised files that were stored on the researcher's password protected computer; however, there were a few hardcopies that were organised together in a locked filing drawer of the researcher's desk.

3.7   Data Analysis

In analysing case study data the aim is to create new understandings though the exploration and interpretation of data from multiple sources (O'Leary, 2010; Yin, 2009). At its most basic, qualitative analysis transforms data into findings (Patton, 2002). It is the process of making sense out of the abundant and rich data, and is said to involve organising, consolidating, reducing and interpreting what has been said and what has been read (Merriam & Tisdell, 2016; O'Leary. 2010). Boeiji (2010) suggests that qualitative analysis involves segmenting the data into units or parts and then reassembling the data in a meaningful or comprehensive way. It is the complex process of moving back and forth between the abstract and the concrete, between inductive and deductive, and between description and interpretation. The challenge of qualitative analysis, therefore, "…lies in the making sense of massive amounts of data. This involves reducing the volume of raw information, sifting trivia from significance, identifying significant patterns, and constructing a framework for communicating the essence of what the data reveal" (Patton, 2002:432). As such, qualitative analysis is a unique, evolving process where no formula or set of rules exist; instead the many approaches, methods and techniques offer guidance and direction "…but the destination remains unique for each inquirer, known only when – and if – arrived at" (Patton, 2002:432).

3.7.1   Thematic Analysis

As this research aimed to explore both the intended HR and CSR policies and practices, and the processes involved in how these practices are enacted by line managers and experienced by employees, thematic analysis was deemed most appropriate. Thematic analysis is a process of identifying, analysing and reporting patterns, or themes, within data (Braun & Clarke, 2006; Sang & Sitko, 2014). It is focused on examining and explaining both explicit and implicit ideas within the themes, and is suggested to be most effective in capturing the complexities of meaning within the data set (Guest, MacQueen, & Namey, 2012). Gibson and Brown (2009) highlight that this process involves examining commonalities, relationships and differences across a data set, and that this will enable the data to be interpreted in a meaningful way. It is, as Boyatzis (1998) says, a way of seeing. Observation precedes

understanding, and thus 'seeing' an important moment precedes 'seeing it as something' which precedes interpretation. Thematic analysis therefore provides a guide through these three phases.

There are numerous approaches, methods, or guidelines discussed in the literature in relation to thematic analysis, and while they may differ in label, these different approaches usually involve similar 'phases' or stages. These phases include familiarisation, coding, developing themes, and interpretation. It is important to note that, while these phases did essentially occur during analysis, they did not occur in a linear manner. There was, again, a constant back and forth movement between each of the phases, between collection and the phases of analysis, and between empirical observation and engagement with the literature (Dubois & Gadde, 2014). Within this research, the analysis itself could be considered to have occurred in three fluid and overlapping stages, including the analysis of organisational documentation, the analysis of the senior management interviews and related documents, and the analysis of the line manager and employee interviews and related documents. For all stages of analysis, the methods of analysis were the same, and as such this section will initially detail the methods utilised, followed by a discussion of the actual stages of analysis and the relevant theory.

Methods of Analysis

Data analysis in this research included the analysis of interview transcripts, as well as organisational documents, web pages, media releases, news articles, and industry publications and websites. Analysis of these documents was completed using soft copies on the computer. The researcher made use of Dropbox[6] as a data storage system as it allowed management of all PhD-related documents and also easy access from any computer, while keeping the documents and thesis secure as only the researcher knew the password. In addition, backup files were saved on the researcher's password protected computer. For the analysis, Microsoft Word (Word) was predominately utilised to assist with data analysis. The data analysis tools Nvivo and Leximancer were considered as potential data analysis methods, and training seminars on both programs were undertaken to see if they would be useful in this research. In the end, the researcher decided that due to the features offered by Word (discussed below) combined with her familiarity with the program, Word best suited her analysis needs. Word contains a number of features that are particularly beneficial to

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[6] Dropbox is a secure file hosting storage service that offers cloud storage and file synchronisation. See www.dropbox.com.

qualitative data analysis, including functions such as Search, Style and Headings, Font, and Comments, as well as the Navigation Task Pane.

The use of Word allowed for easy access to the data and information through the Search function. Being able to search for specific terms and concepts made sorting the data and finding relevant information simple and effective as the Search feature highlights all entries of the term searched. Using Word for analysis also allowed the documents to be structured using the Style and Heading functions. Data could be sorted into broad themes, and then within those themes, data could be positioned under potential subthemes and codes. Broad themes were typically assigned a Level One Heading, with subthemes and codes assigned lower level headings depending on where they fit in the theme. This was particularly useful for recognising and categorising data that fit with the initial preconceptions and data that did not. In addition, new subthemes and codes could be added with ease and data could be easily moved using the Navigation Task Pane. The use of the Navigation Task Pane allowed quick access to all analysed data related to a particular code, subtheme or theme, as well as providing the researcher with a bigger picture of the overall structure and depth of each theme and subtheme. It was also essentially a visible and interactive 'list of codes'. As every document was set up like this, it made access to, and visibility of, the themes and codes simple, and also made comparisons between documents easy, ensuring consistency.

Within each theme, the use of Font features such as 'Highlighting', 'Bold', 'Italics', and 'Font Colour' were also utilised during the coding process. Within the broad themes, important quotes or information were emphasised using the Bold feature, and Highlighting and Font Colour were used to indicate patterns and identify corresponding data segments. In addition, insights and ideas were also added to specific pieces of data using the Comments feature. The Comments feature in the Review tab allowed insights, information and/or ideas to be assigned to a specific piece of data. The Comments remain with the data even when that data is 'Cut and Pasted' and Comments are also searchable using the Search feature or the review tab. The Comments feature also provided a history, as the date of each Comment is saved and new information could be added to a Comment with its date as well. This meant that as understandings of the organisation, the participants and the literature increased, new or alternative insights could be added, or links to other data sources could be included, creating a history.

Word documents were initially used to help sort the extensive data into general themes. Word documents for each of the HR Causal Chain (Purcell et al., 2009) steps - the preliminary

themes - was created. During the familiarisation and coding phases data relevant to these broad themes was entered. This was done by either 'Copying and Pasting' quotes, paragraphs or whole sections into the Word documents, or typing notes and details relating to the documents and where they might fit in the case study. As data or insights were added, they were also broadly sorted into subthemes within the main theme. This was done through the use of the Style and Heading functions which made navigation of the documents and information simple and effective. Once the initial document started to get some depth, it was broken into clearer subthemes and spread over a number of documents. This allowed for a clearer understanding of the broad theme and gave the researcher the ability to focus in on a single topic or section, while being able to simultaneously view multiple documents using dual screen monitors. Being able to view multiple documents on screen made comparisons of the data easy, facilitated note taking and also greatly assisted the writing up stage. Refinement of the data, in the developing themes and interpretation phases, was also achieved using this process, and this often overlapped with the coding phase. Once the data had been entered into the documents, the data was then reviewed, refined and when needed rearranged. Thoughts and insights were added, and depending on what was found further research of the literature or organisational documents was carried out, or interview schedules were updated. Finally, these documents were then used to assist with, or formed the basis of, the writing up stage.

Stages of Analysis

Data analysis essentially began with the analysis of organisational documentation. As stated in Section 3.5, this research started with a set of 'preconceptions' based on an initial literature review, the HR Causal Chain Model (Purcell et al., 2009) and the previous Honours research. These preconceptions were primarily around the role CSR should or does play in the organisation, the influence it should or does have on HR, and the role of line managers and employees in the enacting and experiencing these initiatives. Based on these initial preconceptions, documentary evidence on BuildingCo and CementCo's intended strategy, policies and practices was initially analysed to gain a clear understanding of both the intended CSR and HR policies and practices, and the intended implementation processes, the roles line managers are intended to play, and the expected behaviours of employees.

This initial analysis began with familiarisation of the organisational documentation. Familiarisation essentially involves the researcher immersing herself in the data to ensure a familiarity with the depth and breadth of the data (Braun & Clarke, 2012; Patton, 2002; Sang & Sitka, 2014). Immersion usually involves multiple readings of the data in an active manner,

focusing on meanings and patterns. Specifically, in this research, as the documents were collected they were initially read to determine what relevant data they contained and were then filed electronically based on how the data fit with the preconceived themes. This initial reading allowed the researcher to start to gain an understanding of the policies and intended practices, as well as identify further documents or avenues of research. Once the majority of documentary evidence had been collected, the documents were re-read multiple times. Initially, the data was sorted into three categories; HR-related data, CSR-related data, and HR- and CSR-related data.

Once the data was sorted, more refined analysis could occur. This is typically known as coding. Thematic coding involves capturing the richness of the phenomenon, through the development of a manageable classification or coding scheme (Boyatzis, 1998; Patton, 2002). Coding aims to identify features in the data that appear interesting or relevant in relation to the research objectives. They represent the broader themes and are linked to the raw data as summary markers for later analysis (Braun & Clarke, 2006; Guest et al., 2012). Coding can involve writing notes or using shorthand codes, highlighting or using colour to indicate patterns, using post-it notes to identify segments of data, or any other collating or organising technique. The codes and/or the coding system can be extensive or simplistic depending on the needs of the research and researcher. As indicated above, within this research, multiple but complementary coding techniques were used. Coding initially involved sorting the raw data into themes and subthemes using Word documents. It also involved making notations using the Comments feature and using Highlighting that linked the data to the initial themes. This initial coding provided insights into the themes and presented new avenues for engagement with the literature.

This first stage of analysis was focused on identifying BuildingCo and CementCo's intended HR and CSR practices. Thus, initial sorting and coding was focused on identifying the HR and CSR policies and practices espoused as being implemented by BuildingCo and its intended culture, as well as gaining a broader understanding of their general commitment to HRM and CSR. It also became clear at this stage that the HR and CSR policies and practices of BuildingCo were not stand-alone strategies. There is significant integration between the HR and CSR strategies and the organisational strategy, as well as the organisational values and intended culture. Thus initial coding for what would eventually be Chapter 4 began. The next step was to focus on policies and practices espoused as being specific to CementCo. Once this was achieved, the focus deepened to consider how these policies and practices are intended to be implemented and by whom. Therefore, coding related to the intended practices evolved

to include HR in BuildingCo, CSR in BuildingCo, HR in CementCo, CSR in CementCo, and the intended implementation.

As the initial themes started to expand, the analysis moved to (or overlapped with) the developing themes phase. Within this phase, the general process of identifying or developing themes is said to involve sorting the codes into potential categories, and looking for connections between concepts, words, metaphors, and individual characteristics to develop meaning from the data (O'Leary, 2010). Braun and Clarke (2006) suggest this is when consideration of the relationships between codes, between themes, and between different levels of themes (themes and sub-themes), occur. Ryan and Bernard (2000) state that themes are abstract constructs that researchers identify prior to, during and after data collection, but that researchers are more likely to generate themes from the data itself. There can be a number of stages in the theme development phase, however, this phase generally consists of identifying potential themes, and refining and reviewing themes, by considering the relationships between codes, and the significance of that relationship for the development of theoretical conceptions (Gibson & Brown, 2009; Merriam & Tisdell, 2016). It is suggested, however, that coding and theme development occur somewhat simultaneously, and that the process of coding itself is interpretative analysis of which themes emerge (Merriam & Tisdell, 2016; Ryan & Bernard, 2000).

Once initial coding occurred, and as new data, insights and ideas related to BuildingCo and CementCo's intended practices were added to the Word documents, the analysis became more refined, moving from just sorting data and categorising to sense-making and interpretation. This phase typically involved drawing out the meanings behind the data and making sense of these meanings. To gain a deeper understanding of the intended practices and their implementation, the organisations' justification for the choice of practices and their enactment was analysed. Due to the espoused integration of all organisational strategies, values and policies, this required consideration of the overall organisational strategy as well as the individual practices. There also needed to be an understanding of how these particular practices and the particular implementation strategy helped BuildingCo achieve its overall goals and strategies. This was particularly relevant as HR and CSR practices do not occur in isolation. As such, this entailed analysis of the relationships between the individual practices and their justifications, as well as the broader relationships between the themes and subthemes.

At this point, a clear understanding of the intended HR and CSR practices, and the intended culture, had been gained, with the majority of organisational data collected. Analysis of the interview data did result in unexpected findings, thus requiring the collection and analysis of additional organisational documents. However, as enough insight into the intended practices had been gained, the second stage of analysis became a priority. The second stage of analysis involved the exploration of senior management interviews and related documentation. While this stage primarily occurred after the initial analysis of the organisational documentation, it began with the refinement of the interview schedules based on the data that emerged out of the organisational documentation familiarisation and coding stages. While basic preconceptions for the interview schedules had already been set out, the preliminary analysis of the organisational documentation allowed for refinement of the schedules based on the intended HR and CSR practices identified in the data.

In this stage, conducting the interviews themselves and the process of transcription began the familiarisation phase. As well as conducting the interviews herself, the researcher also transcribed them to maintain the familiarity with the data that was developed during the interview process. Braun and Clarke (2006) suggest that the process of transcription should be considered an act of interpretation in itself, as the researcher moves beyond just writing down spoken words, to creating meaning. Coding and theme development, in this stage, was relatively easy as the themes and codes identified in the first stage were nearly the same for this stage. Thus coding here became an act of confirming what had emerged out of the organisational documentation, while looking for any contradictions or differences from the senior management perspective, or any new information on the intended practices or their implementation. The senior management interviews provided a clearer understanding of the specific intended practices of CementCo and their intended implementation. As the majority of the senior managers were new to CementCo, brought in for their familiarity with the BuildingCo strategic direction and best practice, there was very little contradiction with the intended practices espoused by BuildingCo.

Once the data from the organisational documents and the senior management interviews had been sorted into themes and subthemes, the interpretations and meanings drawn out, and connections between subthemes made, the analysis became more theoretical. Merriam and Tisdell (2016) emphasis that understanding and interpreting each individual theme does not 'tell the whole story', that there is more to be understood about the phenomenon. This then involves linking conceptual elements together in a meaningful way by considering the relationships between themes. Or, as Sang and Sitko (2014) state, this involves considering

how the themes fit in the overall argument. Merriam and Tisdell (2016) suggest a good way to approach this task is to visualise how the themes are related to one another to capture the interactions or relatedness of the themes. Becoming more theoretical or moving beyond description involves interpretation. Patton (2002:480) states that "interpretation means attaching significance to what was found, making sense of findings, offering explanations, drawing conclusions, extrapolating lessons, making inferences, considering meanings, and otherwise imposing order on an unruly but surely patterned world". He further articulates that it includes dealing with competing explanations or disconfirming cases, and accounting for data irregularities.

The data on intended practices needed to be conceptualised in a way that detailed the organisation's intentions and the reasoning behind it, while highlighting those key aspects related to HRM and CSR. The integration of strategies, policies and practices at BuildingCo made this task challenging. At this phase, engagement with the current literature occurred. Thus a further level of analysis occurred as the literature review expanded to include literature specifically related to the organisation's practices. It was also here when the write up stage began for the intended practices chapter. While general thematic analysis texts state that the final phase involves writing up the analysis, the next phase typically emphasised in case study literature involves drafting a general description of the case, which may be structured chronologically or thematically. In case study research, the writing up phase involves more description of the context and background, as well as interpretation and analysis of the themes and relationships between them (Merriam & Tisdell, 2016). The aim is to form a holistic description of the case by linking empirical patters, themes, events, or processes, thus constructing meaning (Eriksson & Kovalainen, 2008). This focus on the description of the context and background in case study research was particularly relevant to this stage of analysis as the data on intended practices essentially 'sets the scene' for arguments and interpretations to be made in the following chapters.

This also led to preliminary construction of the context chapter (Chapter 4) as understanding the connections between the intended practices and their significance required a deep understanding of the organisational strategic direction and as well as BuildingCo's external context. The construction of this chapter followed a very similar analysis process to that detailed above, with an initial focus on BuildingCo's overall strategy and justification and the specific intended role of CementCo in that. As this chapter emerged it became clear that the Australian construction industry, specifically its economic implications, had a considerable influence on BuildingCo's strategic direction, and in particular the perceptions of BuildingCo's

CEO. In addition, engagement with contextual factors influencing the cement industry revealed both the importance of considering this industry in relation to people management and CSR, and also a considerable lack of consideration in current research. These factors have considerable influence on the internal practices of BuildingCo and CementCo, and thus provide a deeper, more holistic level of understanding and knowledge. This extended and mostly unexpected analysis into the organisation's broader strategic direction and external contexts, and in particular a key stakeholders perceptions of that context, demonstrates a significant benefit of socially constructed, qualitative case study research. Had this research - and this is true for all of the topics analysed in this study - focused only on the specific HRM and CSR practices, without consideration of the influences of the broader internal and external contexts, and without being open to the multiple perspectives and perceptions, the knowledge gained from this study would have been simplistic and limited, or even potentially misleading and false.

The analysis of the line managers' and employees' interview and related data, occurred in a similar manner to the analysis of the senior managers' interviews, however with more depth as multiple topics were being analysed. This third stage of analysis began not long after the commencement of the second stage, and there was significant overlap between these two stages occurring. There was also significant back-and-forth between these two sections being analysed. While the first two stages were solely focused on understanding what the organisation does and why, within this third stage, the focus broadened to include not only the 'what' and 'why' from the perspectives of line managers and employees, but also included analysis of the consistencies and differences, the contradictions and complexities, also the reasons for why these occur. This stage of analysis also required significantly more depth as there needed to be an understanding of the role of the line manager, from both the line managers themselves, and the employees and senior managers. There also needed to be an analysis of the employees' attitudes and behaviours in relation to the HR and CSR practices as well as the broader conceptions that influence their perceptions, attitudes and behaviours. Finally the organisational culture and subcultures needed to be compared and contrasted with the intended culture, and explored from, and between, the perspectives of each of the stakeholder groups.

Again, it began with familiarisation through the interview and transcription processes. Coding was then achieved through the use of Word documents and its features. The coding process in this stage was much more in-depth as multiple topics were under investigation. As the line manager and employee interviews contained data related to multiple topics, including the

role of the line manager, employee perceptions and experiences, and organisational culture and subcultures, multiple Word documents were set up to assist with coding. As each interview was coded, there was, again, back-and-forth between the Word documents, themes and subthemes. As new and alternative perspectives emerged, further engagement with the literature was required, which in turn provided a new perspective on the data. There were also a number of findings that had not previously been considered in the HRM-CSR literature, or for one, any literature. This then required a more detailed approach to analysis to ensure, initially, that the finding was accurate, that the data had not been misinterpreted, and second, that the finding was detailed enough that it accurately conveyed what was occurring and the significance of that for the research. This again was not a linear process. As interviews were being coded, analysis of the data was occurring, insights and ideas were drawn out, analysed and expanded, and comparisons were being made to both the intended practices and also the literature. At this point in the analysis process, the familiarity with the data and literature meant that the majority of the coding, theme development and theoretical analysis was occurring simultaneously. Even initial drafts were beginning to form.

There was significant back-and-forth in terms of coding and analysis between the different themes and subthemes, which, looking back at the process, really brought out the connections and relationships between those themes and subthemes. A significant aspect of qualitative case study research, particularly in the theoretical analysis phase, is the consideration of the relationships between themes and the understanding of how the themes fit within the broader argument, what Merriam and Tisdell (2016) suggest as capturing the interactions and interrelatedness of the themes. Had each chapter, or even each section been completed before moving on to the next, it is likely that some of the more hidden relationships and complexities between themes, perceptions, and multiple realities would have remained hidden. Each chapter would have been more like a contained bubble, isolated from the rest, meaning that some, if not most, of the conclusions and insights discussed in Chapter 9 would have also remained hidden. This, however, is where the most valuable contributions to understanding organisations and their processes, as well as more specifically to people management and CSR has occurred. This is where the organisation, its implementation process, and the experiences of this process, were considered as a whole, a perspective that is rarely considered in the HRM-CSR field.

The final phase of analysis is the writing up phase. As noted, in case study research this involves both the description of the context and background, as well as interpretation and analysis of the themes and relationships between them (Eriksson & Kovalainen, 2008).

Essentially, it needs to 'tell the story' of the case. This final phase involved taking the analysed data and forming the arguments in a way that expressed the realities experienced at CementCo. In this phase there was considerable attention paid to order of findings. This was a difficult process as much of the people management, CSR, organisational culture, and organisational strategy data was interconnected and overlapping. This phase involved difficult decisions about how to best structure the findings so that they made sense while showing their links to other findings, the existing literature, and also telling the story. Again, the writing up phase also happened in a back-and-forth manner. This was to ensure consistency in what was discussed, and to ensure connections and relationships were evident in the findings. As such, while each chapter focused on an individual theme and the connections within that theme, particular attention was paid to ensuring that the relationships between the themes was also highlighted. For this research, one of the key contributions is that it is the whole process that is perceived and experienced within its organisational and environmental context, that each of the steps (themes) do not happen in isolation, and that each of these steps informs and is informed by the rest of the process and the context within which it occurs. Making this clear throughout the thesis was therefore a priority in the writing up phase, and particularly in the final chapter.

In detailing the analysis process, it is important to conclude this section by clearly stating that qualitative data analysis, and in fact the entire research process, is not, and should never be, a linear process. It is emergent, complex, time-consuming and extremely rewarding. In this research, there was significant back-and-forth between the stages of analysis as new information in one section often prompted new insights, and/or identified contradictions or complexities in other sections. In addition, research into a particular topic or subtheme often led to unexpected discoveries, ideas, inspirations and even revelations that would have the researcher working on a completely separate section or topic. It is this back-and-forth analysis that brings out the depth in terms of meaning and knowledge. It is the engagement with the data and the construction of knowledge over time that allows for a real, deeper understanding of the what, how and why of the case study. Each concept, or piece of knowledge, builds on what is already known or constructed, allowing deeper interpretations and meaning. It is more than just understanding a topic or section; qualitative case study analysis is about the interconnections between them. It is about the interrelated concepts, and the complexity and contradiction in the ways they link together. It is about the multiple realities and perceptions that exist and how they come together to create the whole.

As with the nature of qualitative research, insights and understanding can emerge slowly over a number of readings, or it can take just one sentence in one document or interview for an idea to come to light, like a flash of lightening. It takes numerous back-and-forth readings of the data, the documentary evidence and the literature to bring out that deeper level of meaning and understanding. It cannot be done quickly and it is certainly not a linear process. Thus it must be emphasised that in qualitative analysis, and particularly qualitative case study analysis, the data analysis 'stage' starts at almost the same time as the research starts, and does not truly finish until the final word is written. Interpretation, conceptual, theoretical understanding, and meaning comes from familiarity and intimacy with the data. This type of understanding cannot come by following the predetermined steps of collect data-analyse data-write up findings.

Overall, the use of the systematic combining approach in combination with the data collection methods of in-depth interviews, document analysis, and observation, and the data analysis method of thematic analysis, provided significant insights into the study of HRM and CSR that may not have emerged if a more restrictive, structured approach was adopted. Furthermore, this approach, with its emphasis on thick description (Geertz, 1973), and in-depth interpretation and understanding, has also influenced the strategies employed to enhance the trustworthiness of the findings. These strategies are detailed in the following section.

3.8   Establishing Trustworthiness

There is an argument that the classic, positivist criteria for ensuring quality and rigour in research, such as reliability, validity and generalisability, are grounded on a different paradigmatic view and are therefore not directly applicable to qualitative research (Guba & Lincoln, 1994). Eriksson and Kovalainen (2016:117) state that qualitative case study research does not need to "…satisfy the ideals of quantitative research, particularly when the researcher emphasises the thick description, interpretation of meaning, and understanding of the case". It is instead argued that in qualitative, constructionist research, establishing 'trustworthiness' is more appropriate (Guba & Lincoln, 1982, 1994; Farquhar, 2012; Eriksson & Kovalainen, 2016). Within this concept, there are four criteria that must be considered: credibility, transferability, dependability and confirmability. Strategies for meeting these criteria in this research will now be described.

3.8.1 Credibility

Credibility, a variation of internal validity, is concerned with ensuring consistency between constructed realities of participants and the realities represented by the researcher (Guba & Lincoln, 1982; Sinkovics, Penz, & Ghauri, 2008). While validity refers to the truthfulness of the research, credibility recognises the existence of multiple truths (Fink, 2010; Neuman, 2006; Silverman, 2006), and also focuses on the "...deep structure of the phenomenon in a manner that is true to the experience" (O'Leary, 2010:43). Guba and Lincoln (1982) emphasis the use of triangulation, member-checking, and adoption of appropriate research methods to increase credibility, and thus trustworthiness, in qualitative research. Triangulation uses cross-validation of two or more methods, sources of data, investigators, or theories, to gather comparable data (Farquhar, 2012; Fink, 2010; Jick, 1979; Stake, 2005; Yin, 2009), and its effectiveness is that each method's weakness will be counter-balanced by the strengths of another (Jick, 1979). Stake (2005:443) states that case studies gain "...credibility by thoroughly triangulating the descriptions and interpretations, not just in a single step but continuously throughout the period of study". To increase credibility, the current research made use of 'between-method' triangulation, sources of data, and investigators to establish triangulation (Farquhar, 2012; Yin, 2009). Between-method triangulation refers to the use of multiple methods address a broader range of historical and behavioural issues (Farquhar, 2012; Yin, 2009). The methods of in-depth interviewing, observation and documentation were utilised in this research, which allowed converging and diverging perspectives in relation to intended and actual practices to emerge from the data.

This study also made use of multiple sources of data. Using multiple sources of data potentially allows the "...case study findings and conclusions to be more convincing and accurate..." (Yin, 2009:116). The Investigation of phenomenon from different perspectives is suggested to provide robust foundations for the findings and support arguments for the contribution to knowledge (Farquhar, 2012). Stake (2005:454) suggests the use of multiple perceptions to clarify meaning by "identifying different ways the phenomenon is being seen". In this research, this was achieved through the interviewing process as interviews were conducted with participants with different roles, and with differing levels of authority and knowledge. Interviews were conducted with employees, line managers, senior managers, HR representatives, and union representatives. This form of triangulation allowed a broader, more representative understanding of the role of intended and actual HR and CSR, organisational culture and subcultures, and the relationships between the different stakeholders within the organisation.

Furthermore, the use of multiple sources of qualitative data addressed key concerns highlighted in existing HR literature, that being a reliance on quantitative analysis of survey data and single respondents, usually HR managers (Purcell et al., 2009; Truss, 2001; Wall & Wood, 2005). It is argued that broader, more qualitative methods that utilise multiple sources are needed in the study of HR phenomenon (Becker & Gerhart, 1996; Boselie et al., 2005; Purcell et al., 2009; Truss, 2001). Finally, triangulation was also established through the use of multiple investigators. The research team consisted of three members with diverse experiences and expertise. The candidate-supervisor relationship facilitated a critical reflective approach, which resulted in more in-depth exploration of ideas, as well as providing a cross-check of interpretations and conclusions. This was particularly relevant during the analysis stage.

Member-checking, used in this research to increase credibility, involves members, from whom the data was originally obtained, checking the data, interpretations and conclusions for accuracy, and can occur during the interview process and/or at the conclusion of the study (Eriksson & Kovalainen, 2016). During the interviews, the researcher ensured accuracy of information by restating or summarising the key concepts and relevant information to confirm correctness with participants, as well as questioning any vague statements or information to decrease the incidence of incorrect interpretation of the data. Credibility is also increased by having participants 'check' transcripts and field notes for accuracy (Neuman, 2006). In this research, all participants were given the opportunity to check their transcripts in order to verify the accuracy of the data collected, to reflect on any issues arising during the interview, and to allow clarification and further exploration by the participant. Finally, credibility was increased through the adoption of appropriate research methods. Detailed descriptions of the research method and its appropriateness for this study are set out in Sections 3.2, 3.5, 3.6 and 3.7. Thorough explanations and justifications of the research method provided a clearer understanding of the research process, and therefore increased the credibility and trustworthiness of the research.

3.8.2 Transferability

Transferability, a variation on the theme of generalisability, is related to whether the findings of the study can be transferred to other contexts. While generalisation was not a key interest in this case study, as the aim was to provide an in-depth analysis of the HR and CSR policies and practices as they relate to the individual organisation, transferability is still relevant. In this study, the concepts of 'thick description' and 'purposive sampling' have been used to

establish trustworthiness (Geertz, 1973; Guba & Lincoln, 1982). Thick description involves providing a detailed interpretation that makes the meanings clear, as well as providing extensive background data and rich, detailed and concrete descriptions in order to establish context (Eriksson & Kovalainen, 2016; Farquhar, 2012; Patton, 2002). It refers to the detailed accounts of data, methods, background and contextual information. In this research, detailed explanations of the research design and methods utilised to collect and analyse the data provided a clear understanding of the research process. Extensive background and contextual information regarding the organisation provided a solid basis for the case study. Detailed descriptions of participant information, including extensive use of direct quotes, allows the reader to make their own comparisons, and make judgments regarding the transferability of the findings to similar contexts. Purposive sampling is intended to maximise the range of information collected (Guba & Lincoln, 1982). As discussed in section 3.4.1, using purposive sampling, participants were chosen for their knowledge and experience in key areas identified in the research aims, including HR and CSR, as they relates to their organisation.

3.8.3 Dependability

Dependability, a variation of reliability, is concerned with ensuring the process of research is logical, traceable and documented. In qualitative case study research, data collection is an evolving process during which new insights can influence how the research emerges (Dubois & Gadde, 2002; Sinkovics et al., 2008). To ensure dependability, detailed demonstration of the research design and implementation, the operational detail of data gathering, and reflective appraisal of the study is required (Guba and Lincoln, 1982; Farquhar, 2012; Eriksson & Kovalainen, 2016). This means ensuring methods are systematic, well documented, and account for research subjectivities, and data is recorded consistently and thoroughly (Neuman, 2006; O'Leary, 2010). To increase dependability in this research, a detailed description of the research design, data collection and analysis was included. Additionally, a case record was used to organise and document the data collected (Patton, 2002). Finally, a chain of evidence was maintained which follows the source of any evidence from initial questions to ultimate conclusions. This ensured no evidence was lost, biased or not considered in the 'facts' of the case (Yin, 2009).

3.8.4 Confirmability

Confirmability is concerned with ensuring the research, "…whilst being interpretivist in approach, is not overly influenced by personal values or theoretical inclinations" (Farquhar,

2012:108). It is focused on ensuring interpretations are coherent and logically assembled, and are based on circumstances and conditions outside the researcher's own imagination (Sinkovics et al., 2008). Guba and Lincoln (1982) encourage the use of triangulation and reflexivity as means of increasing confirmability in qualitative research, as well as detailed description of research design, and data collection and analysis. As previously discussed (see section 3.5.1), triangulation uses cross-validation of two or more methods, sources of data, investigators, or theories, to gather comparable data (Farquhar, 2012; Fink, 2010; Jick, 1979; Yin, 2009). The current research made use of 'between-method' triangulation, multiple sources of data, and multiple investigators to establish triangulation (Farquhar, 2012; Yin, 2009). This ensured that interpretations of the data were reflective of the organisation's context and participants' perceptions and experiences, rather than the researchers' expectations or assumptions. In relation to reflexivity in this study, the role of the researcher and her influence during the data collection and analysis process were recognised (see section 3.3). This acknowledged the researcher's role in jointly constructing and interpreting the findings, as well as her influence on both the collection and analysis of data. Finally, confirmability was increased through the detailed description of the research design and method, and the data collection and analysis. Detailed descriptions of the research design and method are set out in Section 3.2, and data collection and analysis in Section 3.6 and 3.7. Thorough explanations and justifications of the research design and method, and data collection and analysis, provided a clearer understanding of the research process, and therefore increased the confirmability and trustworthiness of the research.

3.9   Ethics Approval and Considerations

Ethical approval for this study was obtained though the Human Research Ethics Committee (HREC) of Western Sydney University (Previously University of Western Sydney), approval number H9825 (Appendix 5). This approval was obtained prior to the commencement of data collection. Due to a leave of absence, the ethics approval period was extended by a year (Appendix 6). Ethical considerations that have influenced this study are discussed below.

3.9.1 Informed Consent

All participants were required to provide written informed consent. Prior to the commencement of each interview, the participants were asked to read the Participant Information Form (Appendix 3). This form detailed the purpose of the study, the participant's involvement, expected outcomes of the research, the researcher's contact details, and

details of ethical approval. All potential participants were provided with an opportunity to ask questions and clarify information prior to the interview, and were made aware that at any time participants could clarify information, ask questions, or withdraw from the study. Once the participants agreed to participate in the study and had understood what their involvement entailed, they were asked to sign a Participant Consent Form (Appendix 4). The Participant Consent Form relates to the use of data for the thesis itself and for future publications and presentations.

3.9.2 Voluntary Participation and Right to Withdraw

Participation in this study was voluntary. Potential participants were sent introductory emails detailing the study and inviting them to participate. The participants were then able to contact the researcher if they wanted to be involved. This recruitment method ensured that no coercion occurred, and as emails to potential participants contained information detailing all aspects of the study, no deception was involved. It was made clear that there would be no negative impacts if they chose not to participate. Additionally, the researcher does not hold any position of authority or control over participants that would impact the free and voluntary consent and participation in the study. The participants were advised that they were not obliged to be involved and that they could withdraw at any time without consequence. Withdrawal from the study could occur anytime, prior to, during, or after the interview. Participants were also informed that they could refuse to answer a question, could stop the interview at any time and reschedule, or withdraw, without giving any reason and without consequence. No participants withdrew from their interview or from the study. Furthermore, as this study involved the participation of both management and employees, it is important to note that employee participants were not instructed to participate in the study by management, and management participants were not informed of the identities of employee participants. As the perspectives and experiences of employees is a key factor in this research, all efforts were made to ensure employee participation remained confidential. This helped to alleviate employee concerns about repercussions of their involvement, as well as allowing the participants to be more forthcoming in their responses.

3.9.3 Confidentiality and Anonymity

This study involved the collection and storage of information specific to the participants, and as such maintaining confidentiality and privacy of this information was a priority. The individual participant's information was only identifiable during the recruitment stage, as part of the sampling technique was snowball sampling, and transcription stage, as each

participant was given the opportunity to review their transcript. At this stage, all further aspects of this study were confidential and anonymous. All data was de-identified, with the organisation and each participant given pseudonyms. Pseudonyms are used throughout this thesis, and have been, and will continue to be used in all subsequent publications and presentations. Participants were assured that all identifying information would be removed, and as such it is not possible to identify an individual participant or their information. The only identifiable information that was stored is the classification of employment level for analysis purposes. The interviews were recorded using a digital recorder, and all interviews were transcribed by the principle research, thus maintaining confidentiality. The actual voice recordings and transcripts were password protected and only accessible by the research team. Any paper copies of the data were stored in the principle researchers locked filing cabinet.

3.9.4 Funding

Participants in this research were not paid for their participation. The first three years of this this study were funded by an Australian Post-Graduate Award Scholarship and University of Western Sydney (since renamed as Western Sydney University) Top-Up Scholarship. This scholarship supported the researcher to complete the majority of the study full-time. Once the scholarship ended, the researcher continued the study part-time. The researcher also received $210 from Western Sydney University School of Business Candidature Support Funding for conference attendance. The funding and support provided above did not influence the design, procedures or results of this research.

3.10 Summary

This research essentially aimed to explore how CSR policy and initiatives influence HR practices and experiences within a single organisation. It involved analysing and exploring the process of implementation in order to achieve an in-depth understanding of this process from the multiple perspectives of those enacting, experiencing and interpreting them. A social constructionist epistemology provided for the analysis of the different meanings constructed by these multiple stakeholders and their interactions. In line with the social constructionist epistemology, the systematic combining approach and the single case design allowed the research to delve deeper into the interaction between the phenomenon and its context to achieve a more meaningful understanding of the phenomenon (Dubois and Gadde, 2014, 2002). The evolving framework and ability to move back and forth between the

research activities, empirical observation and the literature expanded the broad framework to include aspects of organisational studies and people management that are not typically considered in the limited HRM or CSR implementation research. Furthermore, the acts of 'matching' and 'redirection' resulted in numerous unanticipated new discoveries, and provided significant and relevant empirical and theoretical insights into the study of HRM and CSR that may not have emerged if a more structured approach was adopted. This has made this research much more valuable in relation to its contribution to knowledge.

The following chapter provides the context of the case study. It presents in-depth background information on the case study organisation, CementCo, and its parent company, BuildingCo. This chapter starts broadly by considering the Australian construction industry and the role of BuildingCo within that context. It provides a brief history of the company, an understanding of the changes that BuildingCo has gone through, and an in-depth look at their philosophy and strategy. The integrated nature of BuildingCo's organisational strategy, HRM strategy and CSR strategy means that this background information is necessary if a proper exploration and understanding of their HRM and CSR strategies and practices is to occur. The chapter then focuses in on the cement industry, BuildingCo's Cement division, and CementCo itself. The case organisation is introduced, a brief history is provided, and the current environment is described. This chapter, therefore, provides the context within which CementCo's HRM and CSR intended strategies exist and actual practices are experienced. This context has informed the decisions made regarding the intended strategies, as well as their design and intended implementation. While the focus of this research is on the internal perceptions and experiences of a single organisation, the external influences and organisational context are critical to understandings of these perceptions and experiences.

Chapter 4: The Industry and Organisation in Context

4.1 Introduction

This study explores how people are managed and the processes implemented to do this within the dynamics and complexities of a single organisation. Broadly, it involves understanding the realities of organisational life, and organisational life does not happen in a vacuum. It is informed, impacted and influenced by the external context. The design of intended strategies and practices, and the decision-making involved in this process is influenced by, and dependent on, the external and organisational context. The actions and decisions of those within the organisation are both influenced and constrained by the external and organisational context. As such, the industry and organisational context cannot be ignored.

Therefore, while the focus of this research is on the internal perceptions and experiences of a single organisation, the external influences and organisational context are critical to understandings of these perceptions and experiences. The chapter begins with a discussion of the Australian construction industry and the issues and challenges that influence the organisation. It then situates BuildingCo within this context, considering the changes to the organisation and the current philosophy and strategy. The chapter then narrows its focus to consider the cement industry and BuildingCo's cement division. As a controversial industry, there are significant CSR and people management issues that should be, but are not always, addressed. These issues are considered at both the industry and organisational level. Finally, this chapter introduces the case organisation and situates within this broad industry and organisational context.

4.2 The Australian Construction Industry

The Australian Construction Industry a significant driver of economic activity. It is the third largest contributor to the GDP in the Australian economy and as such plays a major role in determining economic growth (AI Group, 2015; Richardson, 2014). The Australian Bureau of Statistics (2010:1) defines the construction industry as consisting of "those businesses mainly engaged in the construction of residential and non-residential buildings (including alterations

and additions), engineering structures and related trade services". It is essential to all other industries as it produces the buildings and infrastructure that are essential to their operation. It also adds to the wealth and capital stock of the nation and underpins the productivity improvements that are necessary to support Australia's future prosperity and incomes. The construction industry consists of over 338,000 businesses nationally, and is the third largest employing industry in Australia (AI Group, 2015; Department of Employment, 2015). It directly employees 1.05 million employees, approximately 9.1 percent of the workforce. The majority of construction workers, approximately 65 percent are employed in trade services with 26 percent in building construction, 7 percent in heavy and civil construction and 2.5 percent in general construction services.

The construction industry is typically considered as operating in three broad areas. Engineering construction which includes major infrastructure, mining and heavy industrial resource based projects; non-residential building which includes offices, shops, hotels, industrial premises, hospitals, entertainment facilities; and residential building, such as houses, flats, home units, and townhouses. During this research period, there was a downturn in engineering construction as a result of rapid decline in engineering investment by the resources sector, but this was partly offset by better conditions in some other key areas, such as road and rail projects (AI Group, 2015). Non-residential construction is stated as remaining subdued, as a result of persistent weakness in approvals and building commencements across most major commercial property markets. Residential construction, however, is remaining solid as a result of elevated approvals, low mortgage interest rates, strong population growth and urban transport infrastructure developments.

This is relatively consistent with the perceptions of BuildingCo's CEO. The CEO has strong opinions regarding the economic position of the industry as well as other challenges, and these opinions have a significant impact on BuildingCo's philosophy and strategic direction. As such these perceptions will now be considered.

4.2.1 Perceptions of the Australian Construction Industry

The current CEO of BuildingCo, as a recent immigrant to Australia from the US, is particularly vocal on the Australian market conditions and the 'unique challenges' that are faced by businesses in the building and construction markets. His perspective on these challenges can provide insights into how he understands the market and industry conditions and what he perceives to be the organisations' position within this context. It also provides the context for understanding the CEO's strategic direction and decision-making, and can speak to his

mindset in regards to the overall vision of the organisation. The CEO has specifically discussed these challenges in a number of presentations and refers to them throughout the organisations' documentation. This is evident in the annual reports and shareholder magazines, whose intended audience is of course shareholders, but it is also evident in the company magazines, media releases and webpages, whose intended audience includes employees and the wider community; those stakeholders whose primary concern is not necessarily the market conditions and the business' financial position in relation to them[7].

The CEO states that "Australia's high cost environment is impacting Australian manufacturers' global competitiveness and driving manufacturing offshore"[8]. He states that the higher costs contribute to making Australia a harder place to do business relative to other geographies around the globe, and that there is a lot more that could be done by government to support Australia's competitiveness. He has identified a number of issues affecting the viability of manufacturing businesses that make doing business in Australia 'uniquely challenging'. He suggests that Australia's small population, large land mass and isolation makes it extremely difficult to achieve competitive economics of scale, arguing that the combination of economies of scale in China and the high Australian dollar are making it "increasingly attractive to import cement from lower cost producers in Asia"[9]. In addition, cabotage restrictions means that the costs to ship cement, clinker or gypsum around Australia can be more expensive than shipping from China. The slow rate of land release and unaffordable housing are making it more difficult to conduct business in Australia and less attractive to investors. In addition, the high cost of land and home ownership require wages to be high, but high wages and wage inflation are difficult to maintain and manage. The CEO states that high transport costs, high energy costs, energy supply uncertainties, prohibitive alternative fuel standards and the 'misguided' carbon tax are also adding to the challenge.

The CEO further states that there is "more government intervention than I am used to but less government support for domestic producers than I would expect"[10]. He states that the industrial relations framework is also challenging in some areas. In a 2014 conference address, he stated that "anti-industry sentiment; unrestrained industrial disruptions and the absence of remedies for illegal job site conduct; unproductive labour entitlements and a work calendar distinctive for its focus on excessive days of tools down – not up, not to mention

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[7] BuildingCo Annual Report (2013; 2014; 2015); BuildingCo Review (2013; 2014; 2015), BuildingCo Magazine (2013, Issue 1 & 2; 2014; Issue 1 & 2; 2015; Issue 1); BuildingCo CEO (2013a; 2014; 2015)
[8] BuildingCo CEO (2013a)
[9] BuildingCo CEO (2013a)
[10] BuildingCo CEO (2013a)

anticompetitive penalty rates"[11] are contributing to productivity challenges faced by the Australian industry. The CEO cites the '2014 Global Index of Manufacturing Cost Competitiveness', emphasising that Australia is ranked last among the world's top 25 industrialised countries, driven by high wages, poor productivity and exchange rate gains. He goes on to suggest that if these challenges remain, manufacturing in Australia will be unsustainable. In concluding his 2013 address, the CEO asserts that the Australian Government has a "legitimate role to play in the economy" and that "national policy is required to create a future where Australia's economy can grow and opportunities can be seized"[12].

The CEO's perceptions of these 'unique challenges' therefore informs BuildingCo's decisions and actions in relation to the strategic direction of the organisation. Throughout the organisational documentation there is evidence of these 'unique challenges' being included to explain, or where needed provide a justification for, the strategic direction of the organisation and the 'key initiatives that have been implemented to reduce costs, improve operating efficiencies and encourage sustainable performance'[13]. As such, understanding the CEO's perspective of this industry is vital to the exploration of the organisations HR and CSR intentions, as well as the exploration of line management and employees' perceptions of the organisation and their position within the organisation.

It is within this broad industry and market context that the intended HR and CSR policies, practices and processes are designed and implemented, and it is this context that informs, and provides justification for, the decisions made. This is significant for understanding the changes that have occurred within BuildingCo that have impacted the intended practices, and also the implementation and experiences of those practices, and importantly CementCo's intended culture and actual subcultures. The following section situates BuildingCo within this industry context, presenting an overview of the organisation itself, their philosophy and strategy, and their intentions in relation to strategy implementation.

4.3 BuildingCo and its Intentions: The Broader Organisational Context

As suggested previously, in order to fully understand the processes, practices and culture within CementCo, the organisational context must be taken into account. CementCo is one

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[11] BuildingCo CEO (2014)
[12] BuildingCo CEO (2013a)
[13] BuildingCo Review (2014)

of about 700 sites that BuildingCo owns and operates, thus the larger organisational group, within which CementCo exists, must be considered. BuildingCo is an international building and construction materials group with operations across Australia, New Zealand, the USA, Middle East and Asia; what they proclaim is an 'enviable geographic footprint'[14]. BuildingCo produces and distributes an extensive range of construction and building products, including cement, quarry products, fly ash, pre-mix concrete, asphalt, bricks, plasterboard, roof tiles, and timber and masonry products, primarily serving customers in the building and construction industries. They emphasise their 'competitive position is underpinned by leading market positions in construction and building materials in Australia; plasterboard in Australia and Asia; and cladding and roof tiles in the USA'[15]. BuildingCo comprises three key operating divisions; BuildingCo Australia, BuildingCo USA and BuildingCo Gypsum.

Within Australia, BuildingCo is the largest building and construction material supplier with 430 operating sites in all states and territories. The largest division in Australia is the construction materials division, which includes the manufacture of cement. It is said to be the 'wheel-house'[16] of BuildingCo. This division has around 5 cement plants, 240 concrete plants, 100 quarries and 50 asphalt plants. BuildingCo Australia also has a smaller building products division, made up of bricks, roofing and timber, and a construction and demolition recycling operation. It is emphasised that BuildingCo Australia has a 'regional focus to serve BuildingCo's local markets'[17]. The group asserts that as they are the most experienced construction materials suppliers, and that they have invested in the 'most advanced plant and equipment, and progressive work practices' and that they have a 'highly trained and skilled workforce and a focus on continuous improvement programs that reflect a commitment to excellence'[18].

Globally, BuildingCo has just over 12,600 employees, with about 8,300 of those employed within Australia. Just under 9000 of these employees are full-time equivalent, with approximately 4000 contractors. The average length of service for employees is approximately 9.2 years, with 13% of the workforce working for BuildingCo for more than 20 years. Women represent 14% of employees, however the proportion of female employees varies significantly by occupation and hierarchical level. Women occupy 69% of clerical positions, 33% of sales positions, 33% of professional positions and 5% of trade, machinery

[14] BuildingCo CEO (2013a); BuildingCo Review (2014)
[15] BuildingCo (2013a)
[16] BuildingCo CEO (2013a)
[17] BuildingCo (2015a)
[18] BuildingCo (2015a)

and transport roles. Of approximately 1200 women employed, three are board members, 31 are executive management, and 61 are middle management, with the remainder in other roles.

4.3.1 Understanding BuildingCo's Philosophy and Strategy: A Period of Change

BuildingCo has been in business for 70 years. Beginning as an Australian oil refinery and bitumen manufacturer, BuildingCo expanded into quarry operations, and the cement, energy, bricks, steel, concrete and gypsum markets within the first few decades. BuildingCo then moved into the US market, with acquisitions in bricks and roofing. BuildingCo has moved in and out of markets and businesses in what they suggest is a 'continual drive to deliver strong returns for shareholders, at the same time delivering solutions for our customers, and making a positive contribution to our communities and people'[19]. In relation to more recent activity, BuildingCo states that 'much of the past 15 years has been about refocusing the business and consolidating the portfolio. New economic realities and the spread of technology has also meant BuildingCo has had to become much more efficient, a leaner company that concentrates on what they do best'[20]. With significant acquisitions in the early decades, and mergers, joint ventures, more acquisitions, and demergers, the organisation has undergone significant change in terms of focus and direction, and strategies and purpose.

Along with market changes, there has of course been changes in leadership that has had significant impact on the strategies, processes and practices within the organisation. The current CEO has held this position since late 2012, and has made substantial changes in terms of refocusing and consolidating the business, which has had a major influence on the current organisational context and culture. However, these changes have built on the changes implemented by his predecessor, which therefore require consideration. Prior to the current CEO's appointment, there was a period of significant change. This, in essence, began with the appointment of a new CEO at the start of 2010 as a result of his predecessor retiring. In response to global economic downturn, BuildingCo wanted a leader who could transform the organisation in line with the economic climate. As such, a new governing philosophy called 'The BuildingCo Way' was instilled. This strategy resulted in 'significant restructuring including closure of non-performing businesses, a significant focus on lean manufacturing processes, re-emphasis on sales and marketing and investment in innovation and growth'[21].

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[19] BuildingCo Magazine (2016, Issue 1)
[20] BuildingCo Magazine (2016, Issue 1)
[21] BuildingCo ASX Release (2012a)

The BuildingCo Way aimed to form a distinctive way for BuildingCo's people to operate and remain aligned to the group's purpose and values. It formed the operating model for how business is done in BuildingCo. It is made up of '11 business practices that shape the roles and responsibilities for every employee"'[22]. This strategic shift was in response to the previous approach that may not have encouraged but certainly enabled independent site management and a reliance on customary practice. Each of the subsidiaries of BuildingCo operated independently of each other and although there were broad guidelines, each separate site had their own general manager who had discretion over policies, procedures and practices. This meant that the interpretation and implementation of those guidelines differed significantly from other sites[23]. In addition to this, there was a reliance on customary practice in day-to-day work practices instead of adherence to policy and procedure. This independence created confusion in relation to the need for rapid change in response to the Global Financial Crisis, making it extremely difficult and complex to enact change across the 750 sites that BuildingCo had.

At the time, the implementation of Lean and the BuildingCo Production System (BPS) was a significant priority for BuildingCo. Lean refers to the business philosophy that 'seeks to eliminate waste, or any activity that does not contribute to customer value'[24]. It is a continuous improvement process that encompasses all areas of business and aims to deliver improvements in quality, cost, delivery, development and management. The BPS is based on the principles of Lean, and focuses on streamline operations and making BuildingCo workplaces more efficient and satisfying for employees. The intention was to benchmark the group against global best practice and raise the bar until sector best performance outcomes are achieved. Additionally, to further the implementation of consistency and best practice, and to present a single unified organisation, a focus has been on either refreshing the brand, most noticeably on vehicles, signage, brochures and stationery, or re-branding subsidiaries in line with The BuildingCo Way. This change was intended to increase the visibility of BuildingCo and add strength to the BuildingCo brand.

In addition to the change in strategy and philosophy, the 2010 CEO aimed to 'simplify the organisation' by consolidating BuildingCo divisions from seven to five and by adopting a 'one company' approach. The main objectives of the restructure were to minimise the reporting structure, streamline internal processes, and reduce overhead costs. The 'one company'

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[22] BuildingCo Magazine (2011, Issue 1)
[23] Barker, Ingersoll & Teal (2014)
[24] BuildingCo Magazine (2011, Issue 1)

approach linked to The BuildingCo Way through the application of Lean processes, and intended to promote a group-wide focus on manufacturing excellent and sector best performance, improve inter-divisional cooperation, and cross sell new innovative products across existing customer range. This approach also aimed to increase senior team accountability, share responsibilities, align objectives, and provide more efficient cross-divisional coordination[25]. The focus was on creating a 'group identify', with the senior team 'owning' all of BuildingCo, and thus streamlining internal processes to maximise synergy and market potential. This consolidation and approach also brought with it significant restructuring of senior management positions, and began the replacement of senior managers with those proficient in best practice and change management[26].

BuildingCo stated that the operational improvements during this period had been excellent, however, in a move that was said to be "dramatic and swift"[27], the 2010 CEO was stood down just a little over two years after taking the position following the loss of support from the Board[28]. The appointment of the current CEO was aimed at 'harmonising the changes'[29] that had occurred over the previous two years through an alternative leadership style. At the time of his appointment, the immediate priorities were to continue the current strategic initiatives of Lean manufacturing, sales and marketing excellence, and investment in innovation and growth[30]. The current CEO stated that his "medium-term focus is to ensure that the Company has in place the necessary strategies to maximise returns through the construction and building cycles" and that he will be working with his team over the next six months to "define a clear path forward to achieve both our immediate and longer term objectives"[31]. In summing up his contribution to the organisation, the current CEO stated that he intends to "leave this company in better shape than I found it"[32]

In broadly keeping with the changes and strategic direction set by the 2010 CEO, the current CEO espoused a new strategy, BuildingCo's 'Fix, Execute and Transform' framework, that he stated will transform BuildingCo into a high performing company that delivers attractive

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[25] BuildingCo CEO (2010)
[26] BuildingCo Review (2012); BuildingCo Annual Report (2012); BuildingCo Review (2013)
[27] Sydney Morning Herald (2012)
[28] The Australian (2012); Financial Review (2012); BuildingCo ASX Release (2012a)
[29] BuildingCo ASX Release (2012b)
[30] BuildingCo ASX Release (2012a)
[31] BuildingCo ASX Release (2012b)
[32] BuildingCo CEO (2014)

shareholder returns and is known for its world class performance[33]. In relation to the development of the strategy, the CEO stated:

In late 2012, I set a series of simple and clear mandates for myself and the organisation, deliver world-class safety performance; clean up BuildingCo's portfolio and simplify our structures; significantly reduce overhead costs that have built up over time; and maximise cash generation and conserve capital to reduce debt. I set these priorities as part of a drive to 'fix' BuildingCo. I believe that it will take about two years to get the company into good shape so that we can then focus our efforts on 'transforming' BuildingCo into a global building and construction materials company that is known for its world leading safety performance, innovative product platform and superior returns on shareholders' funds. We are fixing BuildingCo through safety interventions, portfolio reshaping and restructuring, and vigilantly managing costs, cash and capital through the downturn. I recognise that we need to ensure that our people are well-equipped to 'execute' our plans and initiatives efficiently and consistently[34]

Underpinning this strategy is the organisational purpose and values. BuildingCo's purpose is 'to create sustainable solutions for a worldwide building and construction industry', and to 'build something great'. They state that for customers this means high performing, sustainable product and service solutions, for shareholders this means sector best returns, for BuildingCo people this means a safe, challenging and rewarding workplace, and for communities this means a socially responsible approach to all their activities[35]. BuildingCo's values of Excellence, Integrity, Collaboration and Endurance are the 'essential principles that guide decision-making and actions'. Excellence refers to being ambitious and disciplined in pursuit of the highest standards of performance. Integrity refers to being open, honest, respectful and authentic in all dealings. Collaboration refers to working across businesses and developing partnerships. Endurance refers to operating for the long term rather than the quick fix, ever improving. The strategy is said to enrich the purpose and values and lead to a 'truly participative culture using innovation and technology to drive success'[36].

The Fix, Execute and Transform strategy consists of three distinct phases. The first espoused phase is focused on 'fixing' things that are holding the organisation back. This is being achieved through safety interventions, portfolio reshaping and restructuring, and vigilantly managing costs and capital. This phase is intended to create a 'restructured and re-engaged organisation'[37]. The second espoused phase is focused on 'executing' plans and initiatives

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[33] BuildingCo Review (2013)
[34] BuildingCo Review (2013)
[35] BuildingCo (2013b)
[36] BuildingCo Magazine (2013, Issue 1)
[37] BuildingCo Review (2013)

efficiently, consistently, profitably and with discipline. This involves consistently applying best practice throughout operations, and improving people engagement and leadership. There is a particular emphasis on the 'Levers of Change', which include safety, BPS, sales and marketing excellence, and innovation, which are espoused as the tools used to ensure BuildingCo is focused on the right things and continually improving the way they operate. The third espoused phase is focused on 'transforming' BuildingCo for performance excellence and sustainable growth through innovation, and is the overall long term goal of the strategy. It involves moving to a high performance, participative culture, lowering fixed costs and environmental impacts, and Investing in product innovation and creating new opportunities. Overall the intended aim of the strategy is to 'transform BuildingCo into a global building and construction materials company that is known for its world leading safety performance, innovative product platform and superior returns on shareholders' funds'[38]

Within this strategy, BuildingCo's espoused priorities include improving health and safety, employee engagement, BPS and Lean, innovation, environmental responsibility, and restructuring and streamlining the organisation. In introducing the 'Fix, Execute and Transform' strategy, the CEO emphasised the importance of safety, stating:

First and foremost, we must fix BuildingCo's safety performance. Less than one lost time injury per million hours worked is best practice and we are not there yet. Everyone in BuildingCo needs to behave differently. It's not enough to say that safety comes first – we need to demonstrate that safety takes priority over production at all times. I ask every employee to adhere to safe work practices, stop work if you feel the activity is unsafe, and talk to your co-workers if you observe them acting unsafely. Together we must make sure every action is safe and we are not putting ourselves and each other at risk of injury[39]

To improve safety, BuildingCo has a target of 'Zero Harm'. This concept and target of Zero Harm can be seen in the majority of BuildingCo's publications and documentation, and it is based on the principles that all accidents can be prevented, and that no task is so important that risk of injury or damage to the environment is justified. The CEO stated that it is the 'biggest challenge of his career', but that 'no-one should settle for anything less than Zero Harm'[40]. He goes on to suggest that:

If we can perform our work for one minute without harm, then we can work for an hour without harm, and then a day without harm. And if we can go a day without harm, we

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[38] BuildingCo Review (2013; 2014; 2015); BuildingCo Magazine (2013, Issue 2; 2014, Issue 1); BuildingCo Annual Report (2013; 2014)
[39] BuildingCo Magazine (2013, Issue 1)
[40] BuildingCo Magazine (2015, Issue 2)

can go two days, a week, a month, a year. It is achievable. We need to be committed. We need to think about working safely – looking out for each other now, today and every day. If we start with Zero Harm today, we can achieve Zero Harm tomorrow too[41]

While BuildingCo's safety performance is better than industry average and had improved since the strategy was implemented, the CEO claims that it could still be better. He stated that parts of the business are achieving Zero Harm, so they know that it is achievable[42]. A number of initiatives and interventions have been implemented to increase commitment to safety and Zero Harm, and to reinforce that message that 'safety must be given priority over production at all times'[43]. These initiatives are focused on empowering people to take responsibility for their own safety and the safety of their workmates[44]. It is also espoused that as the best safety improvements are those identified and implemented by people who work in those locations, leaders need to listen to their people about how they can make their jobs safer and easier. A catchphrase within the organisation related to Zero Harm seems to be that "everyone returns home from work in the same condition they started"[45].

A significant aspect of integrating a safety culture is through employee engagement. While Zero Harm is only one aspect of employee engagement, engagement is identified as a key requirement to create an 'employee-driven, self-sustaining safety management culture'[46]. Furthermore, the Fix, Execute and Transform strategy requires an engaged and empowered workforce to ensure the strategy is integrated and internalised. For this to be realised, BuildingCo states that employees must have the right skills and capabilities to perform their roles effectively and to develop their careers. It is further suggested that 'having the skills to properly engage people and to collaborate effectively with employees, customers and suppliers is proving to be a valuable way to differentiate BuildingCo from the competition'[47]. This is demonstrated by the CEO in a conference address:

Safe and productive outcomes require strong employee and management engagement at the 'coal face'. Clear communications, disciplined execution, and a work environment where cooperation and enthusiasm are contagious – not fear and division. A work environment where the requirements of the customer are balanced with genuine requirements of site safety, environmental compliance, product and service

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[41] BuildingCo Magazine (2015, Issue 2)
[42] BuildingCo Magazine (2015, Issue 1)
[43] BuildingCo Review (2013)
[44] BuildingCo Magazine (2014, Issue 1); BuildingCo Review (2013)
[45] BuildingCo Magazine (2013, Issue 2; 2014, Issue 1 & 2); BuildingCo Review (2013; 2014); CementCo Newsletter (2013); Barker, Ingersoll & Teal (2013); Senior Manager 1
[46] BuildingCo Review (2013)
[47] BuildingCo Review (2014)

quality – all coming together to deliver on our mutual commitments that assure our integrity as a business. Most of my experience in Australia confirms that our workforce and operating teams get it – people want to work in this environment[48]

A strong focus within engagement is on leadership capabilities. It is espoused that the way things get done in BuildingCo (the execute phase) is to ensure BuildingCo's people, particularly management, are well-equipped with the right information and the right tools to problem-solve and make good decisions. This is achieved through BuildingCo's 'People Leadership and Engagement' plan and the 'Skilled for Action' program. The aim is to strengthen the skills and confidence of managers and encourage a 'can-do' attitude[49].

The BPS is aimed at supporting the achievement of the business objectives through the alignment of all employees and departments and through the objectives of ownership, alignment, focus, direction and commitment[50]. It is espoused to deliver best practice safety outcomes, increased output, reduced wastage, lower inventory levels and added value to the supply chain[51]. It is linked to the organisational values, and is underpinned by a comprehensive set of Lean principles, tools and techniques, that enable BuildingCo to deliver on demand, minimise inventory, maximise the use of multi-skilled employees, flatten the management structure and focus resources where they are needed[52]. Essentially, Lean and BPS focus on customer value and the elimination of processes or practices that do not contribute to that value. It is a driver of continuous improvement, with Lean best practices emphasising collaboration and cross-functional problem-solving using a methodical, team-based approach[53]. The BPS protocols are embedded in manufacturing processes, sales and marketing, distribution, innovation, and maintenance. It is espoused that BPS is driving improvement outcomes across the business and helping to streamline processes and reduce costs[54], and that BuildingCo's manufacturing footprint is more efficient than ever before[55].

Another espoused priority, innovation, is intended to leverage BuildingCo's brand and meet unmet customer needs, and is embedded into the business. BuildingCo states that there is demand for products that offer ease of installation, cost improvement, performance and

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[48] BuildingCo CEO (2014)
[49] BuildingCo Review (2013; 2014)
[50] BuildingCo Cement (2013)
[51] BuildingCo Presentation (2013)
[52] BuildingCo Review (2013)
[53] BuildingCo Magazine (2013, Issue 1)
[54] BuildingCo Review (2013)
[55] BuildingCo Review (2015)

sustainability, therefore highlighting the need for 'customer-inspired innovation'[56]. To further innovation, BuildingCo have opened two 'Innovation Factories', which represent a change of tactic in how innovation is managed. The emphasis is on making innovation more systematic, strategic and focused on what the business needs and, ideally, making the process more efficient. The intention is to take existing products and innovate to create products that perform better and contribute to a more sustainably built environment, and is a key element in BuildingCo's vision for performance excellence through innovation. Additionally, innovation is not just limited to products, it is also focused on processes, machinery and CSR as well. For instance there is significant attention on using recycled and alternative materials and fuels in production processes, as well as investments in new efficient manufacturing processes, reducing carbon emissions, and innovative recycled water treatment processes for concrete and cement plants.

In line with the CEO's perspectives of the Australian market conditions and the new strategic direction, the CEO has implemented significant restructuring and streamlining initiatives. The CEO stated that these initiatives will "strengthen BuildingCo's competitiveness and result in a significantly streamlined, more responsive organisation with a lower, more sustainable fixed cost base", adding that tough decisions were needed and that over time, BuildingCo had become "burdened with excessive overhead costs…that have become critically exposed when times are tough"[57]. The 'streamlined organisation' became more focused through "divestments, closures and capacity rationalisation activities"[58]. These restructures, divestments and closures impacted BuildingCo Cement specifically, with the consolidation of the Cement Division and Construction Materials Division, the closure of one of the cement manufacturing plants and, specifically at CementCo, the shutdown of the speciality cement kiln. The initiatives also resulted in significant job losses at the executive level, in the corporate office, in divisional offices and in the businesses, focusing on back office, managerial positions and support activities. Within Australia, the restructuring resulted in the loss of over 1000 jobs, with 28 of those losses occurring in CementCo itself.

This section has considered the overarching strategy and philosophy of BuildingCo that has direct impacts on CementCo's policies and intended practices, and the changes that have led to this. It has discussed the economic environment as it is perceived by BuildingCo's CEO and senior management team, and how this environment has been used as a justification for the

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[56] BuildingCo Review (2013); BuildingCo Magazine (2014, Issue 1)
[57] BuildingCo ASX Release (2013a)
[58] BuildingCo ASX Release (2013a)

significant changes made throughout the businesses of BuildingCo, as well as how this has influenced the overall strategy. The following section narrows the focus to consider the cement industry and the role of the BuildingCo Cement, the company's cement division, within this strategy.

4.4   A Focus on Cement: The Cement Industry and BuildingCo Cement

The consolidation of the Cement Division and the Construction Material division resulted in the one large division known as the 'Construction Material and Cement Division' (CM&C). Within the CM&C division is 'BuildingCo Cement'. BuildingCo Cement has manufacturing, milling and bagging operations in New South Wales, Victoria and Queensland, and is one of Australia's largest manufacturers and suppliers of cementitious products. When considering people management and CSR in CementCo, the cement industry plays a significant role in informing the context. This section provides a brief overview of the cement manufacturing process and situates the cement industry within the Australian economy. It then considers the environmental and social impacts of this controversial industry. The section then considers BuildingCo Cement and its specific challenges in relation to these industry impacts.

4.4.1   Understanding the External Environment: The Cement Industry

Concrete is one of the most consumed materials on earth, second only to water, with twice as much concrete used in construction as all other building materials combined. Cement is the 'glue' that binds aggregates together to form concrete, and is made from a mixture of calcium, silica, aluminium and iron. The raw materials are heated in a high-temperature kiln and transformed into clinker, which is the compound that gives cement its binding properties. The clinker is then mixed with gypsum and ground into a fine powder to make cement. Varying the mix of cement, sand and aggregate enables concrete to be used in a range of pre-mixed and bulk applications. The pre-mixed concrete industry consumes the greatest volume of cement, and is used in concrete slabs and foundations for buildings, roads and bridges; precast panels, blocks and roofing tiles; and fence posts, reservoirs and railway sleepers. Cement is also used in bulk quantities, for stabilisation of roads and rocky surfaces; backfill mining operations and casings in oil and gas wells; and renders, mortars and fibre board (Cement Industry Federation (CIF), 2016a; 2011).

Cement manufacturing is a domestically focused industry. Imports representing only a small percentage of supply and are typically only used to bridge the gap between supply and

demand. The demand for cement in Australia is just over 10.1 million tonnes, with demand closely linked to Australia's economic growth, providing long term stability for investment and employment (CIF, 2016a; 2011). While Australia is a relatively small market by world standards it has a good supply of raw materials for cement manufacturing. The industry has invested and worked to remain globally competitive by modernising plants and opening cement standards to the use of supplementary cementitious materials in concrete and mineral additions in cement, contributing to reduced production costs (CIF, 2016b). In addition, cement manufacturing and distribution provide jobs and investment in regional Australia as well as in suburban and industrial areas. Cement plants are located in regional centres or in small rural communities making the industry a significant regional employer. The cement industry in Australia employs over 13000 people and produces over ten million tonnes of cementitious materials with an annual turnover in excess of $2.4 billion (CIF, 2015).

The Australian cement industry is a vital if somewhat underestimated component of the Australian economy and is integral to the domestic construction industry. However, the industry has been impacted by challenging macroeconomic conditions, with historically high exchange rates, poor recovery for the local building materials market, high energy costs, competitive concerns and the potential for cheap clinker imports, low levels of consumer and business confidence, and decline in non-residential construction. However this has been somewhat offset by strong growth in heavy industry and the mining sector (CIF, 2013; Global Cement, 2014). Despite this, the CIF (2013) state that a key focus for the Australian cement industry going forward is the continuous improvement of productivity and competitiveness within an economically and environmentally sustainable framework. They further suggest that the Australian cement industry, while recognised for adopting 'fit-for-purpose' sustainability and energy efficiency reforms, is well below almost all other regions in usage levels of alternative fuels and raw materials.

As the cement industry is an energy-intensive industry that is responsible for five percent of man-made carbon emissions, it can have serious environmental and social impacts, including climate change, emissions to air and water, natural resource depletion and employee health and safety. For instance, in Australia, the industry is responsible for around 7.2 Mt per annum of greenhouse gas emissions. The cement industry has always been intensely competitive, but more recently, it is faced with increasing legislative and stakeholder pressure in not only Australia, but in many countries, to be more environmentally and socially responsible, resulting in a number of organisations changing their strategies, policies and practices, or at the very least espousing a change (CIF, 2015; Klee & Coles, 2004).

This increased pressure is also a result of the cement industry's characterisation as a 'controversial industry'. Controversial industries are often closely scrutinised by external stakeholders who perceive these industries as being morally corrupt, unethical, offensive, or representative of aberrant behaviour (Cai, Jo, & Pan, 2012; Lindgreen et al., 2012). These industries can be characterised as 'sinful', for example the tobacco, gambling or adult entertainment, or as inherently entailing persistent or emerging environmental, social or ethical issues, for example nuclear, oil, biotech, or as is the case in this study, cement (Cai et al., 2012; Kilian & Hennigs, 2014; Lindgreen et al., 2012), and these perceptions may even occur in spite of their actual harm to society, individuals or the environment.

Characterisations of organisations in inherently controversial industries are suggested to be complicated. For these industries, the degree of controversy can vary by product or business (Kilian & Hennigs, 2014), or there may be inherent contradictions as they may cause significant impacts such as heavy pollution, resource depletion, and/or community displacements, while at the same time they may be a fundamental part of their country's economy (Rodrigo, Duran, & Arenas, 2016). In addition, these organisations are faced with the challenge of demonstrating social responsibility while producing products that may be harmful to society or environment. As such it is suggested that these organisations experience even greater hurdles due to a lack of credibility and trust, and that their CSR initiatives are often subject to more intense public scrutiny (Dobele et al., 2014).

In response to this increased concern for corporate responsibility in this controversial sector, the CIF emphasise four basic principles for the cement industry's contribution to sustainable development. These include promoting quality of life; producing high-quality cement products for all types of construction projects, while protecting health and safety, providing preferred employment opportunities and working with our local communities; protecting ecosystems; and actively preventing mining or related activities from systematically degrading natural systems beyond rehabilitation or recovery (CIF, 2015; 2013).

In addition, the CIF is a project partner in the Cement Sustainability Initiative (CSI). The CSI is a World Business Council for Sustainable Development (WBCSD) initiative, and is one of the largest global sustainability programmes undertaken by a single industry (WBCSD, 2016). It is a global effort by 24 major cement producers with operations in more than 100 countries (of which BuildingCo is not one of them). Over the last 10 years the CSI focused on, and continues to focus on, understanding, managing and minimizing the impacts of cement production and use by addressing a range of issues, including health and safety with a focus

on 'zero fatalities and lost time injuries', climate protection, fuel and materials use, emissions reduction, biodiversity, water, concrete recycling and quarry management (WBCSD, 2015, 2016). While none of the Australian cement manufacturers are members of the CSI, and therefore do not need to adhere to the monitoring, measuring and reporting guidelines, the initiative has highlighted the significant environmental and social impacts of cement manufacturing, which has influenced the Australian cement industry and perceptions of the industry. Therefore, cement manufacturing organisations and associates must demonstrate a commitment to these goals and guidelines.

Building on the goals of the CSI, the CIF priorities in relation to sustainability include climate change, energy efficiencies, fuels and raw materials, employee health and safety, local imports, emissions monitoring, and reporting and communication. The CIF has collaborated with the Australian Government and government agencies, community groups and liaison committees, and special interest groups to achieve continuous improvement and change initiatives. They have also promoted health and safety protocols, policy reforms, and monitoring and reporting guidelines, to its member organisations, and has espoused a commitment to continued collaboration with the Australian Government and government agencies to improve and/or change standards and processes in the cement industry (CIF, 2016c). As it can be seen, priorities of the associations that represent and guide the industry focus predominately on the environmental impacts with little focus on people beyond health and safety.

Within the cement industry, there are three main manufacturers of cement, and two smaller manufacturers who are both part owned by the larger manufacturers. The three main competitors are of similar size and ability, are all members of the CIF, and combined employ over 5000 people. Their espoused values and priorities are similar to CIF and BuildingCo, with a focus on sustainability, safety, communities, environment, diversity, and improvement initiatives. Their intended CSR commitment is again focused on similar aspects, including carbon emissions, environmental impact, recycling and re-use, community, health and safety, and diversity. As it can be seen, at this industry level, beyond a focus on employee health and safety, and creating and maintaining employment opportunities, there appears very little attention paid to the role of HR or people-related CSR in either the mainstream documentation or scholarly research, or in the organisational data. The key focus within this industry appears to be on external factors, such as the environment and community impacts, and also on reputation enhancement. As such, this lack of consideration of a more people-

focused approach at the industry level may have a significant influence on, and implications for the individual organisations and their people management practices.

This highlights the significance of people management generally, and in the enactment of CSR initiatives, and the critical importance of understanding, analysing and managing the process as set out in the HR Causal Chain model, especially the role of culture and subcultures. Within organisations where there is little differentiation between the operations and manufacturing processes, or the product being produced, like in cement manufacturing, it is the people and the processes of people management that will provide the unique competitive advantage. However, research considering people management within the cement industry is non-existent. Furthermore, while this controversial industry has significant social and environmental impacts, and there is increased pressure to demonstrate a commitment to CSR, there is very little research on CSR in the cement industry or the role of HR in CSR enactment. The current study therefore offering a unique and needed contribution to existing literature.

4.4.2 BuildingCo Cement

While this study is focused at the organisational level, not the industrial level, it is important to consider the impacts of the external environment on the strategies, practices and decision-making within the organisation. Therefore, it is within this industrial context that BuildingCo Cement operates. As mentioned, BuildingCo Cement has gone through significant changes. From its acquisition by BuildingCo in 1987, it operated as relatively independent organisation with its own General Manager who, along with senior management, determined the strategy, policies and practices for the business, using BuildingCo's policies as guidelines when needed. Until 2010, BuildingCo Cement was known by an alternative brand with completely separate branding. During the restructuring in 2010 and the adoption of the 'one company' approach, BuildingCo Cement was re-branded in line with BuildingCo, and the business was brought under the BuildingCo banner in line with the 'BuildingCo Way' philosophy. This change was intended to increase the visibility of BuildingCo and add strength to the BuildingCo brand.

The appointment of the current CEO resulted in further changes to BuildingCo Cement when in 2013 the Cement division and the Construction Materials divisions were consolidated. The justification for the change was it 'reinforces the importance of these Australian businesses in the Group's portfolio'[59], suggesting that BuildingCo's cement business provides a

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[59] BuildingCo ASX Release (2013b)

strategically important input into concrete operations, and that makes sense to bring these operations together under one leadership team. As such, the CM&C division is currently BuildingCo's largest division. It is espoused as 'an important future growth platform'[60], with BuildingCo's CEO espousing that their strategy "…continues to be about protecting and strengthening our leading integrated positions and continuing to optimise assets to deliver strong returns"[61].

In responding to market conditions, risks and challenges, BuildingCo has differing strategic directions for each of its divisions. The CM&C division's intended strategic direction is to 'protect and strengthen leading integrated positions, and to grow major project capability for long term value'[62]. BuildingCo suggests that while all the divisions face challenges, such as the high cost of doing business, structural and cyclical changes in demand, import competition, health and safety risks, plant failures, weather impacts and geopolitical impacts, the CM&C division faces specific challenges[63]. As the CEO, himself, stated:

> *In the cement industry in Australia, the whole industry is migrating to an import model. We closed down our Victorian cement kiln earlier this year to bring us in line with the broader industry which is now importing around 30% of domestic needs. With high capital costs two to three times the cost of building comparable plants in Asia, high labour and energy costs, high transport costs (both sea and road), not to mention the recent experiment with the carbon tax and the possible flirtation with a carbon trading scheme, the final nail in the cement coffin comes from an Australian dollar that continues to move in a range of 90c to $1.00 relative to the USD – bringing down the import parity price for Asian cement (which is produced at half the cost). This low price ceiling for domestic cement makes it impossible to further invest in Australian capacity[64]*

In addition, the CEO espoused that 'significant improvements have been undertaken in the Australian businesses'[65]. It is stated that the more strategic positioning of BuildingCo's business and the 'integrated downstream operations' of BuildingCo Cement feeding into their concrete production, has BuildingCo well-positioned to benefit. This is also espoused as being a result of 'improvements' such as increased imports and the closure of a number of cement manufacturing plants as well as the kiln closure at CementCo and the development of contracting skills and major projects capabilities[66].

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[60] BuildingCo ASX Release (2013b)
[61] BuildingCo Media Release (2016)
[62] BuildingCo Annual Report (2014; 2015)
[63] BuildingCo Annual Report (2013; 2014)
[64] BuildingCo CEO (2013a)
[65] BuildingCo CEO (2015)
[66] BuildingCo CEO (2015)

The challenges identified above therefore required strategies that fit with the divisions' strategic direction in order to effectively respond to them. Within the broad scope of the Fix, Execute and Transform strategy, BuildingCo Cement has modified the principles and processes to fit the needs of the business particularly in relation to these challenges. For instance BuildingCo Cement has adapted the key priorities of the strategy and implemented the 'Zero/One/Ten' vision. This vision is a simplified version of the strategy that focuses BuildingCo Cement's people on a few issues that mattered most to the organisation. Thus the focus is on 'zero' harm for BuildingCo Cement's people, emphasising that safety comes before production. Being number 'one' in all that BuildingCo Cement does by engaging and leading their people, and being the number one choice for customers and employees by "delighting our customers"[67]. As well as striving for 'ten' percent improvement every year by continuously improving our business activities, systems and processes, ensuring everyone has a role in finding improvement opportunities, and developing a culture of continuous improvement[68].

Safety is emphasised as BuildingCo Cements' first priority, with key focus areas and initiatives including 'reinforced management commitment and leadership, increased employee understanding of accountabilities and responsibilities for safety, expanding safety interventions, communicating safety absolutes, continuing Safestart rollout, and implementing contractor safety program'[69]. In relation to the implementation of BPS, BuildingCo Cement has developed 10 Lean attributes that 'help Lean improve the plant'[70]. These include cultural awareness, visual management and housekeeping, standardised work, flexible operations, continuous improvement, error proofing, quick changeovers, total productive maintenance, material control, and level production. It is suggested that these 'improvement activities will be ongoing involving everyone from the shop floor through to the site manager'[71]. Other cement-specific initiatives include shifting to an import model in Victoria, while maintaining and monitoring NSW-based plants[72].

In addition, and as a response to the need to be more socially and environmentally responsible, BuildingCo Cement are espoused as using the BPS to 'deliver best practice safety outcomes, increased output, reduced wastage, lower inventory levels and added value to our

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[67] BuildingCo Presentation (2015)
[68] BuildingCo Magazine (2015); BuildingCo Presentation (2015)
[69] BuildingCo Presentation (2015)
[70] BuildingCo Cement (2013)
[71] BuildingCo Cement (2013)
[72] BuildingCo Presentation (2015)

supply chain'[73]. They suggest that they are linking safety, Lean and innovation through shared safety learning across the division, the establishment of an improvement culture, and though the introduction of a partnering approach to innovation[74]. They emphasise a 'zero harm-injury free workplace and environment', and a focus on people engagement and development, with the aim of 'working together to improve communication and to train our people'[75]. There is also an espoused focus on 'safety as an enabler of employee engagement'. They suggest that 'employee engagement on safety is essential to align values through the organisation' and that previously, BuildingCo Cement's safety management system was overly complex which inhibited employee ownership of safety outcomes. They suggest that now employees have ownership of safety outcomes and that this is 'aligning behaviour with expectations'[76]. They suggest that a main goal is to 'leverage integrated research and development capacity to move to sustainable low energy product solutions and multiproduct manufacturing platforms'[77].

In relation to the environment, BuildingCo Cement assert that they are achieving their CSR goals through energy and greenhouse gas emission reduction, water conservation, waste management, and recycling. They suggest that energy conservation and its impact on climate change are key elements of their environmental plans. It is emphasised that BuildingCo Cement and other CIF members have 'developed the Greenhouse Energy Management System, to address greenhouse issues by evaluating their position and offering practical solutions such as plant upgrades and alternative fuel programs to reduce emissions at both industry and company levels'[78]. In addition, they suggest that they are committed to reducing water consumption through onsite collection and storage of rainwater, increased recycling, and conserving water in all operations. They also suggest that they manage the extraction of non-renewable resources efficiently and competently, and recycle as much as possible from their own businesses, including construction and demolition waste and by-products of other processes for use as a green alternative to natural resources. For example, Fly Ash, a by-product of coal combustion, and slag, a by-product of steel manufacture are both used in cement. BuildingCo Cement has also focused on the innovation and development of 'new concrete formulation with significantly lower cement content and dramatically improved

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[73] BuildingCo Presentation (2013)
[74] BuildingCo Presentation (2013)
[75] BuildingCo Cement (2013)
[76] BuildingCo Presentation (2013)
[77] BuildingCo CEO (2013b)
[78] BuildingCo (2015b)

properties'[79]. They are replacing the cement with ground blast furnace slag that reduces CO_2 emissions, and have innovated a 'unique formulation that activates the slag to enhance early strength, an issue that has previous affected this process.

So far this chapter has considered the broader industry and organisational context as it applies to BuildingCo, and as an extension, CementCo. The external environment, as has been demonstrated, has a significant influence and impact on the organisations' strategy and philosophy, as well as decision-making, policy development, organisational structuring, communication, and numerous other organisational initiatives. As such, it is within this broader external context that CementCo, its HR and CSR policies and practices, and its people, exist. This context has significant influence on CementCo itself, the HR implementation process, and HR's enactment of CSR. The organisational strategy and philosophy that includes the HR and CSR strategies, and the subsequent policies and intended practices, have been informed and influenced by this context, as well as developed with the intention of addressing issues within this context. This context therefore has significant relevance to the intended HR and CSR practices, the implementation of those practices and the experiences of them, as well as a significant influence on the organisational culture, and as such provides a basis for the exploration and analysis in the following chapters. The following section provides an overview of the case organisation itself within this broader industry context.

4.5   The Case Organisation: CementCo

The case organisation, known for the purposes of this research as CementCo, is an Australian cement manufacturing plant. As mentioned, CementCo is a subsidiary of BuildingCo and is one of Australia's largest manufacturers and suppliers of cementitious products. The plant has been in operation since 1949 and in 1987 was acquired by BuildingCo. It is known as the 'landmark cement works' and until 2010, was identified by an alternative brand, still a subsidiary of BuildingCo, but with completely separate branding and stand-alone management structure. CementCo has now been rebranded in line with BuildingCo. CementCo is involved in both production and bagging of cement and the plant consists of two cement mills, a de-commissioned kiln and packaging plant, with up to 880,000 tonnes of cement produced per annum. Speciality products, including slag, off white, bagged and blends are produced at the plant, with additional grey cement grinding capacity provided.

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[79] BuildingCo Presentation (2013)

CementCo is the only plant in the cement division that produces multiple cement products, including both bulk supply and bagged cement. This creates a number of different processes and procedures in the plant that are not experienced in other plants within the division.

Within the plant there are three distinct departments; Production, Packaging and Mechanical. The Production department is focused on running the mills (and previously the kiln). This requires considerable expertise in general plant operations and specifically in the operation of the computerised milling system. Additional responsibilities include overseeing plant operations out of business hours, sample testing and quality control, basic environmental monitoring and being the first point of contact for the community. The majority of Production employees have been employed in the Production department for over 15 years, with some having 30 years' service. The Packaging department is responsible for operating the packaging machinery, including the bagging machines, palletiser and wrapping machine. Additionally responsibilities include organising the bagged cement and maintaining stock levels, and loading the trucks.

The Mechanical department is made up of the electricians, mechanical engineers and fitters, and general maintenance employees. It is responsible for preventative and predictive maintenance and repairs of plant equipment. These departments are intended to work together to achieve the organisational goals, however, in the past, each of the departments ran relatively independently of each other, particularly in relation to their people management practices. While the plant itself had general guidelines as to how the plant should operate and how people should be managed, each of the departments had the freedom to implement practices that fit with the needs and goals of the department without consideration of other departments. This has resulted in a significant number of informal and often unwritten processes, goals and objectives for each department.

The organisational restructuring as a part of BuildingCo's strategic direction had, and continues to have, significant impacts on CementCo, its policies and practices, and its workforce. Prior to the organisational restructuring there was 82 positions within the plant and the main functions of the plant included the production and milling of clinker and bagging of cement. The restructuring resulted in the closure of the kiln used for clinker production and the loss of 28 positions. CementCo had been manufacturing off-white clinker at the site for more than 20 years, with a number of employees involved in this process from start to finish, and many more employed just after its commencement. The closure of the kiln is espoused as being a result of a sharp decline in the demand for off-white cement as

consumers switch to products made from imported white clinker. It is suggested that the kiln was being under-utilised while costs have increased. In addition, it is espoused that:

> *The decline has coincided with a downturn in demand, rising costs of production, the availability of cheap imported clinker and the slow recovery of the building and construction industry. The combination of these factors, plus the CementCo kiln's high cost and sub-scale output, has rendered off-white clinker production unsustainable at CementCo[80]*

Almost as a side note to the kiln closure in the organisational documentation, BuildingCo also made 28 positions redundant. This, in conjunction with the closure, was attributed to 'prolonged industry challenges' which have 'exacerbated the issues at CementCo' as well as the need to '…meet the cement works' new circumstances'. Specifically, increasing operating costs, the slow recovery of the building and construction industry, and changes in environmental standards were espoused as adding to the financial pressures[81]. This was a significant reduction at CementCo, with the cut leaving just 54 positions. While the restructuring and redundancies at CementCo were espoused after the fact as being a result of 'several factors affecting the site and the Australian cement manufacturing industry as a whole'[82], within the organisation, the need for redundancies was perceived by employees to be attributed by senior management to the shutdown of the kiln. This however, negatively affected employees' perceptions, as the kiln only required a minimal number of employees to run, and cuts were made to all departments within the organisation and to administrative staff as well. In fact, a number of administrative staff were first to go, leading to decreased job security and trust throughout the entire organisation that still remains[83].

In addition, the majority of CementCo senior management were replaced with managers who are proficient in best practice and change management[84]. This new management team is intended to build trust with the employees while implementing the new organisational strategy. As the EO/OHS Officer stated:

> *We've got a new management team so that allows us to do something slightly different. It's all about building that trust between the manager and employees. But what we have to do is work on both ends. So we have to work with the leaders by making sure they are clear on what their expectations are, that those expectations are aligned with where the business is going. And also that, because we are*

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[80] CementCo Community Update (2014)
[81] BuildingCo ASX Release (2013b); CementCo Community Update (2014)
[82] CementCo (2015)
[83] Employees 1, 2, 4, 6, 8, 9 & 12
[84] BuildingCo Review (2012); BuildingCo Annual Report (2012); BuildingCo Review (2013)

> *fundamentally looking for different leaders from what we had before, what we need to do is make sure that we are building those capabilities in them*[85]

There is also a strong union presence at CementCo and the employees are members of the Australian Workers Union (AWU), which is common for this industry. The employees perceive the union to be an "absolute necessity"[86], an "insurance policy"[87], and a "needed form of protection"[88], and as such union membership, as a CementCo employees, is considered essential. There are three union representatives within the cement plant, one for each of the departments. These three representatives therefore provided information on the role of HR and its enactment of CSR from a union perspective. In any discussion of employment relations issues in the cement industry, it is important to acknowledge that the industry is highly unionised, and that the nature of the industry is predominately analysed from an industrial relations perspective. 'Industrial relations' is an area that is relevant to the industry and the topic of CSR, and industrial relations issues may very well arise during the data collection phase. However, due to the scope of the research and interest in the HR aspects, the focus of this research is specifically on HR strategy, policy and practice. Research that considers HR issues in the cement industry is minimal at best, which allows this research to significantly contribute to literature in this area.

Overall, the case organisation is one that has well-designed and well-documented intended HR and CSR policies and initiatives, and a demonstrated intended commitment to CSR. As evidenced, CSR is built into the organisations' values and philosophy, integrated into their strategic goals and HR strategy, and is supported by the organisational culture. BuildingCo and CementCo also have a HR department and has multiple hierarchical levels, including line managers, which was essential in relation to evaluating the role of HR and devolvement strategies within the organisation, and the enactment of CSR. As such, this case organisation can provide significant in-depth insights into the HR and CSR processes that is so often missing in much of the research.

4.6   Summary

While this study aimed to explore the role of HR and its enactment of CSR focusing specifically on the implementation process *within* a single organisation, the industry and organisational

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[85] EO/OHS Officer
[86] Employee 4
[87] Employee 7
[88] Employee 11

context cannot be ignored. As evidenced, understanding the external environment and the influence and impact it has on both BuildingCo and CementCo gives greater meaning to the actions and decisions of those within the organisation. It provides a justification for the organisational strategy and philosophy from the perspectives of senior management, and in doing so sets the scene for greater exploration of the issues and challenges faced by both line management and employees. Furthermore, it is the context within which CementCo's HRM and CSR intended strategies exist and actual practices are experienced. This context has also informed the decisions made regarding the intended strategies, as well as their design and intended implementation. Therefore, while the focus of this research is on the internal perceptions and experiences of a single organisation, the external influences and organisational context are critical to understandings of these perceptions and experiences.

Based on the Causal Chain Model (Purcell et al., 2009), the next four chapters are focused on the key steps in the process of HR and CSR implementation, namely Intended Practices, Line Manager Enactment, Employee Experiences, and Organisational Culture. These key steps provide a basic foundation for this research to build upon in relation to both HRM and its link to CSR. These chapters are designed to break down, unpack, and disseminate elements of the process. In doing so, they allow for a more in-depth exploration of the complexities, ambiguities and contradictions evident in the employment relationship and the organisation of work. They also provide an opportunity to go beyond the typical HRM research boundaries to more fully explore the perceived realities of organisational life. The following chapter, therefore, considers the intended HRM and CSR strategies from the perspectives of both BuildingCo and CementCo senior management.

Chapter 5:   Intended Practices

5.1   Introduction

This chapter is the first of four chapters that explore, analyse and discuss the key steps in the implementation process as set out in the HR Causal Chain Model (Purcell et al., 2009). It is focused on the intended HR and CSR practices that are designed by senior management and are intended to be experienced by all or most employees. An organisation's intended strategy and practices are designed to elicit the desired employee responses in order to contribute to the achievement of that strategy. They are aligned with the organisation's overall strategy and goals, and influenced by the organisational values. The HR and CSR strategies and policies are intended to act as guidelines for action and behaviour based on the organisation's strategic direction. As such, it is suggested in the literature that consideration of the decision-making, designing and planning of the intended HR practices is significant for research (Guest & Bos-Nehles, 2013).

This chapter, therefore, begins with an exploration of the intended HRM and CSR strategies. It starts with a discussion of the intended HRM policies and practices of BuildingCo, and how this compares to current HRM literature. BuildingCo's espoused CSR values and initiatives are then discussed and compared to current CSR and CSR-HRM literature. The chapter then narrows in by considering CementCo's espoused HR strategy and CSR values, from the perspectives of senior management. These perspectives provide a clearer understanding of the intended HR and CSR initiatives and values that are specific to CementCo, and as senior managements' intended practices directly inform the perceptions and experiences of line managers and employees, they are critical to the analysis of the intended practices. The intended implementation of the HR and CSR practices and initiatives are also explored, as is the role of HR in the enactment of CSR.

5.2   HR in BuildingCo: Intended Policies and Practices

As demonstrated in Chapter 4, BuildingCo has undergone significant change in relation to their organisational philosophy, strategy, objectives and structure, which has impacted its people management strategies. The implementation of the 'one company' approach, intended to ensure alignment, consistency, discipline and best practice across all of the groups' businesses, has implications for how BuildingCo's people are managed. This

approach aimed to increase accountability, share responsibilities and align objectives[89]. In relation to people management this means that BuildingCo's employees are intended to be recruited, managed and developed in a consistent manner, with the intention of encouraging behaviour that is in line with the overall strategic objectives. As such, BuildingCo's people management strategy is inseparable from the overall strategy and philosophy. A key aspect of the organisational strategy is to develop a participative and engaged workforce that is committed to safety, innovation, collaboration and best practice. The HR strategy is aligned with the organisational values and CSR principles, and is underpinned by the BuildingCo Production System (BSP) and the principles of Lean.

The design and intended implementation of BuildingCo's HR strategy is consistent with intended HRM literature in that it has been proactively designed to elicit specific affective, cognitive and behavioural responses from employees through the alignment of the HR system with the organisational strategy, values and CSR principles (Purcell et al., 2009; Wright and Nishii, 2013). In addition, in designing the HR and organisational strategies, BuildingCo has also specifically considered and incorporated decisions related to contextual factors, such as organisational size, degree of centralisation, institutional factors, and legislation and regulations. This is consistent with the literature and suggests that BuildingCo is committed to the utilisation of its human resources to achieve their strategic goals (Gilbert et al., 2011b; Guest and Bos-Nehles, 2013). Furthermore, the HR strategy is closely aligned with the BuildingCo's intended strategy and objectives, values and CSR principles. This suggests the organisation has taken a 'best fit' approach (Schuler & Jackson, 1987); matching the HR strategy and policies to the organisational strategy as a means of achieving competitive advantage. BuildingCo clearly states that their people management strategy is designed to ensure that managers and employees are 'empowered to take action and work together to support the delivery of BuildingCo's Fix, Execute and Transform strategy'[90].

However, within this approach there is a strong emphasis on 'best practice' (Boxall & Purcell, 2008; Holbeche, 2009; Legge, 2005). While there are many varied businesses within the BuildingCo group, there seems to be a push for uniformity and alignment across the entire group. The internal alignment of HR practices is intended to ensure consistency across all the businesses and plants through the centrally determined practices, procedures and processes (Purcell et al., 2009). In addition, the best practice approach is evident as underpinning all of

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[89] BuildingCo CEO (2010) 'Strategy Presentation'; BuildingCo Review (2013; 2014)
[90] BuildingCo Annual Report (2014)

BuildingCo's priorities. In achieving BuildingCo's safety, innovation, leadership, diversity, and employee engagement objectives, businesses and employees are encouraged to 'adopt a disciplined approach by using best practice tools and processes, in particular the BPS'[91]. Furthermore, businesses and product teams from multiple regions are encouraged to consistently adopt best practice, with 'product councils' established specifically to ensure 'uniformity and consistency' in the implementation of practices[92].

While there is an insistence that all businesses implement the organisational strategy as intended and according to the BPS and the principles of Lean, there also seems to be some flexibility in when and how practices are implemented at both the divisional and plant levels, so long as key objectives are being met. At the divisional level for instance, the Construction Materials & Cement (CM&C) division have simplified BuildingCo's strategy to the 'Zero/One/Ten' framework, which is focused on delivering zero harm, being number one for customers and employees, and delivering 10% year-on-year improvements. They suggest that it is an easier way for employees to understand BuildingCo's goals, but that behind it there are 'detailed strategic planning and specific methodologies to achieve the goals'[93]. The idea behind the simplification was to focus employees on three issues that mattered most; safety, customers and employees, and continuous improvement. The intention is that employees can use the framework as a decision-making tool knowing that if decisions are made in line with the framework then it's got to be a good thing[94]. This is said to empower employees, giving them ownership to make decisions that will deliver on BuildingCo's objectives; what BuildingCo calls 'owning the intent and having a bias for action', thus increasing engagement and participation.

At the plant level, senior management seem to have some flexibility in what practices and initiatives they chose to focus on, and how these practices are prioritised and implemented. This flexibility however, it limited by the organisational objectives and senior management's individual objectives. As such, flexibility is more evident in how the practices are implemented rather than what practices are implemented. In addition, many of the specific practices implemented are dependent on the organisational context and/or specific situation. This may suggest some consistency with the idea that best practice is more applicable at the level of general principles and generic HR processes, while best fit is more

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[91] BuildingCo Review (2013)
[92] BuildingCo Magazine (2014, Issue 2)
[93] BuildingCo Magazine (2014, Issue 1); BuildingCo Review (2015)
[94] BuildingCo Magazine (2015, Issue 1)

relevant at the surface level of HR policy and practices (Becker & Gerhart, 1996; Guest & Bos-Nehles, 2013). Becker and Gerhart, and Guest and Bos-Nehles suggest that these approaches are not necessarily in conflict; they simply operate at different levels of the HR system (Becker & Gerhart, 1996; Guest & Bos-Nehles, 2013).

5.2.1 Specific HR Practices

Specifically, BuildingCo's intended HR strategy aims to 'attract, retain and develop talent with deep industry experience[95]'. This is underpinned by a 'continuing commitment to the development of all employees, and made all the more important by the desire to fully engage all employees through to the shop floor'[96]. BuildingCo claims that they have invested in progressive work practices, have a highly trained and skilled workforce, and have a focus on continuous improvement programs that reflect a commitment to excellence[97]. They state that BuildingCo's people are 'well-equipped with the right information and the right tools to solve problems and make good decisions'[98]. The CEO is quoted as saying:

> *I recognise that we need to ensure that our people are well-equipped to 'execute' our plans and initiatives efficiently and consistently. We are driving consistency and discipline across the areas of safety, employee engagement, and the BuildingCo Production System, which is underpinned by a comprehensive set of Lean and Sales and Marketing Excellence tools. These activities are driving improvement outcomes across the business and helping us to streamline processes and reduce costs[99]*

Improvements in BuildingCo's people management strategy are focused on achieving the goals and objectives set by the 'fix, execute and transform' strategy. BuildingCo's espoused people management priorities include people development, leadership, safety, communication, diversity management, and employee engagement and empowerment. These people management priorities are consistent with, and inseparable from, BuildingCo's CSR priorities, and as such will be discussed in more detail in the next section. BuildingCo's people management strategy is an integrated, complex bundle of practices, that together aim to 'engage employees and reinvigorate efforts to improve safety, innovation and sales excellence'[100]. Overall, BuildingCo espouses that 'the way things get done', meaning the achievement of the organisational strategy, is to ensure that the workforce is engaged. Employee engagement is said to be achieved by the combined implementation of people

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[95] BuildingCo Review (2015)
[96] BuildingCo Code of Conduct (2014)
[97] BuildingCo (2015a)
[98] BuildingCo Review (2014)
[99] BuildingCo Review (2013)
[100] BuildingCo Review (2014)

development and performance management practices, as well as through improved safety performance, customer satisfaction, innovation and empowerment.

5.3   CSR in BuildingCo: Espoused CSR Values and Initiatives

BuildingCo states that they are committed to meeting and exceeding their CSR responsibilities and objectives. In addressing this responsibility, BuildingCo has developed 'sustainability elements' that represent what BuildingCo considers are key to meeting their CSR objectives[101]. The elements include 'our people', 'health, safety and environment' and 'our communities'. They are aligned with and support the achievement of the organisational purpose and values, and the organisational strategy[102]. BuildingCo states that CSR practices are 'integrated into the business' and that 'managing the business in a sustainable way is integrated into the way we get things done[103]'. BuildingCo's sustainability elements and initiatives are 'prioritised to direct resources where the greatest value can be delivered for our shareholders, customers, employees and communities, with a focus on delivering best practice safety management, responsible environmental management, sustainable product development and value-creating partnerships'[104]. They specifically state that they are 'committed to sustainability and the desire to assist the building and construction industry including builders, developers, architects and consumers to achieve their sustainability goals'[105].

'Our people' is espoused as being linked to BuildingCo's purpose of providing a safe, challenging and rewarding workplace, and includes the priorities of diversity, people development and leadership, and engagement and empowerment. In relation to diversity, BuildingCo states that they have an 'implementation plan' to deliver long-term improved diversity outcomes, which includes a framework with strategic elements of leadership, communication and education, system and process design, gender equality and pay equity, generational diversity and indigenous relations[106]. BuildingCo specifically states that a diverse workforce can 'improve employee engagement and retention by fostering a culture that promotes personal achievement and is based on fair and equitable treatment of all

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[101] BuildingCo Annual Report (2013; 2014; 2015); BuildingCo Sustainability Report (2013)
[102] BuildingCo Annual Report (2013; 2014); BuildingCo Sustainability Report (2013)
[103] BuildingCo Review (2014)
[104] BuildingCo Sustainability Report (2013)
[105] BuildingCo (2015b)
[106] BuildingCo Annual Report (2014); BuildingCo Diversity Policy (2012)

employees, irrespective of their individual backgrounds'[107]. As such, diversity at BuildingCo is underpinned by the principles of 'recruiting and promoting based on merit', 'remunerating on a non-discriminatory basis', 'ensuring that development activities are available to all on a non-discriminatory basis', and 'striving to increase the proportion of women in the organisation, particularly in executive and senior management roles'. Diversity related KPI's are also incorporated as part of each senior managers' Personal Development Program and reviewed in annual performance appraisals[108]. In addition, it is stated that it is the 'responsibility of all employees to act in a manner that helps create and maintain a workplace environment that supports diversity and is free from discrimination and harassment'[109].

People development and leadership is not only a priority for BuildingCo's CSR strategy, it is also espoused as priority for the organisational strategy, culture and HR strategy. The CSR focus is aimed at having engaged employees who have the right skills and capabilities to develop their careers and perform their roles effectively. BuildingCo states that it has formal processes that provide a 'structured and supportive approach to employee development', including 'talent and capability identification and assessment, development pathways, performance reviews, Personal Development Process and the skilled for action training program'[110]. They suggest that these help employees reach their 'highest potential'. Leadership development is also emphasised as a CSR priority, as they state that 'effective leaders engage the workforce and drive a performance culture'. Leadership programs include the Future Leaders Program, 'learn from experienced leaders' through interaction and conversation, placements, mentoring and coaching[111]. The final priority for BuildingCo in the 'our people' element is engagement and empowerment. This is linked to both diversity and people development, and also the other sustainability elements and the organisational and HR strategies. BuildingCo states their goal is to have a more engagement and empowered workforce that 'takes action and works together in a way that supports the delivery of immediate priorities and longer-term objectives'. They claim that their 'more streamlined organisational structure' has supported this goal. BuildingCo has focused on making improvements in the areas of 'strategic direction, employee motivation, accountability, culture and climate, innovation and learning, and the external orientation'[112].

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[107] BuildingCo Annual Report (2013); BuildingCo Code of Conduct (2014)
[108] BuildingCo Annual Report (2014); BuildingCo Code of Conduct (2014)
[109] BuildingCo Diversity Policy (2012)
[110] BuildingCo Annual Report (2013; 2014)
[111] BuildingCo Annual Report (2014); BuildingCo Sustainability Report (2013)
[112] BuildingCo Annual Report (2013; 2014); BuildingCo Sustainability Report (2013)

'Health, safety and environment' is focused on the goal of 'Zero Harm to our people and the environment', and includes the priorities of work health and safety performance and injury analysis, and environment including emissions, energy, water, recycling, prevention of pollution, and biodiversity. With the strategic changes and BuildingCo's more focused approach, the sustainability elements were reduced, with the 'work health and safety' and 'environment' elements combined. This also resulted in the introduction of the Health, Safety and Environment (HSE) strategy that is driven by the goal of 'zero harm'. The strategy incorporates 20 improvement programs within five focus areas across the themes of 'people', 'systems', and 'products, plant and equipment'[113]. This strategy is based on the 'fix, execute and transform' strategy and relies on BPS, Lean and employee engagement to achieve the objectives. In terms of work health and safety performance, BuildingCo states that management and employees are expected to address safety first in all internal communications, that the management of day-to-day safety is the responsibility of front line managers, that all employees are empowered to put safety first and act accordingly, and that organisational leadership must "walk this talk"[114]. BuildingCo has also introduced 'senior level safety interventions' and 'behaviour-based safety systems' integrated with BPS, and training programs related to employee risk awareness, identification, monitoring and reporting. Safety and the goal of 'zero harm' is also espoused as an 'inherent part of leadership and engagement'[115].

In relation to the environment, BuildingCo claim that they are continually working to identify and minimise environmental risk, and where practicable, eliminate adverse environmental impacts. They specifically state that they are committed to complying with environmental legislation, regulations and standards as an 'absolute minimum'. BuildingCo aim to 'minimise the impact of their operations and their products on the environment'[116]. Their environmental priorities include reducing greenhouse gas emissions through improved technologies and use of alternative fuels, protecting biodiversity values at and around their facilities, and open constructive engagement with communities surrounding their facilities. In addition, they espouse they are eliminating all forms of waste through the use of Lean manufacturing principles, resulting in efficient use of energy, conservation of water, minimisation and recycling of waste products, prevention of pollution, and effective use of

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[113] BuildingCo Annual Report (2013; 2014); BuildingCo Review (2014)
[114] BuildingCo Annual Report (2013)
[115] BuildingCo Annual Report (2014)
[116] BuildingCo Code of Conduct (2014); BuildingCo Environmental Policy (2012)

virgin and recovered resources[117]. They further state each BuildingCo business is required to continuously improve its environmental performance and management practices[118], and that their employees will be encouraged and assisted to enhance BuildingCo's environmental performance, and this will be achieved through communication and training[119].

'Our communities' is linked to BuildingCo's purpose of taking a socially responsible approach to all activities, and includes a focus on community engagement and community partnerships. Community engagement is a key aspect for BuildingCo, and their objective is to maintain support and goodwill of communities surrounding their activities through engagement and consultation. BuildingCo also aims to make meaningful contributions to the social and economic well-being of their communities by supporting local community activities, such as charities, emergency services, and sporting and environmental groups. BuildingCo also has 10 key strategic partnerships with community groups and organisations that share their values and that make valued and sustained contribution to the communities in which BuildingCo operates. They state that BuildingCo's 'portfolio of community partnerships are making a meaningful contribution to the communities in which BuildingCo operates, at the same time as engaging BuildingCo's people and showcasing products where possible'[120]. They also specifically state that 'as a matter of policy, the Group does not participate in or donate to any political or politically associated organisations'[121].

BuildingCo also specifies that the management of CSR and the sustainability elements are the responsibility of all of BuildingCo's managers. They state that 'sustainability management is integrated into the day-to-day activities of line management' and that 'specialists in health and safety, environmental services and human resources provide advisory support and corporate functions'[122]. In addition, CSR matters, including commitment, accountability, risk management, compliance and continuous improvement, are also integrated into individual managers' objectives. BuildingCo espouses that commitment to sustainability is demonstrated through measurable targets for all aspects of the business which are incorporated into the business plans[123]. In addition, managers are personally involved in sustainability initiatives. To increase accountability and performance in relation to CSR, each

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[117] BuildingCo Annual Report (2013; 2014); BuildingCo Sustainability Report (2013)
[118] BuildingCo Code of Business Conduct (2014)
[119] BuildingCo Annual Report (2014)
[120] BuildingCo Review (2014)
[121] BuildingCo Annual Report (2013; 2014); BuildingCo Sustainability Report (2013)
[122] BuildingCo Sustainability Report (2013)
[123] BuildingCo Sustainability Report (2013)

manager's performance assessments and reward systems are linked with sustainability objectives. This incorporation of targets and objectives into the performance management system suggests a significant role for HR in the design and development of the CSR, HR and organisational strategies and their integration. Sustainability risk assessments are integrated into the planning process and analysed for long-term impacts. It is further espoused that external reporting[124] ensures compliance with sustainability objectives, and that business plans and processes are reviewed regularly to incorporate best practice and new technologies.

BuildingCo's espoused commitment to CSR values and initiatives is in line with CSR literature that states that organisations need to widen their focus to include social and environmental responsibilities (Carroll & Shabana; 2010; Crane et al., 2008; Garriga & Melé, 2004; Lam & Khare, 2010; Strautmanis, 2008). It is also asserted in the literature that CSR must be integrated into the strategic and operational objectives and driven by the vision and purpose of the organisation (Coombs & Holladay, 2012; Young & Thyil, 2009; Michailides & Lipsett, 2012). BuildingCo's CSR values and priorities are inseparable from the intended strategy and values, and are incorporated into the organisation's objectives and individual managers' objectives.

Their commitment is also relatively consistent with CSR literature, in that in most cases they seem to go beyond what would traditionally be regarded as core business practices, however the motivation behind these practices is not purely altruistic, their commitment to CSR is based on mutual benefits to both the organisation itself and its social beneficiaries. The organisation's commitment to CSR is based on practices that should increase market share, motivate employees to perform better, increase profits through product innovation, or improve their brand and reputation. Although this is not to suggest that they are not also motivated to improve society and the environment. This is consistent with the strategic CSR literature that suggests that while organisations need to widen their focus, it should not be at the expense of, or conflict with, the organisations' economic responsibilities (Coombs & Holladay, 2012; Jamali et al., 2015; Senasu & Virakul, 2015; Wong and Gao, 2014). This literature suggests that in fact, CSR initiatives that are both voluntary and strategic generate the most sustainable mutual benefits and improves an organisations' competitive advantage. This is in line with BuildingCo's intentions to remain sustainable in the long term.

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[124] BuildingCo participates in Carbon Disclosure Project, Corporate Responsibility Index, FTSE4Good and DJSI

5.4   CementCo's Espoused HR Strategy and CSR Values

Employees and line managers' perceptions of BuildingCo's intended practices include both those strategies, policies, initiatives, and practices that are espoused by BuildingCo senior management and also those espoused by CementCo senior management. As such, interviews with CementCo senior management provide a clearer understanding of the intended HR and CSR initiatives and values that are specific to CementCo. In line with BuildingCo's intended strategies and alignment, CementCo senior management's perceptions of the HR and CSR strategies are that most of time they are inseparable, as one senior manager stated:

> *When we look at the objectives which are very aligned with the values which are with the corporate priorities and corporate responsibility stuff and if you keep aligning what you are trying to do and getting that message across continuously. It's not that you do it once and you say it works, it's like an ongoing job. You have to do it continuously. That does make it work easier[125]*

There is also an understanding of management's HR role that is consistent with BuildingCo's intended HR devolvement strategy:

> *All, you know, responsibility comes through the functional heads, like myself, the production manager, the works manager. So we end up day-to-day, looking after all the people management issues and the HR manager only gets involved when there is a broader issue. Then we engage him to do it. So in terms of, we provide feedback to HR, saying 'look that's where we need your support', otherwise we do it in-house[126].*

It is also suggested that the HR department and senior management 'work well together'[127]. There is the perception that HR provides support to management when they require it. Generally, senior management's perceptions of HR and the HR department is a positive one.

In relation to CSR, senior management participants generally refer to their CSR responsibilities as being socially responsible to their community and to their employees, being environmentally aware, being a good corporate citizen, and operating morally and ethically[128]. They also suggest that CSR is a priority for BuildingCo[129]. As the CSR values and elements are integrated into the organisational strategy and the HR strategy, the HR and CSR priorities were often discussed by participants together. Thus, specific priorities for CementCo are identified as people development and training, performance management, safety environment, and community.

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[125] Senior Manager 6
[126] Senior Manager 7
[127] Senior Manager 5
[128] Senior Managers 1 & 7; EO/OHS Officer
[129] Senior Manager 2

When asked specifically about HR priorities at CementCo, there was consistency in the participants' responses. 'People development' was identified as the main HR responsibility at the plant. From the participants' perspectives, people development involves 'a training element, a succession planning element, there's a team-building element'[130]. Training was identified by participants as something that has been significantly improved since the introduction of the new strategy. Senior management state that there are a number training courses that management and employees have participated in. The 'skilled for action' course that focuses on developing leadership skills that promote the organisations' priorities, was a key training course that 'everyone from supervisor level up went through'[131]. Although it was emphasised that both management and employees now participated in training, the type of training received is dependent on the position in the organisation. Senior Manager 6 explained that 'we; myself, the works manager, and department managers; we done the train the trainer program. So we go to the formal training and then we conduct the training to all of our employees'[132]. Thus for employees and in some cases line managers, training is at the discretion of their direct manager, either the senior manager, or in employees case, their line manager. This suggests a possible inconsistency with BuildingCo's best practice approach.

Leadership and trust were also considered important aspects of people development[133]. Developing leadership skills in the managers in line with the BuildingCo priorities was espoused as significant at CementCo:

> We've got a new management team so that allows us to do something slightly different. It's all about building that trust between the manager and employees. But in some ways what we have to do is work on both ends. So we have to work with the leaders by making sure they are clear on what their expectations are, that those expectations are aligned with where the business is going. And also that, because we are fundamentally looking for different leaders from what we had before, what we need to do is make sure that they are building those capabilities[134]

'Performance management' was also discussed as a priority for CementCo. Many participants suggested that prior to the changes, performance management for senior and line management was 'ad hoc', and that employee performance management was non-existent. Since the introduction of the new strategy, senior management participants state that performance management has improved significantly. They state that there are site

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[130] Senior Manager 5
[131] Senior Manager 4
[132] Senior Manager 6
[133] Senior Manager 5
[134] EO/OHS Officer

objectives that senior management are responsible for achieving and they are held accountable for them. They also suggest that each manager has individual KPI's that must be achieved each month that include objectives based on all of BuildingCo's priorities and the organisational values, including the CSR elements[135], as Senior Manager 3 said 'we've got our KPI's we have to meet every month and every 12 months we get reviewed'. It is also suggested that employees' performance is also now being formally managed. While employees do not have individual KPI's, their performance is managed through the achievement of department KPI's:

> *With the employees, um, we have maintenance KPI's. So every department will have a set KPI, every department has their own so it comes on a thing called a policy deployment. So it's the sites projects per month and also, um, maintenance will have one. OEE's need to be above this, this need to be done, you need to have no preventive maintenance tasks, you need a 90% completion rate on that. So that's all displayed, with BPS, on their visual cell boards. So it's all easy to see, it's all green, red, green, red. Have you done your job, green, green, and that's the main thing. Yeah so there is a visual way of showing they have achieved and done their job[136]*

> *What I mean is, you talk to the visual board itself, you say 'here's the KPI's we've got for yesterday's performance. So I'm not looking at you saying you were running that machine, your performance was terrible yesterday. Our plant performance is this, this packer 5 ran at this speed, 3 was this, 2 was this. I'm talking non-confrontational, non-personal, about our performance as a team yesterday. Individuals know if they were on that machine or not, individuals know if they did a good job or not based on that going up there[137]*

In relation to management and employee performance management, one senior manager added that one of the key objectives that senior management have to meet is employee engagement, and that one of the elements of that objective is providing feedback. He states that:

> *If you look at these various elements of employee engagement; to provide the feedback when employee has done well. If we don't do that then that means, you know, you're not recognising if an employee has put significant effort and if that effort is not recognised, what will happen over a period of time, it will end up being a disengaged employee. So one of the requirements when you are in a functional role is that you continuously work on managing that, you know, where there is positive feedback required you give positive feedback, where there is an improvement required if you don't provide a feedback how can you expect improvement. So that's an ongoing process that in my role you have to do continuously[138]*

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[135] Senior Managers 1, 3 & 5; EO/OHS Officer
[136] Senior Manager 3
[137] Senior Manager 5
[138] Senior Manager 7

At the senior management level, there is consensus that performance management is a priority for management and employees.

'Safety' and the concept of zero harm seems to be ingrained in the organisational culture. In the interviews with participants, safety was not one of the first priorities identified, even though it is considered a key priority for BuildingCo. However when asked about it, the participants gave me a look that suggested '*obviously, that goes without saying*'. Senior Manager 6 stated that:

> *When it comes to safety, that's like a given, it's like a core. So from top to bottom, the employees they're aware of it, the first priority is if we rate it we look at it as the first thing is the safety, then the other things come into play*[139]

Another senior manager stated 'safety is the centre of the business'[140]. All participants stated that safety is the first topic discussed in toolbox meetings, and safety information is communicated through safety alerts and on the visual boards[141]. CementCo, along with other BuildingCo businesses has also introduced a safety initiative called 'Take Five'. All employees have a Take Five booklet that is used to identify and assess safety hazards. The Take Five safety assessment 'assists workers to identify hazards with a single task or a series of tasks for a particular job and to determine the level of risk involved (low, moderate, high or extreme). A Take Five may cover the scope of work for an individual worker, or a work team environment'[142]. This is also used as a reward to encourage full participation in the initiative and increase safety awareness:

> *To ensure that we achieve the objective of safety, we said we want to roll out take five. So before anyone starts a job he takes a Take Five and he looks at what has he done, like a check list, has he addressed all the hazards, then that Take Five goes into a box and then we do a draw at the end of the month. So that's a reward for employees as well*[143]

Safety is also highlighted as a priority in training. Senior managers mentioned a recent training program ran at CementCo, called 'safe start' that was focused on improving 'behavioural safety and risk management'. The skilled for action training course was also explained as having safety and safety management as one of the key topics. Safety is also one of the key factors considered when using BPS. 'Safety, cost and customer' are

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[139] Senior Manager 6
[140] Senior Manager 5
[141] Senior Managers 1, 2, 3, 4, 5, 6 & 7; EO/OHS Officer
[142] BuildingCo Cement (2013)
[143] Senior Manager 7

incorporated into Lean problem-solving techniques[144], and as such must be considered safety must be considered in all decision-making processes.

In terms of CSR at CementCo, the most prominent element focused on is the environment, and given the environmentally-controversial nature of the cement industry, this is no surprise. Factors such as carbon emissions reductions, dust reduction, spillage and seepage, and noise pollution, are emphasised in the interviews as critical issues for CementCo's management of CSR. Senior management espouse that CementCo has significantly reduced their dust emissions through process improvements and innovation[145], and also that they have reduced their carbon dioxide emissions from the kiln 'by 20 or 30%'[146]. Many of the senior management participants do suggest that noise pollution is still an issue at the plant, however they insist that as the location of CementCo is not densely populated, it does not have a noise regulation as yet[147]. One participant did suggest that BuildingCo is putting in time and money into noise reduction in other plants that would be beneficial at CementCo[148]. In terms of managing and monitoring these priorities, senior management argue that they regularly evaluate the impact of these factors on not only the plant, but also the surrounding environment and the local community[149]. As one senior manager stated:

> *We do a lot of assessments of the impacts of our emissions also. So how does it work, just not on the plant but in the neighbouring area, we'll actually go and do sampling and look are there any harmful substances going out into the community[150]*

It is also suggested in the interviews that employees are encouraged to report environmental breaches, spillages or safety concerns[151].

It is also emphasised that CementCo has a focus on proactively reducing their impact on the environment. The Works Manager states that:

> *In terms of an environmental impact, we have two priorities. So one, we have a licence to start with, so we have met all the licencing requirements. Number two is, at least I work on the principle is that I've got to do much better then what the licence says. And then we actually have plans that are written down which we do that. We try to put a plan together that says we will improve what we are doing and the intent is, I look at it*

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[144] Senior Manager 1
[145] Senior Managers 1, 2, 5 & 6
[146] Senior Managers 1, 4, 6 & 7; EO/OHS Officer
[147] Senior Managers 2, 4, 5 & 6
[148] Senior Manager 5
[149] Senior Managers 1, 4, 5 & 6
[150] Senior Manager 4
[151] Senior Managers 4 & 7

very simply like this. I call it, we have a social licence to operate. I would rather be on the front foot[152]

Another senior manager suggested that they 'comply with the local requirements *and* add value to the local environment'[153]. This espoused ideology is consistent with both BuildingCo's espoused CSR values and CSR literature that suggests that CSR must go beyond the economic and legal dimensions to be classified as CSR (Coombs & Holladay, 2012; Crane et al., 2008; Lapina et al., 2014; Maon et al., 2010; Strautmanis, 2008). In their attempts to go beyond regulation, the Works Manager pointed out that they utilise world trends, best practices and standards as benchmarks for their operating procedures, stating that more populated countries tend to have stricter compliance regulations which they can use to improve and go beyond their competitors.

They also state that their environmental responsibility extends beyond plant processes, to their products. The Works Manager insists that BuildingCo and CementCo are ensuring that their products do not cause harm, making the link between environmental responsibility and innovation[154]. In addition, some senior management participants also referred to their environmentally-friendly product, a new type of cement that is made up of 93% slag; a by-product of steel production[155]. Many of the managers also make links between the CSR issues, for example the Works Manager states that reducing carbon emissions can also address both local community and wider society concerns[156].

Community relationships and communication is also espoused by senior management participants as being a CSR priority[157]. Their aim is to maintain support and goodwill of the local community through engagement and consultation. In relation to community engagement, the participants stated that CementCo organises community meetings, and that they have a 'Community Liaison Committee (CLC)'[158]. The meetings are held with plant representatives, council members, business owners, and any representatives from interest groups. Community meetings are open to anyone from the local community and it is espoused that all issues will be considered. The Works Manager stated:

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152 Senior Manager 1
153 Senior Manager 7
154 Senior Manager 1
155 Senior Managers 2, 4 & 5
156 Senior Manager 1
157 Senior Managers 1, 2, 3, 4, 5 & 7
158 Senior Managers 1, 6 & 7; EO/OHS Officer

> *We run community meetings twice a year. And the intent there is to understand from the community what are their concerns and use them in some of the decision-making. It's good to see what the community talks about and what are their issues[159]*

In addition to community meetings, CementCo has newsletters that intend to inform the community and other stakeholders of 'what the business is doing, what the issues are, and what's being done to solve them'[160]. Participants also stated that the BuildingCo website is useful for community members to 'give feedback about the issues and that sort of stuff'[161]. Two participants identified that there is a 'strong focus on having a good community relationship at CementCo'[162]. The Works Manager explained that there has been training on the process of responding to community complaints or queries[163], and one senior manager stated that any community complaints must be dealt with straight away, must be taken seriously and must be followed up[164].

In general, CementCo's senior managements' perceptions of both HR and CSR are in line with BuildingCo's intended strategies and values. There is consistency with the intended strategy in their aims to engage employees. This is intended to be achieved through people development and performance management. There is an understanding of, and seeming adherence to, the organisational objectives and their connection to the intended strategy. Overall, senior management seem to understand their role in relation to implementing the 'one company' approach and espouse a commitment to that.

5.5 Intended Implementation of HR and CSR Practices and Initiatives

In line with the organisational restructuring, BuildingCo's approach to HR management has changed significantly in its focus, as well as in its interaction with management and employees. Prior to the changes implemented by both the current and previous CEOs, there was a dedicated HR manager at CementCo. The HR role was perceived by employees and line managers as a 'hands-on' role[165]. The HR Manager was accessible to employees and line managers, with participants suggesting that he and his predecessors would participate in toolbox talks and would be seen around the plant. There was a perception that the HR manager was approachable at all levels of the organisation. As BuildingCo's strategic

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[159] Senior Manager 1
[160] Senior Manager 1
[161] Senior Manager 4
[162] Senior Managers 5 & 7
[163] Senior Manager 1
[164] Senior Manager 7
[165] Employees 1, 4, 6 & 7; Line Managers 2, 5 & 6

objectives changed, the role and importance of the HR department also changed. With the introduction of the 'one company' approach and the emphasis on best practice, the strategic importance of people management increased, and the HR department's focus became more strategic. Thus the position and role of the CementCo HR Manager broadened, with the HR Manager responsible for the four NSW-based cement plants, of which CementCo is one. This change also meant that the location of the HR Manager changed, from a permanent office in CementCo to being based at BuildingCo's Head Office and travelling around the plants as needed.

The introduction of the 'Fix, Execute and Transform' strategy brought with it further changes to the position and strategic importance of the HR department. As this strategy is inseparable from the HR strategy, the role of HR personnel in the design, integration and implementation of the strategy is significant. This resulted in the restructuring of the HR department, a reduction in the number of HR positions and the centralisation of the HR function. There is now a centralised HR division, known as 'One HR', which has dedicated 'teams' for each of the divisions. The teams are made up of individuals specialising in different HR areas that is espoused as being able to be called on when advice is needed. The justification for this is that having one person onsite responsible for all HR matters is inefficient because, as one senior manager stated, 'no matter how good the individual is, you rarely find someone who's good in all areas of HR'[166]. This shift in the role of HR, from reactive to strategic is consistent with HR devolvement literature (Sheehan & De Cieri, 2012; Zhu et al., 2008). The HR department has devolved day-to-day HR responsibilities so they can be more involved in the broader strategic issues associated with people management (Gilbert et al., 2011b; Kulik & Bainbridge, 2006; Ryu & Kim, 2013).

As a result, the responsibility for the implementation of HR and CSR practices is therefore devolved to senior and line managers in each of the plants. BuildingCo states that the HR department's role is to ensure that all the appropriate HR policies and processes are in place by working with the management team. It is also specifically stated that the HR team's responsibility in regards to the changes is to 'work with line management to ensure the changes to policies and procedures filter through'[167]. The HR team is expected to promote the 'one company' approach, communicate strategies, values and visions, and ensure appropriate management systems are established and regularly reviewed. Interviews with

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[166] Senior Manager 5
[167] BuildingCo Annual Report (2014); BuildingCo Sustainability Report (2013)

senior management demonstrate an understanding of their role in implementing people management practices within CementCo:

> *But with those changes, what ends up is that all, you know, responsibility comes through the functional heads, like myself, the production manager, the works manager. So we end up day-to-day, looking after all the people management issues and the HR team only gets involved when there is a broader issue. Then we engage them to do it. So in terms of, we provide feedback to HR, saying 'look that's where we need your support', otherwise we do it in-house[168]*

> *So HR doesn't mean because it involves a person that a HR representative needs to be there. It's the works manager, and every manager and every supervisor's responsibility. With HR, that it's the sites responsibility to engage and work with our employees, not the HR manager[169]*

Line managers are also espoused as being expected to play a significant role in managing their employees in relation to HR and CSR policies and practices. They are expected to align their management ideas and techniques with values and goals of the organisation, and participate and assist in the effective implementation of the strategy. A significant aspect of their role is to ensure that their employees have the skills and capabilities to perform their jobs effectively, and in relation to the changes, to ensure adoption and understanding of what is required in the new organisation. As one senior manager suggests, 'it's every supervisors' responsibility to make sure this happens'[170]. The expectation of employees is that they take ownership of their actions, they have to 'own the intent'[171]. There is an emphasis on employees taking responsibility for the role they have in the organisation, for how they conduct themselves and their interactions with others. Finally, there is an expectation that management and employees work together to achieve production and organisational goals. To realise this, BuildingCo emphasises the importance of maintaining open and effective two-way communication to ensure both parties are informed and their views are considered.

In relation to people management, a key priority is the importance and development of leaders. BuildingCo espoused that 'effective leaders engage their teams to commit to the goal and to deliver on it' and that 'leaders make a difference, leaders create great teams and great teams achieve great things'[172]. All managers are expected to go beyond just a management role, becoming leaders. BuildingCo states that it has provided, and continues

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[168] Senior Manager 7
[169] Senior Manager 5
[170] Senior Manager 5
[171] BuildingCo Review (2013; 2015)
[172] BuildingCo Magazine (2015, Issue 1)

to provide, training, mentoring and communication programs related to developing strong organisational leaders. Leadership is espoused as a way of achieving an engaged workforce; what BuildingCo states is a 'valuable way to differentiate BuildingCo from the competition'[173]. The CEO himself states that in BuildingCo's businesses good leaders set directions, communicate and deliver strategy, and develop talent[174]. He further suggests that effective leaders engage their teams through the development of mutual trust. It is specifically stated that BuildingCo's leaders must embrace and 'be visible' in their commitment to safety, diversity, development, collaboration, and innovation. As such, HR has a key role in the development of not just effective leaders, but leaders that are proficient in the priorities of BuildingCo. They state that this is achieved through tailored programs such as the 'skilled for action' training course and mentoring with senior management.

5.5.1 HR's Role in the Enactment of CSR

As with the intended HR strategy and practices, the CSR practices and initiatives are inseparable from the organisational strategy, purpose and values, and thus the HR strategy. As such, HR has a significant role in the design and implementation of CSR practices and initiatives. Along with the specific HR-related CSR practices, such as diversity, people development, WHS, leadership, engagement and empowerment, the 'people' element relates to the fair and ethical management of employees, which, as noted in the current CSR-HRM literature, is the responsibility of HR (Bonn & Fisher, 2011; Fuentes-Garcia et al., 2008; Lam & Khare, 2010; Melynyte & Ruzevicius, 2008; Sarvaiya & Eweje, 2014). In addition the alignment of the HR strategy and CSR priorities is said to drive the organisational culture, and increase engagement and participation[175]. This is in line with CSR research that suggests HR policies and practices can direct employees' perceptions and actions towards achieving the CSR goals of the organisation (Taylor et al., 2012). The importance of leadership development within the organisation as a driver of the strategic objectives and CSR priorities also suggests a significant role for HR. BuildingCo's leaders are expected to demonstrate commitment to the organisational values and objectives, and the CSR priorities. They are expected to 'own the intent' and encourage employees to 'own the intended' of the business strategy. This suggests the need for the inclusion of CSR-related priorities in the training and

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[173] BuildingCo Review (2014)
[174] BuildingCo Magazine (2014, Issue 1)
[175] BuildingCo Review (2013; 2014)

communication of leaders, as well as training on how to communicate, train and encourage employees in these priorities.

The CSR priorities and objectives are also aligned with BuildingCo's devolvement strategy. In relation to responsibility for CSR implementation, BuildingCo specifically states that 'HR provides advisory support; that sustainability matters are integrated into individual managers' objectives, and that sustainability management is integrated into the day-to-day activities of line management'[176]. Senior management also confirm that CSR priorities are incorporated into the site objectives, with one senior manager stating:

> *How it works is that, if all these areas, if we look at safety, if we look at environment, if we look at people, if we look at site objectives, the site objectives are pretty much like this, safety, people, quality, so under people is people development and engagement, so those are the areas that we have very dedicated projects, to focus on that people development part. Under safety the objective is zero harm, this covers the employees and the environment, so there are dedicated under that. So all these objectives pretty much covers all the elements of corporate social responsibility, and everyone is responsible. When we say safety, everyone's responsibility goes all the way from the corporate level to the individual level. So and every function is working towards to achieve that objective[177]*

It is also stated that the sustainability elements are incorporated into managements' individual objectives and PDP[178]. The inclusion of the sustainability elements in the site and individual management objectives again links HR to the enactment of CSR practices, through the inclusion of CSR-related priorities in the recruitment, performance management, training, and rewarding functions, thus making CSR a priority for HR.

5.6   Summary

Overall, BuildingCo and CementCo has demonstrated an intended commitment to both people management and CSR that is well designed and developed. The HR strategy is aligned with the organisational strategy, which integrates both the organisational values and purpose, and the espoused CSR values and priorities. The strategies themselves are well developed to fit with the organisations' current direction and its external environment. Internally there is an adherence to consistency and best practices, while still allowing for some flexibility and autonomy. The intended implementation of the strategies and practices is also well designed and aligned with the organisation's goals and objectives. As evidenced,

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[176] BuildingCo Sustainability Report (2013)
[177] Senior Manager 4
[178] BuildingCo Sustainability Report (2013); Senior Manager 4

BuildingCo's intended strategies are also consistent with normative literature on the design and implementation of HR practices and literature on HR's enactment of CSR initiatives.

If the analysis of the HR strategy and practices was to consider only the intended practices, as much of the HR research does, the conclusion would be that BuildingCo and CementCo, in terms of people management are exceptional. However, this limited perspective does not take into account the process of actual implementation; that is how these intended practices are actually enacted by line managers. Nor does it consider how employees, who are ultimately responsible for putting them into practice, perceive and experience these practices. The role of culture and subcultures is also ignored in this perspective, as is the communication process and the importance of context. Thus, understanding the role of HR and its enactment of CSR within an organisation requires consideration of not only the intended HR and CSR practices, but also how they are enacted and experienced within the organisational setting. In light of this, the following chapters will analysis the critical role of line managers, the perceptions and experiences of employees, and the importance of organisational culture and the existence of subcultures within the context of CementCo.

Chapter 6:   The Critical Role of Line Managers

6.1   Introduction

The importance of distinguishing between an organisation's intended practices and those actually experienced has been highlighted in recent literature as critical to understanding the role of HRM in organisations and the HR implementation process (Bos-Nehles et al., 2013; Evans, 2015; Gilbert et al., 2011b; Purcell et al, 2009; Wright & Nishii, 2013). Consideration of an organisations' intended practices provides valuable evidence as to how its senior management intend to manage their people to achieve their organisational goals. However, not all intended practices are actually implemented, and those that are may differ from the initial intention. Often, these differences can be attributed to line managements' interpretation and implementation of the practices, or lack of, highlighting the critical role of the line manager. As such, this chapter explores the perceptions and experiences of line managers within CementCo in relation to this implementation process.

The chapter begins with a consideration of the HR and CSR devolvement strategy of BuildingCo, the intended role of line managers in this strategy, and the role of the HR department. The chapter then considers the 'management' of line managers, considering the differences between those internally- and externally-recruited. Line managements' perceived role in HR and CSR is then explored, and the tensions and challenges associated with their implementation are considered. Finally, the implications for the role of the line manager and the implementation process are discussed, with a specific focus on CSR implementation and the role of the line manager.

6.2   The Intended HR Devolvement Strategy of BuildingCo

As previously discussed, BuildingCo has undergone significant changes in relation to their organisational and HR strategies, and their approach to people management. Since the introduction of the 'fix, execute and transform' strategy, the HR department is much more strategically focused, with the majority of HR responsibility devolved to individual organisations' senior and line management. Where previously at CementCo, there was a dedicated HR manager located at the plant, currently all HR personnel are located at BuildingCo's head office in a centralised division known as 'One HR'. Each of BuildingCo's divisions has a dedicated team made up of individuals specialising in different HR areas. It is

espoused that the HR teams are available to be called upon when advice or support is needed[179]. BuildingCo's decision to devolve HR responsibility is consistent with the current literature, in that it has allowed HR specialists to focus on more strategic activities, therefore enhancing the HR departments' strategic standing in the organisation (Zhu et al., 2013). The significant integration of the HR strategy and practices with the organisational strategy, values, objectives and CSR initiatives, and the relocation of the HR department to head office, demonstrates the increased importance of people management and the strategic role of HR.

In addition, BuildingCo's motivations for the devolvement are in line with HR devolvement literature (Brandl et al., 2009; Cheruiyot & Kwasira, 2013; Zhu et al., 2008). While it is espoused that the main motivation is to improve people management through consistent, strategically aligned HR practices, other motivations include reducing HR-related costs, and speeding up decision-making and responses to HR challenges, as well as utilising line managers' knowledge of employees and their local environment, and positioning responsibility with managers most accountable for HRM. BuildingCo states that the HR department's role is to ensure that all the appropriate HR policies and processes are in place by working with the management team[180]. It is specifically stated that the HR department's responsibility in regards to the changes is to 'work with line management to ensure the changes to policies and procedures filter through'[181]. The HR team is expected to promote the 'one company' approach, communicate strategies, values and visions, and ensure appropriate management systems are established and regularly reviewed. In addition, the HR term is also expected to integrate, communicate and support CSR-related initiatives.

The espoused intended role of line managers in the enactment of HR and CSR is considerable. Their HR responsibilities are concentrated on the achievement of the organisational strategy, both by them and by the employees they are responsible for. As such there is an emphasis in the organisational documentation on the use of best practice approaches developed by BuildingCo and the HR department[182]. Line managers are expected to align their management ideas and techniques with values and goals of the organisation, and participate and assist in the effective implementation of the strategy. A significant aspect of their role is to ensure that their employees have the skills and capabilities to perform their jobs effectively, and in relation to the changes, to ensure adoption and understanding of what is

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[179] BuildingCo Annual Report (2014; 2015); BuildingCo Review (2013; 2014)
[180] BuildingCo Annual Report (2014); BuildingCo Review (2013; 2014)
[181] BuildingCo Annual Report (2014); BuildingCo Sustainability Report (2013)
[182] BuildingCo Review (2013; 2014; 2015); BuildingCo Annual Report (2013; 2014); BuildingCo Sustainability Report (2013)

required in the new organisation. It is stated by one senior manager that "it's every supervisors' responsibility to make sure this happens"[183]. There is also an emphasis on the importance of maintaining open and effective two-way communication to ensure both management and employees are informed and their views are considered.

In addition, it is espoused that both senior and line management must take a leadership role. This is based on the idea that leaders rather than managers are more effective at engaging employees as a means of ensuring increased participation and commitment to the organisation and its goals. BuildingCo specifically states that all managers are expected to go beyond just a management role, becoming leaders[184]. Training, mentoring and communication programs related to developing strong organisational leaders are espoused as being undertaken by all management levels across the organisation. These programs are espoused as developing skills related to employee engagement, communication, talent development, and building trust, as well as the BuildingCo priorities of safety, diversity, development, collaboration, and innovation. As such, BuildingCo states that HR has a key role in the development of not just effective leaders, but leaders that are proficient in the priorities of BuildingCo.

As with BuildingCo's intended organisational and HR strategies, the design of their devolvement strategy is well-developed, and consistent with their organisational strategy and objectives. It is also consistent with normative devolvement literature in that BuildingCo's HR department should be more involved in broader strategic issues, and should have more time to focus on strategic activities (Gilbert et al., 2011b; Kulik & Bainbridge, 2006; Ryu & Kim, 2013). In addition, people-related issues should be dealt with more effectively and immediately, and working conditions should be improved, due to line managements' more direct relationship with employees and better understanding of their work environment (Ryu & Kim, 2013; Watson, 2007). Thus, ideally BuildingCo's people management strategy should be more effectively and consistently implemented throughout the group's businesses. However, the success of the devolvement strategy is dependent on more than just BuildingCo's intentions and motivations, no matter how well developed they are. The overall success of this strategy is dependent on the understanding, participation and commitment of line management. As such, this highlights the critical role of CementCo's line managers in the enactment of specific HR practices and BuildingCo priorities, and in the

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[183] Senior Manager 5
[184] BuildingCo Review (2014); BuildingCo Magazine (2015, Issue 1; 2014, Issue 2)

broader duties of leadership and engagement. Therefore, it is the role of the line manager, and their attitude and actions in implementing and encouraging HR-related initiatives that will determine how successful (or unsuccessful) an organisations' devolvement strategy is (Brandl et al., 2009; Gilbert et al., 2011b; Purcell et al., 2009; Ryu & Kim, 2013; Shipton et al., 2016) and is thus the focus of this chapter.

6.3   Line Management Enactment at CementCo

At CementCo, the role of the line manager typically included the allocation and planning of daily work activities, and the provision of technical know-how and assistance. BuildingCo's devolvement strategy has extended the line manager's role to include responsibility for many of the HR and CSR practices and initiatives, consistent with the devolvement literature (Gilbert et al., 2011a; Kiprotich & Kwasira, 2013; Ryu & Kim, 2013; Solnet et al., 2013). This section will begin with an overview of the people management role of the HR department and senior management specific to CementCo. It will then consider the management of line managers, as differences in how line managers are managed informs their enactment of HR and CSR. The line managements' perceived HR and CSR role is then considered, and the tensions and challenges associated with this role are explored.

6.3.1   The Role of the HR Department and Senior Management at CementCo

Beyond the strategic involvement of developing the HR strategy and people management practices, the HR department's involvement in the implementation of the strategy and the broader aspects of people management and CSR at CementCo is limited. It is espoused that the HR department is directly responsible for the management and administration of the HR systems, major disciplinary action and terminations, and the communication of new or updated policies, initiatives and regulations that are applicable to the business. Senior management are espoused as being responsible for the more strategic aspects of HR, such as workforce planning and HR budgeting. They are espoused as being responsible for culture development and management, although line management are expected to understand, encourage and support the culture[185]. Senior management are also responsible for monitoring and supporting line management in their HR role.

Interestingly, senior management are also responsible for recruitment and selection. Prior to the introduction of the devolvement strategy, recruitment and selection was primarily the

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[185] BuildingCo Review (2014); EO/OHS Officer

responsibility of the line manager, with the senior manager or HR manager providing guidance if needed. The introduction of the new strategy has resulted in this responsibility shifting to senior management, with no involvement from line management[186]. The limited intended role of the HR department and senior management's involvement in only the more strategic aspects of HR and CSR highlights the extensive, and more importantly, critical role line managers play in HR and CSR implementation. At CementCo, line managers are responsible for the majority of HR and CSR functions, however there are a number of inconsistencies identified by line management in regards to these responsibilities.

In addition, while there is some consensus among line managers in relation to the inconsistencies between the espoused intended practices and how they are actually implemented, this research brings to light some key differences in the management of line managers, particularly in their understanding of the organisation's intended strategies and policies, that have significant effects on their enactment of HR and CSR. The evidence suggests that these differences originate from variations in the recruitment process, and extend to their general understandings of BuildingCo's intended strategies, their training, and their perceptions of support and communication, which influences their perceptions of the organisation, commitment and subsequent behaviour. As such, the following sections will consider, first, the management of line managers, as these differences in how they are recruited and managed informs their understandings of the intended strategies, policies and initiatives, and thus their enactment of HR and CSR. It will then consider line managements' perceived role in HR, and finally, their perceived role in CSR.

6.3.2 The 'Management' of Line Managers

At CementCo, significant differences are evident depending on whether line management have been recruited externally or internally. While participants of all levels suggest that the recruitment process itself has not, in the past, been consistent or as intended, and thus different for each line manager[187], there do seem to be some key differences between those line managers recruited externally and those recruited internally, which have impacts on their willingness and ability to take on HR and CSR responsibilities. Within this research two out of the six line management participants[188] were externally-recruited, with the remaining four recruited from within CementCo. While it is acknowledged that this is a small sample,

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[186] Senior Manager 2, 5, 6 & 7; Line Manager 1, 2, 3, 4, 5 & 6
[187] Senior Managers 3,4 & 6; Line Managers 1, 2, 4 & 5; Employees 3, 7 & 12
[188] Line Managers 3 & 6

this finding does present a potentially significant research area that has not been considered in previous literature. The most significant difference between these two groups is their understanding of the intended organisational strategies, policies and initiatives. Externally-recruited line managers seem to have a much clearer understanding of the intended organisational strategy, and the organisation's approach to people management and their commitment to CSR.

Throughout the interviews the externally-recruited line managers discussed organisationally-espoused terms and catchphrases, mostly without prompting, in a manner consistent with BuildingCo's rhetoric. This included highlighting the importance of engaging the workforce, 'leadership' over 'management', the 'one company' approach and best practice, the BPS and 'the Lean journey', 'bias towards action' and specific BuildingCo acronyms such as '3C's', and 'VMB'[189]. In relation to people management, both line managers emphasised the importance of engaging the workforce. They suggested that engaging employees improves employees productivity, "increases their discretionary effort"[190], and "gives them incentive to actually work harder"[191]. Line Manager 6 stated that "if you have an engaged workforce, that's more incentive for them to want to make this place better, that's just the message that I've gotten". Line Manager 3 also suggested that "management are shifting towards facilitating that process" and that the "BPS and Lean environment is also helping". While Internally-recruited line managers, however, demonstrated very little understanding of the organisational strategies or policies, with many suggesting that "it wasn't really their concern so long as product was going out the gate"[192].

Another notable difference between externally-recruited and internally-recruited line management was their perceptions of HR and the HR department. The externally-recruited line managers' perceptions of the role of HR and the devolvement of HR responsibility are more closely aligned with that espoused by BuildingCo senior management. Both line managers acknowledged the existence of the new 'One HR' department, whereas none of the internally-recruited line managers even knew there was a HR department. Instead they perceived the department to be a single HR manager managing the entire cement division. In addition, the externally-recruited line managers stated that the HR department would provide them with support if they asked and that the HR department was approachable if

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[189] Line Manager 3 & 6
[190] Line Manager 3
[191] Line Manager 6
[192] Line Manager 1

they wanted to contact them. Line Manager 6 stated that he has not had much contact with them, "only two or three times", but that "they are approachable if you really needed them". Both line managers stated that instead, the HR department's role was focused on the broader strategic needs rather than dealing with specific issues on site, and that plant management took on that role. This is consistent with BuildingCo rhetoric. Conversely, the internally-recruited line managers perceived the role of HR as being "a reduced role"[193] and "more on the disciplinary side of things"[194]. The participants stated that "the HR manager is not approachable for any issues"[195], "HR support is virtually non-existent here now"[196], and that they "don't think anyone has any interaction with HR anymore unless there's a major issue going on"[197]. Line Manager 4 stated that "we have bugger all to do with any HR people these days. I couldn't even tell you who the HR person is". Overall the HR department is perceived by internally-recruited line managers as 'very distant'.

Another significant difference is in relation to the line managers 'people management' training. The externally-recruited line managers have both participated in the 'skilled for action' program and leadership training, while none of the internally-recruited line managers were offered the opportunity. These training course are focused on developing leadership skills that promote the organisations' priorities and are emphasised as critical to developing line managers that are aware of, and skilled to implement, BuildingCo's strategies and priorities[198]. Line Manager 3 emphasised that the leadership training "was around dealing with people, being a leader, what's a leaders' expectations, how do you model yourself as a leader, how do you deal with confrontation, how do you deal with people, how do you go through the disciplinary action process"[199]. While Line Manager 6 stated that the 'skilled for action' program included training on CSR initiatives, BuildingCo's policies and how to communicate and implement them. He suggested that "from that we get an understanding of what the company wants"[200]. Internally-recruited line managers did acknowledge that they have occasionally participated in training courses, however these were "related to

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[193] Line Manager 4
[194] Line Manager 1
[195] Line Manager 1
[196] Line Manager 4
[197] Line Manager 2
[198] BuildingCo Annual Report (2014); BuildingCo Review (2013, 2014); Senior Managers 4 & 6; Line Manager 3
[199] Line Manager 3
[200] Line Manager 6

safety, everything's related to safety here"[201], with one participant stating that he "can't think of one training course I've done that isn't safety related"[202].

When recruited for the line management position, both of the externally-recruited line managers interviewed were required to have some previous experience in people management and leadership, while none of those internally-recruited were. Despite this, training in these areas deemed crucial by BuildingCo[203] was only given to those externally-recruited. While it is emphasised in the recruitment and selection literature that a benefit of internal recruitment is that employees already have knowledge of the strategies, policies, processes, practices and values of the organisation (Rees & Smith, 2014; Stone, 2013), in CementCo, the introduction of the new strategy has meant significant changes to those aspects of the organisation. Furthermore, it is emphasised in the organisational documentation that line management are expected to manage their employees in line with these new changes. This failure to adequately train internally-recruited line managers in people management, leadership and BuildingCo's strategies and priorities has thus resulted in significant differences in line managements' understandings of their responsibilities, and the implementation of the intended strategy.

Overall, these differences have significant implications for line management attitudes and behaviour, and their enactment of HR and CSR. Externally-recruited line managers demonstrated a much better awareness and understanding of BuildingCo's intended policies and strategies. As a result, externally-recruited line managers are more likely to implement HR practices and CSR initiatives in line with BuildingCo's best practice approaches. Internally-recruited line managers, on the other hand, demonstrate much less of an understanding of, or interest in, the organisation's strategies and policies, particularly those related to HR, decreasing the likelihood that these practices will be implemented as intended, if at all. This discrepancy between internally- and externally-recruited line managements' implementation also has significant consequences for the achievement of BuildingCo's strategic goals. BuildingCo's strategies and practices are based on a best practice approach and the alignment of all departments and organisations. Thus differences in how these practices are implemented are likely to significantly hinder the achievement of this goal.

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[201] Line Manager 4
[202] Line Manager 5
[203] BuildingCo Review (2014); BuildingCo Magazine (2015, Issue 1; 2014, Issue 2)

As such, the differences between internally- and externally-recruited line managements' knowledge and actions does go some way to explaining the differences between the intended and implemented practices, as inconsistencies as a result of these differences can be seen in the implementation of many of the HR practices. These differences potentially indicate a need for BuildingCo's HR department and senior management to better connect with internal promotions. The findings suggests that these positions are overlooked by the HR department and senior management, perhaps because of the assumption that line management already have knowledge of the organisation and thus should be familiar with its strategies and policies. Given the prominence in the organisational documentation of the role of the line manager in engaging employees and ensuring they are working in line with the intended strategy, further attention needs to be given to providing all line management with the training and support needed to fulfil this people management role.

The following subsection will consider line managements' perceived role in the HR and CSR practices that have been identified as being the responsibility of line management. Analysing the role line management perceive themselves having in these practices, and how they implement them, can provide in-depth insights into the implementation process that are often overlooked in previous research.

6.3.3   Line Managements' Perceived HR and CSR Role

At CementCo, line managers are espoused as being responsible for the HR and CSR functions of people development, performance management, rewarding, discipline and grievance handling, staffing and absence control, mentoring, communication, safety, diversity, engagement, environment and community. However, there are a number of inconsistencies identified by line management in regards to their HR responsibilities, and while commitment to their CSR responsibilities is stronger, there are still a number of inconsistencies identified.

People development is a significant aspect of BuildingCo's HR strategy and is one of the key HR functions utilised to integrate the organisational priorities and strategy into the groups' businesses. BuildingCo states that training and development underpins the groups' key priorities, including safety, engagement, leadership, and continuous improvement and performance, as well as their intended culture. BuildingCo's training and development programs are based around the elements of the Fix, Execute and Transform strategy, BPS and Lean, and are focused on the achievement of the organisational goals and objectives. As discussed in chapter 5, training and development at CementCo is espoused as having significantly improved since the introduction of the new strategy, with senior management

stating that training and development is now a key priority, and that all managers and employees participate in it[204].

For line management at CementCo, training and development is the most significant, yet complicated and inconsistent HR responsibility they have. Prior to the introduction of the new strategy, line managers were required to occasionally conduct informal task-related training in relation to their specific area. Any training needed beyond that, which was emphasised by participants as "very rare"[205], was conducted by the HR manager usually in conjunction with a senior manager knowledgeable in that topic or issue. Since the introduction of the new strategy, the majority of the training conducted at CementCo occurs at the line management level. There are some organisation-wide training courses that have been conducted, usually formal training conducted by an outside consultant, however these courses occur only occasionally[206]. Line managers are expected to train their employees based on BuildingCo's best practice approach to ensure consistency across the organisation, while also meeting the specific needs of their team. Participants suggest that senior management encourage line managers to train their teams, however if support is needed, line managers are told to refer to BuildingCo's policies. Senior management are perceived as being "too busy worrying about production needs to help with training, especially since they got rid of half the workforce"[207].

Each line manager is expected to train their team as they see fit in relation to the guidelines set by BuildingCo. However, the training conducted by line managers seems to be at the discretion of each line manager, only focused on immediate production needs, and without much consideration of BuildingCo's policies or best practice. Line Manager 1 stated:

> *Well I've sorta gotta make sure I can run it with the guys that I've got and then if I've got one guy on sick leave or he's on holidays, I need to make sure I can either step guys up to fill that role or do the role myself. So I tend to make sure I train the guys up so they can step up and take on that role[208]*

One line manager did seem to have an understanding of BuildingCo's intentions for people development, although it was perceived to be only a response to the significant reduction in the workforce:

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[204] Senior Manager 3, 4, 6 & 7
[205] Line Manager 1, 3, 4 & 6; Employee 1, 2, 4, 7, 9, 11 & 12
[206] Line Managers 2 & 5
[207] Line Manager 2
[208] Line Manager 1

Another way I see line managers having a role is with the development of people on this site. Since we have gone through two culls here our numbers are pretty thin, so they have set out to develop the remaining people into a more multi-skilled group[209]

Participants did suggest that some generic training may be the responsibility of senior management, however most training specific to their team or production objectives is the responsibility of each line manager. They also suggest that there are times that line management are trained on an issue and they then train their team, however, this is also conducted in an ad hoc manner. One participant stated that:

Yeah we had a training meeting thing on site, but with only a few people, but I think the intent was the team leaders got that spiel and then went and rolled it out to their guys, but I wasn't at that one[210]

In addition, a number of participants suggested that they do not always have the time or resources to really train their team. One line manager stated that he would "tell the guys about it, but then we never do the actual training stuff"[211].

In addition, while line managers state that the majority of training is their responsibility, it is dependent on the resources available, and this, they suggest, is where "training falls down"[212]. For instance:

And then if I have issues with the training, I'll take it to my manager and say I need someone that can do this role, or whatever, and then hopefully, they'll give me the opportunity to either bring someone across so I've got the resources where I can train someone. But I had issues for a long time where I had no resources, cause with the restructuring and everything we went through[213]

All in all, the majority of the training conducted is at the discretion of line management resulting in inconsistencies between departments and even teams, with participants stating that only safety training is being implemented in a consistent manner across the plant.

Differences between externally-recruited and internally-recruited line managers were also evident in how they trained their employees. While externally-recruited line managers were likely to conduct training based on the needs of the team or the department regardless of what employees wanted, internally-recruited line managers were more likely to conduct

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[209] Line Manager 2
[210] Line Manager 5
[211] Line Manager 2
[212] Line Manager 4
[213] Line Manager 1

training based on "what the guys wanted to do", unless it was critical for production requirements. For instance:

I don't force them to do stuff that they don't want to do, cause you're not gonna get any, there's no benefit for me or for them. It makes my job and their job harder, trying to force someone to do something they don't want to do[214]

As such, training typically only occurs if an employee's lack of training affects the teams' production goals, and is it is usually based on what the line managers' perceives is needed, often without consideration of BuildingCo's intended strategy or best practice approach. It is perceived by line management that while senior management may have an interest in what training is conducted, they "don't have time to watch over everything you do, so they don't come and check up on it"[215], and as such there is no one ensuring BuildingCo's best practice approach is adhered to, resulting in an inconsistency in the implementation of training.

Line management also have a role in managing employees' performance. It is espoused by senior management that line management are responsible for managing employees' performance, although this is through the achievement of department goals, rather than individual objectives. Performance management is also espoused as being a key aspect in the achievement of employee engagement. The participants acknowledged that there was no formal process for managing their employee's performance. Consistent with senior managements' statements[216], they suggested that they as a department, have targets they have to meet in relation to safety, environment and quality, and that their employees' performance contributes to meeting these targets, and "so we need to make sure they meet them"[217]. The majority of line managers suggested they were happy they did not have to formally manage each employee, however one line managers did suggest that the lack of a formal process made it more difficult to manage employees' performance:

But it makes it hard though, when you don't have that formal process. I think it makes it difficult, I think it should happen. But um, we don't have that system, we can't do it, so we adapt. One way I do it is just ask questions. Cause when you ask questions, they know that it's being looked at. So hopefully that gets into their heads.

Many of the line managers were uncomfortable dealing with providing negative feedback, although one line manager suggested that instead of dealing with the individual, he would

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[214] Line Manager 1
[215] Line Manager 4
[216] See Section 5.4
[217] Line Manager 2

"manage the board"[218], meaning he would use the Visual Management Board to discuss the team's performance in a "non-confrontational way":

When you turn to the guys and say packer 2's performance guys, what do you think of that? They all look to each other and go 'wow it's not running well, I can clearly see its red the whole time. I was on their yesterday, so I'm gonna do something different when it's my turn next time', and you're not looking to individuals and saying you were lazy yesterday, you didn't do this yesterday[219]

In addition, the line managers do not perceive a commitment from senior management in regards to the management of their own performance. As one line manager stated:

If you ask me personally how it, I don't think it has any effect cause, yeah it's not really an appraisal as such, its more just what you've done. Cause all we go through is just our KPI's, it's mostly safety related, any key projects. But I don't think it's taken as seriously as it could be. More of a tick a box thing[220]

This in turn has reduced commitment from line managers to effectively manage their employees' performance in a manner consistent with BuildingCo's strategy.

At CementCo, there is very little evidence of a formal rewarding system. Some participants mentioned an annual safety bonus that all employees receive if there has not been any safety incidents at the plant. This does seem to be the one consistent formal reward CementCo employees receive. One senior manager stated that there was a monthly reward based on the completion of the 'take five' safety initiative[221], however, line managers and employees pointed out that it only occurred once and was then seemingly forgotten by senior management[222]. Beyond these organisation-wide rewards, some of the participants suggested that the annual Christmas party was "kinda like a reward, except that we do pay into the social club, so really we are rewarding ourselves"[223]. Functions like the Christmas party and other social gatherings have also created issues related to fairness. For those employees and line managers employed on a rotating roster, like the Production department, they were often forced to miss out on these events due to being rostered on. Line managers stated that they were constantly told that next time they would be given the opportunity to attend or that it would be made up to them, but that nothing ever happened. This has

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[218] Line Manager 3
[219] Line Manager 3
[220] Line Manager 6
[221] Senior Manager 7
[222] Line Manager 2 & 4; Employee 4 & 8
[223] Line Manager 5

reduced their level of trust and has contributed to their reduced willingness to engage in HR-related tasks.

Informally, line managers stated that they would try to reward their team with a barbeque lunch on occasion:

> *We are, I create work rewards in my department, I think when we've done jobs that I thought have gone well, I just put a little barbeque on. It's a simple thing, the guys seem to like it, to appreciate it. If we do that often, soon after that works done and just let them know they've done a good job. That's a reward mechanism that they'll say "let's keep that up"[224]*

Additionally, some of the line managers also stated that at times their senior manager would buy their team pizza or send someone out to get takeaway on occasion if their team was asked to work back or they had worked hard on a job or project[225].

While severe disciplinary action and dismissals are the responsibility of the HR team and senior management, line managers are also expected to handle minor disciplinary issues. They state that discipline is usually up to them, but that if it is something they cannot resolve, they pass it on to their manager. However, it seems that many of the line managers are reluctant to discipline their team, particularly the internally-recruited line managers. These managers worked with the employees and have built up trust, and in some cases, friendships. As such they are less likely to implement disciplinary action unless "it's absolutely necessary"[226]. In addition, they perceive themselves "the same as the guys" and as such "have no authority to do anything"[227]. As one participants stated:

> *So I'm pretty lax on how I treat my guys. Gives me less problems with the guys cause I've been doing this job a long time now. I find it easier for everyone, I very rarely have issues with the blokes which is great[228]*

However, within the 'skilled for action' training course, handling grievances and having difficult conversations is one of the focus points of the training, with the aim of improving line managements' ability to deal with difficult or negative situations, thus the externally-recruited line managers suggested that they "do feel they're a little more prepared to deal with disciplinary issues"[229].

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[224] Line Manager 6
[225] Line Managers 2 & 5
[226] Line Manager 2
[227] Line Manager 4
[228] Line Manager 1
[229] Line Manager 3

Staffing and dealing with absenteeism is intended to be one of the line managers' duties. Line managers are expected to allocate work and staffing requirements, and deal with leave requests, overtime, and absenteeism[230]. However, the participants suggest that senior management will sometimes takeover and other times not[231], creating confusion and inconsistencies. In addition, line managers suggest that senior management will suddenly change employees' shifts without informing the line manager. This creates tension in the role as line managers are encouraged and sometimes forced to take on this responsibility but then, from the line managers' perspective, when it suits the senior manager it is taken away. This then flows on to other areas of HR responsibility such as planning meetings, toolbox talks, training, or even the allocation of work, which then puts pressure on line managers in meeting their objectives. The reduction in the workforce as a result of the redundancies has also increased pressure on line managers. They state that their role is a "working role"[232] and that if there are absences or employees on leave, line management will have to step in to cover them. They suggest that getting their work done can be a "real struggle"[233] and that it is a "very difficult role sometimes"[234].

Line management are also expected, as part of the leadership role, to mentor employees. Line management suggest that they "have to be a motivator and lead by example"[235]. One participant stated:

> *You're sorta taking on a mentoring role as a team leader and you're dealing with their issues. You sorta have to friend them and help them at work so they can keep working[236]*

However, the participants add that these roles are creating tension as they have to mentor employees, while also disciplining them and dealing with staffing issues, work allocation, leave requests and absenteeism. This tension seems to significantly reduce line managements' willingness to take on the HR responsibilities. As one line manager stated, "it's a pain in the bum role"[237].

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[230] Line Managers 1, 2, 3, 4, 5 & 6
[231] Line Managers 2, 4 & 5
[232] Line Manager 1
[233] Line Manager 1
[234] Line Manager 4
[235] Line Manager 2
[236] Line Manager 1
[237] Line Manager 4

Two-way communication is espoused by BuildingCo as being critical to their key priorities. Line management state that while in the past communication has been lacking, it has, recently, improved:

> *Communication here was terrible in the past but I think that's improving. There used to be an email culture here, but that seems to be changing for the better. There seems to be a lot more sit down meetings where people have a voice[238]*

They acknowledge that there are now "team meetings that happen often, every week now there is a group meeting with all groups. Production, Packaging and Mechanical"[239]. Line management suggest that the intranet and email is commonly used. They stated that CementCo senior management will often use email to communication, but that "emails a lot of the time go unseen by the guys"[240]. They did, however, suggest that communication from senior management can be "haphazard at times"[241]. It is suggested that "cause there's really not enough time or enough guys since they got rid of us, sometimes things aren't communicated well or even at all. Or if you need to know something, and they're busy they'll say they'll get back to you but then they don't"[242].

The participants also stated that communication with BuildingCo senior management is only through emails:

> *Head office and corporate doesn't really have a great deal to do with the guys on the shop floor. You occasionally get emails from corporate that says 'BuildingCo in the US have joined with US Gypsum and this is the deal and its great and everyone should be happy for it', which is cool and at least we're kept in the loop. But you get that many you just discard them[243]*

The participants also stated that CementCo senior management also communicate via the Visual Management Boards. This, they suggest, allows for two-way communication as line managers and employees are encouraged and required to contribute to the board and that all work-relevant information should be on the board, "so everyone knows what's going on"[244]. Although one participant did note that they "often joke the plant is run on scribble"[245]. In relation to communicating with their team, participants state that they run toolbox talks at the start of every shift which they discuss "safety issues, what needs to be done, and any

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[238] Line Manager 2
[239] Line Manager 2
[240] Line Manager 3
[241] Line Manager 4
[242] Line Manager 2
[243] Line Manager 5
[244] Line Manager 6
[245] Line Manager 2

problems anyone has"[246]. They also suggested that they are accessible to their team throughout the shift and will "talk with the guys at their various work stations to make sure issues are sorted as we go"[247].

Safety was identified by line management as a key priority, consistent with BuildingCo rhetoric. All the line management participants, when asked what their role involved, identified safety management as one of their main objectives. The participants suggested that CementCo is "safety oriented more than anything else at the moment"[248], that "the safety aspect is huge here"[249], and that "most people are acutely aware of their safety obligations"[250]. Communication of safety was also emphasised as a critical aspect of their role. One participant stated that "in all the meetings, the first thing you talk about is safety"[251]. Safety is emphasised as being integrated into all aspects of their work and having serious consequences if not adhered to:

I think the safety aspect is at the top, not only the making sure that we are adhering to procedures, filling out correct paperwork and all of that stuff but that we have the tools to do our day to day tasks safely[252]

And everyone's supposed to do risk assessments before their jobs and everyone carries around these take 5 books, and it's to the point now that if you go and see someone, and their doing a job and they don't have one of these filled out, you've got to give them a warning[253]

They suggest that while safety is the responsibility of each individual, line managers in particular have a significant role to play:

Safety is managed by every one of us. As a team leader I start the day with a tool box/safety talk so it puts it at the forefront of the guy's minds right away. There's always a ton of paperwork for jobs that are happening around the plant too. That's all managed by the team leader central control room[254]

I have to be seen to be setting an example. That comes with making sure I have all safety paperwork filled out, I use locks when accessing equipment, if I slip up everybody is watching[255]

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[246] Line Manager 2
[247] Line Manager 4
[248] Line Manager 1
[249] Line Manager 4
[250] Line Manager 2
[251] Line Manager 5
[252] Line Manager 3
[253] Line Manager 5
[254] Line Manager 2
[255] Line Manager 4

I think, at the end of it, we're responsible for it, cause you're looking after the guys, your pretty much looking after them. It's my role to ensure they're doing the right things. As much as it's their role to ensure they're keeping themselves out of harms' way. So yeah it's driven into every line manager that you're responsible for your workforce. I think it's a big focus of the company[256]

In addition, the participants also stated that they perceive both senior management and employees being committed to safety as well. In addition to safety, employee wellbeing is espoused by BuildingCo as a CSR priority. Line management, however, suggest that wellbeing has "dropped off a little"[257]. Two participants gave an example of an employee calling up the BuildingCo hotline only to be told that "they don't have the staff to help at that time, and to call back in a few weeks"[258]. The participants did suggest that "they do some good things though"[259], with participants providing examples of "Battle of the Bulge which encouraged people to lose weight for cash prizes"[260], "a tradie tune up, which was for us all to see where we're at with our health"[261]. One participant did suggest that recently there was an incident on site and that he perceived "a genuine concern from upper management as to the wellbeing of the guys that were on site on the day straight away"[262].

Diversity is also espouses as a CSR 'people' priority for BuildingCo. Perceptions of diversity at CementCo vary among line management participants, however they do all agree that 'the idea of working with respect' is important to BuildingCo and CementCo, with one participant suggesting that 'everyone's given a fair go'[263]. Line managers identify cultural diversity is the biggest indicator of CementCo's commitment to diversity, however, perceptions of why this is the case varies among participants. One participant suggested that "in a CSR way of thinking I think they are very diverse, I've seen engineers and workers from all different nationalities and backgrounds come through here"[264]. Another line manager added that "you can see in this workforce it's quite multi-cultural so that's one good thing"[265]. However, there is the perception that BuildingCo's motivation for the increase in multi-culturalism is related more to cost reduction rather than a commitment to diversity:

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[256] Line Manager 6
[257] Line Manager 4
[258] Line Manager 2 & 5
[259] Line Manager 2
[260] Line Manager 3
[261] Line Manager 5
[262] Line Manager 2
[263] Line Manager 6
[264] Line Manager 2
[265] Line Manager 6

They're bringing a lot people in from overseas, because they work for half the friggin money. What they do, BuildingCo brings them in here, the production manager, he came in on a work visa, they bring him in here, they work for shit money for a few years, get that on their resume, bang, they move on elsewhere[266]

Other aspects of diversity are perceived as not really being committed to by CementCo or BuildingCo's senior management. One participant suggests that while they have the diversity policy "printed on the wall in a frame, it's not really referred to much", adding that he's "never seen discrimination against ethnic people or women or anything in the workplace, but I've never seen any proactive stuff by saying let's get a woman in this role cause it'll be great, or let's get an indigenous person in this role"[267]. Another participant, acknowledging this idea, suggested that this is a result of the industry in general not BuildingCo, stating that:

You can see from, you know, obviously our male to female ratio is not the best, but that's the industry in general. So if the industry's that way, then you know the graduates you get, it's quite hard to maintain a fifty/fifty, so that's a bit hard, but I think overall its good[268]

Thus, while their perceptions on diversity vary, line management do demonstrate an understanding that diversity is a CSR priority for BuildingCo.

While engagement is espoused by BuildingCo as a key priority for line management, only the two externally-recruited participants identified the need to engage employees. As addressed in Section 6.3.2, both line managers suggested that engagement improves productivity and motivates employees to work harder[269].

In addition to these people management duties, including the espoused CSR elements of safety and employee wellbeing, people development, diversity and engagement, line managers also have some responsibility for the CSR initiatives related to environment and community. When asked generally about their perceptions of CSR, all line management participants identified the environment and community as being a priority, for both BuildingCo and for them personally. In relation to the environment, there is consensus among line management that the environment is a priority for BuildingCo and that it is important to them personally and in their line management role. One participant stated that

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[266] Line Manager 1
[267] Line Manager 5
[268] Line Manager 6
[269] Line Managers 3 & 6

"any lax approach to environment can create big problems for BuildingCo so they are pretty on top of their environmental obligations"[270].

You've got to keep the dust down cause don't want them coming out and shutting you down cause then were all out of a job[271]

It has to be important because without it we don't have a job. Look, if the EPA came in and shut us down because we couldn't follow guidelines we'd be stuffed. They need to stay on top of the game I reckon[272]

Line management suggested that dust emissions "would have to be the most critical environmental factor"[273], with one participant stating that:

There's dust spillage and all that. It's pretty hard being a cement plant, it's a dusty environment. Yeah, we've got to ensure that we try and keep that down cause if you don't have things working right, you know, you could be affecting your neighbours. They could have dust settling on their cars and all that, um, plus going back to safety of us, of our workforce, you know, you don't want guys working in a dusty environment[274]

The participants also identified waste reduction, air emissions, oil and lubricant spillages, and water runoff and management as other environmental factors that they have to manage. In addition, line management state that it is part of their role to ensure that their environmental objectives are met:

It comes down to the team leader basically, if we have an excursion at night and it's pretty bad, well it's our decision, do we just shut the stuff in case we are polluting, like with this rain we had an overflow from the dam into the creek, which was happening every time we get all the ground water and we've gotta go over and sample it, and it's got to be tested if there's any dust or anything in it, any contaminates, well then it's gotta be reported to the EPA and stuff like that[275]

There is a fair bit of responsibility really. You have to think about it. We've all got these environmental incident reports. If we have a stack excursion or something like that we've gotta fill this out[276]

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[270] Line Manager 2
[271] Line Manager 5
[272] Line Manager 4
[273] Line Manager 2
[274] Line Manager 6
[275] Line Manager 1
[276] Line Manager 2

One line manager also suggested that environment is also incorporated into their "visual representation of plant operations", focusing on "things like dust emissions or stack emissions"[277].

Line management also identified socially-responsible acts towards their local community as a priority for CementCo, and to some extent, BuildingCo. They suggest that BuildingCo "likes to think it's a good model company in the community and all this sorta stuff"[278], and that "they do think about it, and they're on our case about it, cause they don't want people to bad mouth the company"[279]. The line managers' perceive a more genuine commitment from CementCo senior management, which seems to increase their commitment to the organisation. One line manager stated that:

> *I know there's a community liaison committee on our site. And they have, I think, quarterly meetings. They go and have a dinner and they've got a big Q and A session. It's pretty good. It's one of those old-school things that they used to do back in the day and they've just continued doing it out of a sign of respect*[280]

Participants also acknowledged that they sometimes have community days "where anyone can come and have a tour around the plant"[281], and that they sponsor sporting teams[282] and that "one manager was raising money for Cystic Fibrosis, so their pretty proactive"[283]. However, none of the participants were aware of BuildingCo's community partnerships, except that they "think they sponsor Taronga Zoo cause we can get the pass to get us in for free, so they must do something"[284].

Overall, there are a significant number of inconsistencies identified in the line managers' perceptions of the HR and CSR practices, although more so for those practices perceived as HR then those perceived as CSR. While line managers demonstrated a better understanding of, and an increased willingness to enact, those people management practices perceived as CSR priorities, the implementation of these practices was still mostly inconsistent with BuildingCo's intended strategies and their intended implementation. There are a number of reasons evidenced in this case study for this lack of consistency. As such, the following section will consider the tensions and challenges related to the implementation of both HR and CSR.

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[277] Line Manager 3
[278] Line Manager 1
[279] Line Manager 4
[280] Line Manager 5
[281] Line Manager 2
[282] Line Managers 4 & 6
[283] Line Manager 1
[284] Line Manager 2

6.4   HR and CSR Implementation: Tensions and Challenges

Line managements' willingness or ability to engage in the enactment of HR and CSR is impacted by a number of competing pressures and tensions in their line management role. The need to meet production requirements combined with the reduction in the workforce has put increased pressure on line management in their traditional management duties and has resulted in work overload. While the addition of HR and CSR responsibilities is seen as more work they do not have time to do, and has led to frustration at the increased workload and confusion as to what comprises the line managers' role. In addition, line managements' perceptions of HR, the balancing act of the line management position, their past experiences, and their lack of training and communication add to this pressure and tension, and thus have a significant impact on line managements' willingness and ability to engage in HR and CSR responsibilities. As such, this section considers the tensions and challenges that impact line management's ability to take on and effectively implement both HR and CSR initiatives, including immediate production needs, interactions with senior management, communication issues, past experiences, perceptions of HR and the HR department, managing up and down, and the line managers' skills and abilities.

6.4.1 Production Needs

Line management suggest that while the HR and CSR strategies and practices are espoused as being a priority, in reality the line managers perceive immediate production needs to come first. With the exception of safety, line management perceive senior managements' only concern as being focused on cost reduction and production. They suggest that "so long as no one gets hurt and the stuffs in the silos and the products going out the gate, nothing else matters"[285], that "when it comes down to it, they don't really give a crap as long as they keep producing"[286], and "that's what it comes down to, it's the money thing. It's dollar driven"[287]. Line management perceive a push from senior management to meet production requirements regardless of their people management responsibilities, and thus a lack of commitment from senior management to the intended HR and CSR strategies. As such, they perceive there to be a pressure to reduce costs as well as a focus on productivity that reduces their ability to effectively implement HR and CSR initiatives.

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[285] Line Manager 1
[286] Line Manager 2
[287] Line Manager 4

This is intensified by the restructuring and reduction in the workforce. As one line manager stated:

> *I guess the biggest gripe nowadays is the under-manning that we're sorta faced to deal with. We're grossly under-manned in all areas, like production guys, the trades, and staff[288]*

Line management all agree that most of the time there are not enough people to meet the production requirements, which adds to their already increased workload. For line managers this means it is more difficult to plan and manage tasks and workloads, with line management also suggesting that this increases their workloads well above what is set out in their job descriptions. In addition, line management suggest that it affects their ability to do their job properly because they are constantly filling in for others to meet production needs. One line manager suggested that as a result of the redundancies, he "didn't have a relief for him or his team for a couple of years"[289]. This meant that there was "no one to cover if someone took time off so a lot of the extra work wasn't getting done" and that sometimes they had to "go without lunch or dinner cause you couldn't leave the machine". He stated that "cause the production was getting done, the way management saw it was that it wasn't an issue". Another line manager, in relation to the lack of resources and lack of support from senior management, suggested that:

> *'They're just sticking their heads in the sand and saying well it can't be too bad cause it's still working. So you're actually really getting punished for going that extra step and making it work in a bad situation. Yeah it does hinder you, the whole shift, the whole team really, but, well, that's what you do'[290]*

In addition, the line managers suggested that as a result there is significant pressure on both employees and line managers to work overtime, which is resulting in less motivation, commitment and burnout. The participants state that the employees, and sometimes line managers, are taking their regular days off to do overtime, which is creating more overtime and making work allocation more difficult. They also suggest that those doing overtime tend to put less effort in because "it's not their normal shift so they don't bother as much"[291]. Overtime is perceived as "doing management a favour just by being there"[292]. One line manager explained:

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[288] Line Manager 5
[289] Line Manager 1
[290] Line Manager 2
[291] Line Manager 3
[292] Line Manager 4

Someone takes a day off, so we need someone to cover, but we don't have enough people. So we call one of the guys in that's just started their days off. Then that guy's stuffed by the time his normal shift comes around so he takes a day off. We call another guy in and the same thing happens. It's just this big cycle, everyone's tired and doesn't want to work so we need more and more overtime but that means the guys put less and less effort in. They say the redundancies are saving them money but really it's just led to less motivation and more overtime[293]

As a consequence, immediate business priorities, work overload and a focus on costs and production mean that HR and CSR initiatives are often taken less seriously. Line management suggest that if the HR or CSR initiatives are directly related to the production requirements they will do it, but if not it will be "pushed to the side until we get a chance"[294], however they suggest they do not often get that chance. As such, line managements' perceptions of a focus on production needs and cost reduction over implementation the intended strategy objectives provides an explanation for the inconsistencies in the enactment of HR and CSR practices.

6.4.2   Communication Issues

The lack of consistency can also be linked to the lack of communication between line management and the HR department. In relation to the communication of policies, initiatives and regulations, it is suggested by senior management that the majority of their communication with the HR department is through email and occasional phone conversations [295]. Line managers stated that they have very little contact with the HR department beyond the 'rare' top-down email regarding updated policies or regulations[296]. Line management rely on senior management to communicate initiatives and provide guidance. This lack of communication is also inconsistent with the espoused intentions of BuildingCo. To ensure consistency in the implementation of the strategies, values and practices, the HR department is expected to 'work with line management to ensure the changes to policies and procedures filter through'[297]. Specifically, they are expected to communicate both HR and CSR strategies, and provide support and guidance. While this is intended to be done in collaboration with senior management, line management perceive there to be little support or guidance from the HR department.

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[293] Line Manager 2
[294] Line Manager 5
[295] Senior Managers 4, 5, 6 & 7
[296] Line Managers 1, 2, 4 & 6
[297] BuildingCo Annual Report (2014); BuildingCo Sustainability Report (2013)

The reliance on individual senior managers to communicate HR and CSR initiatives to their line managers, instead of direct communication from the HR department has resulted in inconsistent and incomplete understandings of those practices and their intended implementation. Senior management are often perceived as being too busy with immediate production issues to effectively communicate HR and CSR initiatives to line management, except where it is necessary for production or meeting their specific objectives or regulations[298]. While line management suggest that there are times when senior management do effectively communicate these practices, it is not often or consistent. They further suggest that each senior manager will communicate the practice or initiative differently depending on their management style, production needs or time constraints. The line managers also stated that they will sometimes do what they have seen other line managers do or will rely on other manager's interpretations[299]. These second and third-hand interpretations mean that these practices are often not implemented as intended. Consequently, as line management are reliant on either their senior manager providing the necessary information and training, or other line managers interpretations, the implementation of HR and CSR practices at CementCo is often inconsistent with little adherence to BuildingCo best practice.

6.4.3 Past Experiences

While the immediate production needs and the lack of communication from both the HR department and senior management does have a significant impact on the consistent implementation of HR and CSR practices, it is also evident that line managers are not always willing or interested in implementing these practices or taking on this responsibility. Line managements' past experiences has a significant impact on their lack of commitment and interest. The participants stated that senior management has a history of not committing to the implementation of practices, particularly HR practices but also CSR initiatives. One line manager commented that "over the years, they've done things for three months and then they just drop it and go somewhere else"[300], while another stated "I've been here for 20 years, I've seen it all before, it will go away sometime and something else will come along"[301]. Additionally, the participants suggested that there has never been any follow through or feedback when new practices are introduced which seems to have reduced the commitment

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[298] Line Managers 1, 2, 4 & 5
[299] Line Managers 2 & 4
[300] Line Manager 5
[301] Line Manager 1

to both HR and CSR. This lack of commitment and follow through seems to have created a 'why bother' attitude among line managers and appears to contribute to line managers' disinterest in committing to HR and CSR initiatives.

6.4.4   Perceptions of the HR Department

In addition, due to the restructuring, lack of communication and past experiences, there is a lack of trust in the HR department evident among line management. As discussed in Section 6.3.1, the majority of participants perceive the HR department to be unapproachable, discipline-oriented and, for some, non-existent:

> *It seems to be the only time we see HR or hear from them is when, basically, something goes wrong, when shit hits the fan, when someone's in trouble or something like that. They're not approachable for any issues[302]*

> *I think it's a reduced role. We don't even have a HR manager here on site anymore. I couldn't tell you who the HR guy is[303]*

> *HR support is virtually non-existent here now. We used to have a HR guy that would come around and chat to you but now, nup[304]*

There is consensus among participants that HR personnel's actual presence at CementCo is typically limited to severe disciplinary action or termination decisions[305].

While the externally-recruited line management have a better understanding of the HR department's strategic position, and as such their perceptions of HR support is more positive than those internally-recruited[306], the restructuring and redundancies has decreased the level of trust all line managers have in the HR department. In discussing the redundancies, one line manager commented that "they might be called Human Resources, but to me there's not a very human side of it"[307].

In addition, among line management participants, there is also the perception that the HR department is not involved in, or responsible for, the design or enactment of the CSR strategy or initiatives:

> *Nah, they're only around when someone in trouble, they don't care about that social stuff[308]*

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[302] Line Manager 1
[303] Line Manager 2
[304] Line Manager 4
[305] Line Manager 1, 2, 3, 4, 5 & 6
[306] See Section 6.3.2
[307] Line Manager 1
[308] Line Manager 2

I guess if someone was getting in shit for not doing the right thing, like environmentally or something, they'd get involved, you know with discipline and that, but who's getting in shit for that?[309]

Line management perceive this lack of involvement from HR as a positive, and as a result demonstrate an increased willingness to engage in the implementation of these practices. As such, line managements' lack of awareness of the HR departments' involvement in CSR does seem to be a positive for line manager enactment of CSR.

6.4.5 Managing Up and Down

Participants also expressed frustration at having to manage up as well as manage down, especially in trying to meet production needs. They suggest that trying to balance the expectations of employees and management takes up more of their time, and can sometimes be one of the most difficult aspects of their role. The line managers express that they are "sorta stuck between the two"[310], and that "it's very easy to become the meat in the sandwich"[311]. One line manager concluded that "the more I do this job, the more I've come to realise that you can't always keep everyone happy"[312]. One participant provided an example:

The works manager, he said to the team leaders, individually, 'I expect you to behave and act like senior managers even though we're just team leaders. He goes 'I expect you to act, behave and work like my managers'. It just puts us in a real bad situation to the guys working on the floor, cause I work on the floor with them. I'm not a senior manager. They expect you to eat, work and breathe as a manager and basically kick the arse, crack the whip, you can't do that. We've got one guy that tries to do that, and all the guys hate him. Basically they want to hit him over the head with a shovel. I don't want that from my guys. I've got to work with them all around the clock all year. It's a hard, conflicting situation[313]

This tension in the role puts increased pressure on line management, which reduces their willingness to engage in HR and CSR practices that go beyond immediate production needs.

6.4.6 Line Managers' Skills and Abilities

It is emphasised in the devolvement literature that line managements' skills and abilities, or lack of, are the main inhibitor to effective HR devolvement. It is argued that often line

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[309] Line Manager 4
[310] Line Manager 1
[311] Line Manager 4
[312] Line Manager 2
[313] Line Manager 1

managers lack the skills and competencies required to undertake the people management aspects of their role (Purcell et al., 2009; Renwick, 2003) and that line managers receive little or no formal training in HR or people management skills (Kulik & Bainbridge, 2006; Perry & Kulik, 2008; Purcell et al., 2009; Zhu et al., 2008). This may result in the minimal, ineffective execution of the HR role, due to feelings of incompetence. While this research provides support for this argument, it also takes it one step further by considering the differences between externally- and internally-recruited line management. The evidence demonstrates that the differences between training and development of externally-recruited and internally-recruited line management has resulted in significant inconsistencies in the implementation of HR and CSR practices. As evidenced in Section 6.3.2, externally-recruited line managers have participated in training programs designed to improve their understanding of BuildingCo's strategic objectives such as leadership, engagement, safety and the CSR initiatives, and BuildingCo's intended strategies and philosophy, while internally-recruited line managers have not. This has resulted in different understandings of BuildingCo's intended priorities and their implementation, and thus the inconsistencies evident within CementCo.

Internally-recruited line managers' understandings of BuildingCo's intended strategies and practices, and their lack of training and development in people management is consistent with research that argues that line management's lack of skills and competencies is one of the main inhibitors to effective HR devolvement (Gilbert et al., 2011a; Perry & Kulik, 2008; Purcell et al., 2009; Zhu et al., 2008). While at CementCo, the line managers' lack of skills and abilities is one of many inhibitors to consistent HR and CSR implementation, the differences between internally- and externally-recruited line management does provide evidence for the importance of the development of line management in the people management role. Externally-recruited line managements' increased understanding of the intended strategies does suggest that an effective devolvement strategy that focuses on developing line management's people management skills and their understandings of the organisation-specific strategies and goals does increase their understanding of the organisations goals and objectives, and to some extent, their commitment to the people management role.

6.5   Consequences of the Challenges and Tensions

This subsection has identified a number of challenges and tensions in the line management role that have hindered their ability or willingness to implement both HR and CSR practices,

and can explain the inconsistencies between the intended practices and their implementation. These include the prioritisation of production needs, ineffective communication with the HR department and senior management, line managements' past experiences, perceptions of the HR department, the challenges of managing up and down, and the line managers' skills and abilities. These challenges and tensions have negatively affected the line managers' levels of commitment and motivation, and have led to a reluctance from line managers to accept the additional responsibilities. This is consistent with the HR devolvement literature that suggests that the inaptitude and the unwillingness of line managers to take on a HRM role has a significant impact on the consistent implementation of HR practices (Bos-Nehles et al., 2013; Gilbert et al., 2011b; Perry & Kulik, 2008; Purcell et al., 2009; Zhu et al., 2008).

These challenges have significant implications for the effective implementation of the intended strategies and practices. While senior management espouse a commitment to the intended strategy, as evidenced in Chapter 5, this is not perceived in their actions by line management. The perceived expectation that production takes priority over other responsibilities, and the lack of effective or consistent communication from senior management regarding their HR or CSR responsibilities has resulted in these responsibilities being pushed aside, and typically only acknowledged when they impact CementCo's production goals. This provides support for the HR devolvement literature that suggests that line managements' need to achieve short-term objectives to do with profitability or cost reduction means that real commitment to HR initiatives is quite rare (McGuire et al., 2008; Perry & Kulik, 2008).

These perceived expectations are intensified by line managements' perceptions of their past experiences and of the HR department. Line managements' previous experiences of the introduction of new initiatives and strategies by senior management have, in their perception, been inconsistent and have resulted in a 'why bother' attitude. Adding to this, their perceptions of the HR department's reduced role and the lack of trust in, and support from, the HR department has led to the perception that their HR role is not a priority. The literature suggests that as a consequence, HR-related policies and practices may be inconsistently implemented, or line managers may pay insufficient attention, or spend insufficient time on HR issues (Bos-Nehles et al., 2013; Perry & Kulik, 2008). This is consistent with findings in this case study.

In addition, line managements' frustration at having to manage the expectations of both senior management and employees creates significant tension in the role and takes up more of their time. Balancing the demands of senior management while simultaneously keeping employees happy puts increased pressure on line management that has reduced their willingness to engage in HR and CSR practices that go beyond immediate production needs, again in line with current research (Bos-Nehles et al., 2013; Kulik & Bainbridge, 2008; Purcell et al., 2009). As such, these challenges have resulted in lack of commitment from line managers, ambiguity in the line management role, and a reduction in their willingness to engage in HR, in some cases CSR, practices. As a consequence, BuildingCo's priority of achieving best practice and alignment, engaging the workforce, and engaging employees through line managers' leadership[314], are not being achieved at CementCo.

Overall, this section has presented findings on line managements' enactment of the specific HR and CSR practices identified as priorities for BuildingCo. It considered line managements' actual role compared to their intended role, and found that there are significant differences between the line managers understanding and actions and the intended implementation designed by BuildingCo and CementCo's senior management. The tensions and challenges that impact line management's ability to take on and effectively implement both HR and CSR initiatives were also considered. The following section considers the implications of these findings for HR and HR's enactment of CSR.

6.6   Implications for the Role of the Line Manager and the Implementation Process

It is emphasised in the limited line management literature that line managers have a significant, if not critical role in the implementation process, and that they are the missing link in explaining the intended-implemented gap (Alfes, Truss et al., 2013; Evans, 2015; Gollan et al., 2014; Kilroy & Dundon, 2015; Purcell et al., 2009). Failure to take into account the role of line management in the implementation process may result in inaccurate or incomplete understanding of the HRM and CSR implementation process. As such, it is argued that research focused on understanding the HRM-performance link, the HR process, or the experiences of HRM *must* include consideration of the role of line management in this

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[314] See Section 6.2

process (Gilbert et al., 2011b; Purcell et al., 2009). The findings in this chapter provide support for this argument.

As evidenced in Chapter 5, BuildingCo has demonstrated an intended commitment to both people management and CSR that is well designed and developed. The HR strategy is aligned with the organisational strategy, which integrates both the organisational values and purpose, and the espoused CSR values and priorities. The strategies themselves are well developed to fit with the organisations' current direction and its external environment. Internally there is an adherence to consistency and best practices, while still allowing for some flexibility and autonomy. The intended implementation of the strategies and practices is also well designed and aligned with the organisation's goals and objectives. However, despite this, there is a lack of consistency by CementCo line managers in implementing both HR and CSR practices.

These findings demonstrate that the role of the line manager in the interpretation and implementation of both HR and CSR practices is critical if the HR and CSR strategies are to be effective. Challenges to effective implementation, such as immediate production needs, work overload, communication issues, and a lack of training and support, has led to frustration in the line management role and a reluctance by line managers to take on extra responsibilities. This highlights the need for more than just well-developed strategies and policies. Effective implementation at CementCo requires consistent communication, training, support and guidance from both senior management and the HR department if the tensions and challenges to implementation are to be reduced. Considering the importance placed on BuildingCo's priorities of engagement, leadership, communication, commitment, and people development, more attention could be placed on developing the line managers' capabilities, and building trust and rapport between the line management and senior management levels, particularly for those internally recruited.

The role of the line manager in the implementation process also has significant implications for the experiences of employees. Line management are espoused as having a critical role in the communication and promotion of values, expected behaviours and actions, and organisational culture, and it is this role through which employees form their perceptions of the organisation (Brandl et al., 2009; Gilbert et al., 2011b; Truss, 2001). As such, line managers' interpretation and implementation of HR practices are emphasised as being most likely to influence employee perceptions of these practices (Gilbert et al., 2011b; Purcell et al., 2009). The lack of consistency in the implementation of HR and CSR practices, and the

discrepancies between the intended and implemented practices, is likely to have a significant impact on the employees' perceptions, attitudes, behaviours and commitment to the organisation.

Furthermore, this also highlights that within the HR implementation process research, the perspectives of line managers themselves are critical to a complete understanding of this process. Both the analysis of organisational documentation and the interviews with senior management provided an understanding of what is intended by BuildingCo and CementCo, and these are espoused as representing organisational reality. However, by delving deeper into the organisation and the process of implementation, a more realistic picture emerged. One that revealed that the role of the line manager is not the priority in CementCo that it is espoused as being. One that revealed aspects of the implementation process that have been neglected or overlooked by HR and senior managers, that are perhaps not obvious from a HR or senior management perspective, but are in fact crucial to the success of the HR and CSR strategies. As such, the perspectives and actions of line managers in the implementation process research cannot be ignored.

These findings, therefore, highlight the importance of considering, understanding and focusing on the implementation process. However, this not only applies to the implementation of HR and CSR by line managers, but also to the implementation of the devolvement strategy. The lack of consistency in the implementation process by line managers, and the differences between externally- and internally-recruited line management suggest that the devolvement strategy is not as effective as it is intended to be. As demonstrated in Section 5.2, and in Section 6.2 above, the devolvement strategy has been well developed. It is designed to support and align with the organisational, HR and CSR strategies, and the organisational values and priorities. On paper, the intended devolvement strategy is inclusive, extensive, and designed to produce leaders who are proficient in the priorities of BuildingCo[315]. However, as demonstrated, the goals of the intended devolvement strategy have not been achieved.

Within the devolvement strategy, it is intended that the HR department will work with the management team to ensure all HR and CSR policies and processes are in place, and to promote the 'one company' approach, communicate strategies, values and visions, and ensure appropriate management systems are established and regularly reviewed. Senior management are intended to communicate the strategies and policies, as well as provide

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[315] BuildingCo Review (2013; 2014); BuildingCo Magazine (2014, Issue 1)

support and guidance especially in relation to BuildingCo's priorities of best practice, engagement, leadership and safety, and senior management espoused a commitment to this. They demonstrated an understanding of their role in implementing the HR and CSR strategies, and their role in providing support and feedback. However, in reality, line management state that they are not getting the support they need from either senior management or the HR department.

Line management perceive their HR role to be insignificant and this is a result of their perceptions that senior management emphasise production over HR responsibilities, and from the perceived lack of effective communication from senior management of their HR responsibilities. It is also reinforced through the perceived lack of communication or support from the HR department. As a consequence, line management are less willing to take on HR responsibilities, potentially resulting in ineffective or inconsistent implementation. This suggests that within the analysis of the line management role, there also needs to be consideration of the implementation of the devolvement strategy, as it is this strategy and implementation process that line management perceive and experience, and that ultimately influences their behaviour.

This, therefore, broadens how the line management role is understood. Within the implementation process, line management are thought of as the critical link between the intended practices and the actual experienced practices. As evidenced above, this is a significant role that, if neglected, can result in practices that are ineffectively implemented, if they are implemented at all. But line managers are not only a link in the implementation process, they are also receivers and experiencers of the devolvement strategy as well. Thus their perceptions and experiences of the devolvement strategy will have significant impacts on the likelihood of line management participating in the strategy and practices, much the same as employees in the following chapter. As such, further research specifically analysing how line management's perceptions and experiences of the devolvement strategy impact their role as implementer, as well as consideration of the role of those responsible for implementing the devolvement strategy, would be beneficial in HR and CSR implementation research.

6.6.1 CSR Implementation and the Role of the Line Manager

These findings also have specific implications for HR's enactment of CSR. As evidenced, CementCo's line managers do have a role in the implementation and promotion of CSR initiatives, particularly in relation to safety, environment, community, engagement, people

development, diversity and communication. However, with the exception of safety, there is again a lack of consistency between the intended practices and their actual implementation. The inconsistencies seem to stem from the perception that production comes first, a lack of awareness of BuildingCo's intended practices, and a lack of effective and consistent communication from senior managers and the HR department in relation to BuildingCo's intended implementation. Line managements' past experiences related to senior management's commitment to CSR and their current and past experiences related to the prioritisation of production needs over CSR-related practices or goals has further decreased the line managers' willingness to implement these practices *as intended*. This, however, does not mean that line managers are not committed to the implementation of CSR-related initiatives. In fact, line management's positive perceptions of, and their personal beliefs in, being socially responsible, particularly to the community or environment, seems to motivate line managers to put in more effort, and to implement those practices with more care, just not always in line with BuildingCo's intended best practice.

Furthering this commitment to CSR is the perception that the HR department is not involved in, or associated with, CSR. Line managements' negative perceptions and lack of trust in the HR department has reduced line managements' willingness to engage in practices they perceive as being related to HR. While the externally-recruited line managers' perceptions of the HR department are slightly more positive and their understanding of the HR department's role is more aligned with BuildingCo's intentions, the restructuring and redundancies has decreased the level of trust all line managers have in the HR department. As such, line managements' lack of awareness of the HR departments' involvement in CSR does seem to be a positive for line manager enactment of CSR. Although both HR and CSR devolvement place extra responsibilities on line management, the participants were more willing to commit to those practices they perceived as being CSR-related then those perceived as HR-related.

Line managements' increased willingness to implement CSR-related practices at CementCo due to their positive perceptions of, and personal beliefs in, being socially responsible provides support for the idea of line managements' personal beliefs and values as potential drivers of CSR implementation. As proposed in the literature review, the devolvement of CSR requires line managers to make decisions regarding CSR and its implementation, and these decisions will be influenced by their personal values related to CSR. While this concept has been applied to the values of senior management (Duarte, 2010; Hemingway & Maclagan, 2004), it is argued in this research that it is equally applicable to line management in their

CSR role. As evidenced, the line managers' decision-making and implementation of CSR, when production constraints allow, is a result of their personal beliefs and values. This is in line with the literature that suggests that management are likely to implement CSR-related practices in line with their personal values whenever the opportunity arises (Duarte, 2010; Hemingway & Maclagan, 2004). While the personal values of senior management are more likely to be in line with the organisational values, line managements' beliefs, in this case, often differ from the intended strategy. The line managers are more likely to implement CSR practices they perceive as meeting their values, in line with their beliefs rather than the intended strategy.

Thus, while the implementation may not always be as intended, the willingness of line management to implement some CSR practices despite a lack of consistent support and guidance demonstrates the importance of line management in the effective devolvement of the CSR strategy. This research, therefore, provides evidence that line management do have a critical role in the day-to-day implementation of CSR, and that this role has significant implications for the effectiveness of the CSR strategy. Furthermore, exploring the CSR implementation process and the role of line management in CSR using the HR Causal Chain Model (Purcell et al., 2009) as a broad framework has provided useful insights into this rarely considered research area. Within BuildingCo, the integrated nature of the HR, CSR and organisational strategies, and the role of HR in the design and intended implementation of both strategies, means that the implementation process for HR and CSR practices within CementCo are very similar, with line management responsible for the majority of day-to-day practices. As such, analysing CSR enactment in this manner has identified insights and challenges that have not been considered in previous research.

6.7   Summary

This chapter has considered the role of line management in the HR and CSR implementation process. Inconsistencies between the intended practices and the how they were actually implemented were identified, and the tensions and challenges hindering effective implementation were explored. The chapter also revealed inconsistencies as a result of the differences between internally- and externally-recruited line management. Overall, this study provides further support for argument that the effectiveness of HRM is dependent on more than just well-designed practices; that the quality of the implementation and the context in which these practices are applied plays a vital role, and that there is often a

discrepancy between the intended HR practices and the actual practices in use (Bos-Nehles et al., 2013; Boselie et al., 2005; Legge, 2005; Purcell et al., 2009; Truss, 2001; Wright & Nishii, 2013). As evidenced, despite the well-designed intended strategies of BuildingCo, there are many inconsistencies evident in the implementation process that are result of the role of line management in that process. The perception that their HR role is insignificant, the lack of willingness from or ability of line managers, and the lack of support from senior and HR management has resulted in significant gaps between the intended strategies and the implemented practices.

This research adds to the expanding body of research highlighting the critical role of line managers in the enactment of HR practices, making a significant contributions related to line managements perceptions of the HR department and the need for a focus on the implementation process in general and specifically to the continued implementation of the devolvement strategy. In addition, this research brings to light an important research area that has not been considered in previous research; that is the role of line managers in the promotion and implementation of the organisations' CSR strategy and initiatives. This research revealed that line managements' personal belief in being socially responsible potentially increases the likelihood of line management engaging in those practices they perceive as being CSR-related, although often, this is not as BuildingCo intended. However, despite this increased willingness, the research demonstrated that the tensions and challenges that hinder the effective implementation of the HR strategy also hinder the effective implementation of the CSR strategy. As such, the interpretation of HR and CSR practices by, and actions of, line managers provides an explanation for the gap between intended and experienced practices

The following chapter presents the findings related to employees' perceptions and experiences of both HR and CSR. While the role of the line manager is critical to understanding the implementation process, the role employees themselves play in participating and engaging in both HR and CSR practices must also be considered. As such, the chapter begins by exploring the employees' perceptions of the organisational strategy, HRM and CSR, and how these perceptions influence employees' attitudes and subsequent behaviours. It then explores the broader conceptions of the employment relationship, including employees' perceptions of HR, their interactions with line management, their interactions with the organisation, their past experiences, their perceptions of the union, and their job security. The implications of these perceptions for HRM and HR's enactment of CSR is then considered.

Chapter 7:   Employee Perceptions and Experiences

7.1   Introduction

The importance of employees' perceptions, attitudes and behaviours in the link between HRM and organisational outcomes has been highlighted in recent research. As has the idea that HR practices are associated with performance outcomes through their influence on employee attitudes and behaviours. While research considering this important aspect is still in its infancy, there is growing attention on the significant role of employees and the processes that influence their perceptions, attitudes and behaviours (Gould-Williams, 2007; Nishii et al., 2008; Purcell et al., 2009; Snape & Redman, 2010; Wright & Nishii, 2013). As such, this chapter explores the perceptions of employees in relation to BuildingCo's organisational, HR and CSR strategies. It then considers the broader conceptions of the employment relationship, developing an understanding of how the perceptions of these factors impact employees' attitudes and subsequent behaviours.

7.2   Employees Perceptions of the Organisational Strategy, HRM and CSR

Employees' perceptions of the organisations' strategy, HR system and CSR initiatives can provide significant insights into whether these practices are implemented and experienced as intended, and whether they elicit the behaviour expected by the organisation to achieve the organisational goals and objectives. As such, this section explores the employees' perceptions of BuildingCo's organisational, HR and CSR strategies and priorities, and analyses how these perceptions influence their attitudes and behaviours. Understanding the employees' perceptions of the organisational strategies can provide valuable insights into whether these strategies are having the intended effect on the employees' behaviour.

7.2.1 Perceptions of the Organisational Strategy

Generally, employees' perceptions of what the organisation intends in terms of its strategy, match that espoused by BuildingCo. BuildingCo's Fix, Execute and Transform strategy and the 'one company' approach is intended to increase accountability, align objectives, develop a

participative and engaged workforce that is committed to safety, innovation, collaboration and best practice, and empower employees to make decisions[316]. While none of the employees specifically referred to the Fix, Execute and Transform strategy, they did acknowledge BuildingCo's intention to implement the 'one company' approach and to have everything 'standardised'[317]. A number of employees referred to BuildingCo's objective of increasing accountability and aligning all of the businesses objectives.

They also all demonstrated some understanding of BuildingCo's commitment to safety, innovation, collaboration and best practice. While safety is considered in more depth in the following subsection, employees agree that safety is a priority for BuildingCo and CementCo, and that there is a commitment to safety from the top to the bottom. As one employee suggests, "safety is huge for BuildingCo, especially now we have a new CEO, that's the first thing he addresses, the first thing he talks about is safety"[318]. While innovation and collaboration were not specifically brought up by participants, when asked they acknowledged that there has been some innovative changes around the plant, including access to live online reporting, installation of the high-speed packer and the "check-weigher" that checks for underweight bags "so that the customer doesn't get ripped off", and forklift pin numbers that alert management when there is a problem[319]. In relation to the online reporting and forklift pin numbers, these innovations are perceived as being more focused on "management watching employees", sometimes signalling to employees that they are not trusted and in some cases reducing motivation[320].

In addition, employees stated that they are encouraged to be innovative and that their ideas would usually be implemented, so long as "it doesn't cost too much and doesn't take too much time away from production"[321]. However, if an idea is rejected it was just ignored, "they don't follow-up on it and there's no reason why given"[322]. In relation to collaboration, employees suggested that while there is not much, the Packaging department now collaborates with Production regarding a bagging schedule so that what is produced meets customer demand[323]. Previously, "production just made what they wanted and packaging

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[316] BuildingCo Review (2013; 2014); BuildingCo Annual Report (2013)
[317] Employees 2, 6, 7, 9, 10 & 11
[318] Employee 2
[319] Employees 1, 3, 4 ,5, 8, 10 & 12
[320] Employees 4, 8 & 9
[321] Employee 4
[322] Employee 6
[323] Employees 1 & 8

just had to deal with it"[324]. Additionally, participants stated that there is now plant-wide toolbox meetings where safety, general business, and each departments' plans are discussed to ensure everyone is on the same page[325]. The participants stated that BuildingCo wants a "safe, team-based workplace that is clean and organised"[326], "their people to be multi-skilled and fit in where needed"[327], and a "more central system"[328], and that there is "more innovative changes to the plant"[329]. Overall, there is an understanding of the general aims and objectives of BuildingCo, suggesting that communication of the intended strategy was relatively effective.

However, their experience of what actually happens at CementCo was, at times, different from what was intended. While the participants agreed that BuildingCo has "got that 'one company' organisational thing now"[330] and that "now they're trying to standardise things, so if you go to any BuildingCo site it's all going to be the same wherever you go"[331], they suggest that it is not always a good thing. For instance:

> *The bad thing with that is what's good in one place isn't necessarily good in every place. Rather than have specific things for specific zones, they just want to generalise it all, which has then stuffed up other people in other places. To me that's laziness, cause they only have to police one thing rather than having multiple things that's good for each area[332]*

The employees also suggest that the standardisation across businesses has increased the number of policies and procedures they have to follow and have increased the time it takes to complete tasks:

> *Yeah, and there's becoming a hell of a lot more of them procedures and policies and stuff[333]*

> *Now when you do a job, you're supposed to do a JSA, no a SWIM, then all this paperwork just to do five minute job. They've got these books that you tick and flick, and if you're doing it by yourself, and again that's all part of safety to make you slow down. But instead of a 5 minute job taking 5 minutes it takes 45 minutes[334]*

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[324] Employee 8
[325] Employees 3, 5, 6, 10, 11 & 12
[326] Employee 1
[327] Employee 7
[328] Employee 9
[329] Employee 4
[330] Employee 12
[331] Employee 2
[332] Employee 5
[333] Employee 1
[334] Employee 10

The participants complained it has also sometimes made the workplace more confusing. For instance:

And like JSA's, they've been replaced now, now it's SWIM. SWIM is all over BuildingCo, and JSA was an old thing, but it's exactly the same thing just a different name. So they uniformed it. You try and keep up with it. I bloody work there and I can't even keep up with it[335]

In terms of accountability, the participants stated that there has been significant increase in accountability, specifically safety-related accountability[336]. For instance:

Because I think maybe too, there's more accountability. You have to be accountable for your mistakes more now than what you used to, where you used to be able to get away with it as a team. There's more focus on people themselves, and I think maybe that's where the team environment has gone[337]

While BuildingCo stated that they want to increase accountability and engagement, in reality is seems as though the implementation of best practice and standardised practices may actually be negatively impacting accountability and reducing engagement. The employees state that will go against what they believe is the most efficient or best way to get the task done to follow the standardised procedure so that they are "covering their own arse"[338]. Employees are less willing to engage in proactive behaviour or make decisions out of the fear of being held accountable:

I do it how they say so that if I make a fuck-up, I can say I followed your procedure, so I'm covering my own arse that way[339]

I'll do it exactly the way they want it done. So then if there's a stuff up, I'm covered[340]

It seems that the majority of the time, employees' perceptions of the increased accountability is actually hindering innovation, participation and decision-making, reducing the likelihood that BuildingCo's organisational goals will be fully achieved. It was acknowledged, however, that in situations where conflict between employees and management regularly occurred, such as being able to stop the machines when there is a fault rather than "getting management to step in", employees now have "a bit more responsibility put back on us to deal with it at the time" and that it has been "an absolute

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[335] Employee 8
[336] Employees 1, 3, 4, 7, 9 & 12
[337] Employee 7
[338] Employee 7
[339] Employee 2
[340] Employee 4

positive, so that it doesn't always end having to be a conflict to get something done"[341]. Overall, the employees generally agree that they can understand why BuildingCo has wanted to bring in these changes and that "they have, at times, been a benefit" and that "it does re-invigorate sometimes"[342].

7.2.2 Perceptions of the HR Strategy

When specifically asked about the HR strategy at CementCo, employees' first responses were overwhelmingly negative. However, when employees were asked to elaborate, it became obvious that these perceptions were related to the HR department rather than the HR system and practices themselves. Referring to the HR practices as 'people management' practices during the interviews seemed to help avoid the negative connotations associated with the HR department. Employees were more positive in their discussion of the practices and their working conditions when they were considered 'people management' practices. The employees generally perceive the people management practices that they experience positively, stating that they are fair and equitable. They perceive the pay and conditions favourably, stating that "for what they do, it's really good money"[343], with one employee stating "we get paid a reasonable amount of money for doing a reasonable amount of work; No, our pays good for what we do"[344]. They also talked about benefits such as "unlimited sickies"[345], and the perception that if they want to do 'stuff' the organisation is usually willing, such as "if you wanted a ticket for something you can probably get one"[346], which they suggest is "not a bad system"[347].

Safety was identified as a key priority for BuildingCo and CementCo, and employee perceive the organisation as "genuinely wanting you to go home safe, so they support you in that, that quest to be safe"[348]. As one employee stated "well the safety thing is huge, cause they want people to go home safe, and they want people to be responsible for their safety and the person next to them"[349]. Wellbeing was also emphasised as being supported by BuildingCo's people management practices. Employees stated that:

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[341] Employee 12
[342] Employee 6
[343] Employee 3
[344] Employee 10
[345] Employees 4 & 9
[346] Employee 3
[347] Employee 5
[348] Employee 12
[349] Employee 2

They have some programs for people, they have the alpha one, where they try to teach you about fitness and stuff. Like a wellbeing type of thing. And you have the employee assistance and counselling. Now they seem to have the lung bus come and the hearing bus where they come in and do that. And the other thing is the drug and alcohol testing, cause they don't want some moron to be pissed at work and run over you with something[350]

And we do have an equal opportunities department, and BEEP, which is BuildingCo Employees Assistance Program[351]

There's a lot of things you can call up for help. BuildingCo has these programs, like with suicide things and stuff like that. Counselling and stuff like that you can actually use, so yeah, if you need to you can get help[352]

In addition, the employees stated that there is no formal performance system in place for employees, and that they were happy about that. They felt that it would be a 'waste of their time'. The participants suggested, while recently there is a lot of negative feedback, they occasionally get positive feedback, and sometimes even a barbeque or pizza if they do a good job, and that if they are "doing something wrong, management will come and say, it's pretty informal"[353]. When asked if they were happy with the performance management practices, and if they thought they were fair, employees suggested that "there could be more feedback, but it's better than some formal process"[354]. The employees also stated that they do not often get rewarded beyond the occasional barbeque or pizza, but that there is an annual safety bonus[355]. In relation to career development, some of the employees suggested that "if you're keen, they'll help"[356], and that "there's opportunities if you really want them"[357], however the majority of employees stated they were happy as they are were, with one employee stating "why would you want to? We get paid more than the managers and we can go home and not even think about this place until your next shift starts, unlike them"[358].

Training seems to be the only people management practice that all employees perceive as negative:

It's pretty well non-existent. And what they have got is pretty hit and miss. That's probably the worst thing, there's not training[359]

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[350] Employee 7
[351] Employee 6
[352] Employee 3
[353] Employee 10
[354] Employee 2
[355] Employees 1, 2, 4, 5, 6, 7, 9, 10, 11 & 12
[356] Employee 5
[357] Employee 6
[358] Employee 8
[359] Employee 7

The employees perceived any training that is conducted is done to make senior management 'look good'[360]. They suggest "they only do it cause its part of their expenditure. They're only ticking a box"[361]. Although a few participants suggested, with scepticism, that it seems like it is "getting better"[362], and that CementCo are "acknowledging that there's a need for training"[363]. However, it was suggested that it was not done fairly, that "they will send the first lot, management, off to some fancy place to get it done, and the next time it's all, they've tightened the purse strings, and it's done in-house by someone that they can scrounge up for the cheapest price"[364]. While this is consistent with senior managements' articulation of how the training is conducted in CementCo, with senior management participating in the 'train the trainer' program and then conducting the training for their employees[365], the employees' negative perceptions of this process are not consistent with BuildingCo's intent.

Overall, employees' perceptions of the HR system were relatively positive, with the majority stating they were fair and equitable. One employee summed it up nicely:

Yeah, as much as we bag them, the conditions are a pretty good here. They do look after you to a certain extent, which is good[366]

While the employees' perceptions of the HR system and practices were favourable, these perceptions did not have the impact on employees' attitudes and behaviours that has been suggested in previous research. It is suggested in the literature that positive perceptions of the HR system increase employee's perceptions of organisational fairness, equity and support, and result in employees feeling obligated to react in kind, through increased organisational commitment, job satisfaction and thus discretionary behaviour (Alfes et al., 2012; Gilbert et al., 2011b; Knies & Leisink, 2014; Snape & Redman, 2010). However, in this research, employees' perceptions of the HR system and practices only seem to have a moderate effect on employees' attitudes and behaviours. As evidenced, CementCo employees perceive the HR system to be fair and equitable in terms of pay and working conditions, safety, performance management and wellbeing, but still the impacts of their perceptions do little more than encourage them to remain within the organisation. Thus, while employees' perceptions of the HR system has a moderate positive effect on their

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[360] Employee 2
[361] Employee 1
[362] Employees 6, 9 & 12
[363] Employee 6
[364] Employee 1
[365] Senior Manager 6; See Section 5.4
[366] Employee 5

attitudes and behaviours, thus encouraging them to engage in increased task behaviour (Lievens et al., 2008) and reducing the likelihood of them engaging in counterproductive behaviour (Fox et al., 2001; Ng et al., 2016), it does not seem to motivate employees to engage in the intended discretionary behaviours, such as participation beyond their specific role, engagement or decision-making in line with the strategic objectives[367].

7.2.3   Perceptions of the CSR Strategy

BuildingCo's intended CSR priorities include 'health, safety and environment', 'our communities' and 'our people'. Health, safety and environment is focused on the goal of zero harm to both people and the environment. Safety is a key priority and is integrated into all processes, objectives and communication procedures. Minimising environmental risk and eliminating adverse environmental impacts are espoused as environmental priorities. In relation to the community, BuildingCo's priorities include community engagement and community partnerships. Their priorities in relation to people include diversity management, people development, and engagement and empowerment[368]. Employees' perceptions of CSR in terms of health, safety and environment, and the community are relatively consistent BuildingCo's intended CSR initiatives.

As evidenced in Section 7.2.2, safety is a key priority for BuildingCo and CementCo, and employees' perceive a genuine commitment from the organisation[369]. Employees suggest that safety is discussed at all toolbox talks, and that it is the "first thing they bring up, safety and then environmental and then whatever we're doing on plant. So it is in the focus of everybody's minds"[370]. It is also promoted through safety alerts and safety statements, and on all internal communications and the visual boards located around the plant[371]. The environment is also perceived by employees as a priority for BuildingCo and participants suggest that environmental initiatives form a regular part of their roles. Employees suggest that dust reduction, measurement and clean-up is a significant part of all their roles, with one employee stating that they have "a few things that measure the dust and there is a limit of what we can put out the stack, and once that limit's reached we turn it off to get it fixed"[372]. Waste management and recycling is also an issue that affects all employees' roles. The

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[367] BuildingCo Review (2014); BuildingCo Annual Report (2014)
[368] BuildingCo Sustainability Report (2013); BuildingCo Annual Report (2014)
[369] Employee 12
[370] Employee 9
[371] Employees 2, 4, 5, 7, 8 & 11
[372] Employee 10

participants suggest that they have to "keep their waste to a minimum"[373] and they have to "recycle, we recycle sand and stuff"[374]. One employee states that:

We've got skips all over the place now, we used to sweep up and throw it away, but now it goes in the skips and they put it back in the system. They're pretty good with waste. They don't waste too much. And they've gone to JIT thing where they don't have too much stuff hanging around, so there's less waste[375]

A number of employees, particularly production and mechanical employees, state that they have to monitor dust and air emissions. Employees suggest that:

There is a limit to what we can put in the air. I suppose there's targets, there's one that is measured, its NOX, nitrogen dioxide, but, I mean I think I did read somewhere in their licencing that they're allowed to pollute X amount, that as you operate the kiln you need to keep that NOX level down, so I suppose that's a target to keep it below a certain level[376]

Yeah they are very responsible for that, and they have to be for their licencing, but even things that aren't measured, um, they're responsible[377]

They also expressed that monitoring the dams for oil spills and general water health was also their responsibility:

They're pretty strict with that. They've always had spillage kits for oil and stuff. If it rains now and the pond gets to a certain level, we've got to test it to make sure it doesn't get down to the river[378]

The community is also perceived as a priority for BuildingCo, CementCo and for employees. There is consensus among employees regarding CementCo's commitment to keeping the local community informed:

They seem to be more open in sharing information with the community. Like there's newsletters that go out[379]

They try to be, they have community information nights and we were having the open days a couple of years in a row[380]

Employees also suggest that CementCo does "a lot of things around the community"[381], including "sponsorship"[382], "tree planting"[383] and "programs to assist their immediate

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[373] Employee 4
[374] Employee 5
[375] Employee 10
[376] Employee 9
[377] Employee 7
[378] Employee 7
[379] Employee 6
[380] Employee 11
[381] Employee 3
[382] Employees 6, 7 & 8
[383] Employee 7

neighbours"[384]. Overall, the participants suggest that they are satisfied with how the organisation interacts with the local community. As one employee states:

> *Yeah. It's important to any business. Especially businesses like this. We've got stacks and if the people of the community didn't know it was 90% steam, they'd probably freak out. Communication to the community's a good thing I reckon. And they're not too bad at it. I'll give them a tick on that one[385]*

In relation to the community partnerships, the majority of employees were not aware of the partnerships, with only a couple stating "oh yeah, they have that thing with the zoo, we can get passes so they must help them"[386].

Employees' perceptions of people-related CSR, however, is not consistent with BuildingCo's espoused intentions of diversity, people development, and engagement and empowerment. Employees, while recognising that cultural diversity is a CSR factor, suggest that this may actually hinder communication, decision-making and production. For instance:

> *And cultural differences, we keep saying we're multi-cultural and all the rest of it, um, the Works Manager is Indian, the Mechanical Manager's Pakistani, the Production Manager's Ireland, the other Mechanical Manager, he's Egyptian, you know what I mean, there's this whole cultural thing, and the white, Anglo-Saxon was sitting down there and the bosses come, like my boss, he speaks 4 languages but English is the last one. What I see is, he speaks in his native, Pakistan, translates what you say into Pakistan and then translates it into English. So having a conversation, it seems like he's slow, but he's actually got to translate everything that's said, which when you want a decision made quickly it's frustrating. And then the Stockhouse Manager, one of the best men I know, but you spend all day saying sorry? And it's not that you're deaf, it's trying to get the accent down, especially around big heavy machines. We're in a heavy industry here, yeah people take it as you're rude or you ignore them, but it comes down to, you know, they're things businesses have to take into consideration[387]*

One employee did have an interesting take on CementCo's diversity policy, stating that "here's not too bad, cause we've got 90% Aussie blokes"[388]. The participants suggested that beside the employment of a "few ladies"[389] and senior management, it is not a very diverse workplace.

In relation to people development, employees do not perceive any real commitment. As evidenced in Section 7.2.2, training was perceived as "pretty well non-existent"[390], and what

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[384] Employee 12
[385] Employee 6
[386] Employee 4
[387] Employee 12
[388] Employee 11
[389] Employee 1
[390] Employee 7

training was conducted was not perceived as fair and was only done to "tick a box"[391]. The participants did suggest that there are career development opportunities if employees were "really keen"[392]. In relation to engagement and empowerment, a few employees suggested that they are now more empowered to make some decisions, however, as discussed in Section 7.2.1, employees' perceptions of accountability are hindering participation and decision-making, with employees less willing to engage in proactive behaviour or make decisions out of the fear of being held accountable.

The participants did, however, identify a number of HR-related practices they perceive as being CSR-related. Employees identified recruitment, retention, equal opportunity, and employee wellbeing as being linked to socially responsible initiatives. Employees suggest that recruitment should be a CSR priority, yet they suggest that "the only thing that CementCo probably don't do is employ enough local people"[393]. Retaining good employees was also perceived as being CSR-related:

> *It's like retaining and things like that, then I think it makes the environment more whole, like um…you want to retain good people and that, you don't want to have, like some places just have, like I don't know, like they turn over people like every second day, and week, like different people, surely that's not good. That's important for me, cause you wanna retain people, otherwise you're gonna be working with shit all the time[394]*

Employees also perceive the organisation being social responsible through their commitment to equal opportunities:

> *And also the other thing that makes me think of it, is that they've put on an equal opportunity officer at our site. So, surely that shows that they're…they're being socially responsible…We hope[395]*

As evidenced in Section 7.2.2, employee wellbeing is perceived as being supported by BuildingCo, with employees stating that it is part of BuildingCo's social responsibility and that "they have a lot of good programs that employees can use"[396]. Generally though, employees suggest that 'people' are a priority for BuildingCo and CementCo, with employee stating "yeah I think they are, more so now than in the past"[397].

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[391] Employee 1
[392] Employee 5
[393] Employee 6
[394] Employee 4
[395] Employee 10
[396] Employee 8
[397] Employee 7

Overall, employees' perceptions of BuildingCo and CementCo's commitment to CSR are quite positive, particularly in relation to the environment and community. Consistent with the literature, employees do perceive the organisation committing to CSR beyond just philanthropy, confirming that CSR is integrated into core business functions (Crane et al., 2008; Metaxas & Tsavdardou, 2010; Michailides & Lipsett, 2012; Sharma et al., 2015). However, while they do perceive there to be a genuine commitment to a small number of CSR-related initiatives, the implementation of the majority of initiatives is perceived as coming from the organisation's need to stay in business. Although, they also acknowledge that the organisation does go beyond what is legally required in their effort to be socially responsible, in line with definitions of CSR (Coombs & Holladay, 2012; Crane et al., 2008; Lapina et al., 2014; Maon et al., 2010; Strautmanis, 2008). The employees' involvement, however, is limited to being experiencers of BuildingCo's CSR initiatives. They are not involved in design or development of these initiatives, which the literature suggests, may reduce the likelihood of employees fully committing to the CSR strategies (El Akremi et al., 2015; Inyang et al., 2011; Michailides & Lipsett, 2012).

In addition, employees' perceptions of BuildingCo and CementCo's commitment to CSR in relation to the environment and community are consistent with the literature on third-party effects (Glavas & Kelley, 2014; Rupp et al., 2013). Third-party effects occur when the organisation is perceived as caring for the wellbeing of others outside of the organisation, as is the case of BuildingCo's perceived commitment to the local community. Employees' perceive a strong commitment to the community and to looking after the environment, which positively influences their perceptions of the organisations' character. The impact of first-party effects are less evident on employees, as their perceptions of people-related practices are both positive and negative, yet their overall perceptions of BuildingCo's commitment to people is quite positive. These positive perceptions do seem to enhance their social identity within the organisation (Collier & Esteban, 2007; Garavan & McGuire, 2010; Senasu & Virakul, 2015; Wong & Gao, 2014).

The literature suggests that positive perceptions of CSR will lead to increased commitment, satisfaction and trust, which in turn leads to increased levels of discretionary behaviour (Glavas & Kelley, 2014; Low & Ong, 2015; Senasu & Virakul, 2015; Watson et al., 2015). Employees' acknowledge that they value the CSR commitment the organisation makes, that it is a factor that influences their decision to remain in the organisation, and that it does give them a sense of satisfaction and identity. However, like the HR system, it does not seem to motivate employees to engage in the intended discretionary behaviours, such as

participation beyond their specific role, engagement, or decision-making in line with the strategic objectives[398]. Employees' willingness (or lack of) to engage in discretionary behaviour, instead, seems to come from their perceptions of the broader conceptions of the employment relationship, including their perceptions of the HR department, interactions with line management and the organisation, past experiences, the union, job security and the organisational culture. In addition, employees' perceptions of both the HR system and CSR initiatives seem to be moderated by their perceptions of these broader conceptions. As such, this research suggests that in order to gain a more complete understanding of how employees' perceptions of the HR system and HR's enactment of CSR influence their attitudes and behaviours, thus potentially influencing organisational performance, there must be consideration of these broader conceptions.

7.3   Broader Conceptions of the Employment Relationship

It is argued in this study that the broader conceptions of the employment relationship have a significant impact on employees' attitudes and behaviours, perhaps even more so then the HR system and CSR initiatives themselves, and as such cannot be ignored. However within contemporary HRM and CSR research these broader conceptions have for the most part been neglected. As such, this study considers employees' perceptions of HR and the HR department (separate from the HR system); interactions with line management and the organisation, past experiences, the union, and job security. Organisational culture and subcultures, while having a significant impact on employees' attitudes and behaviours, is the focus of the following chapter.

7.3.1   Perceptions of HR and the HR Department

Employees' perceptions of HR and the HR department have had the greatest impact on employees' attitudes and behaviours at CementCo. These perceptions are quite separate from the perceptions of the HR practices themselves. As evidenced in section 7.2.2, the HR practices and the HR system overall are viewed quite positively, however, these perceptions of the HR department have a much greater impact on employees' attitudes and behaviours than the HR system. To get a clear understanding of how employees' perceptions of HR and the HR department impact their attitudes and behaviours, there needs to be consideration

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[398] BuildingCo Review (2014); BuildingCo Annual Report (2014)

of what they perceive as the role the HR department should play compared to the role they are perceived to play.

The employees' perceptions of the role HR and the HR department should have in this organisation, "or any organisation"[399], included basic HR functions, like wages and conditions, recruitment and termination, and discipline. However, the participants also emphasised that the HR department should go well beyond these roles, and should focus on employees' welfare, training, safety, communication, and support[400]. They suggested that there is a "gap between employees and management that HR should fill"[401], and that the 'HR manager should be there to manage the blokes'[402].

> *So the HR department to me, is to do with the wages and conditions there, but also it should be there to do with more the employees and peoples welfare[403]*
>
> *Um, I always thought human resources was a place where there was a support mechanism there for, well, everything from paternity or maternity leave and that sort of stuff, the social side of it, through to the safety side of it[404]*
>
> *As personnel they should do the hiring of new people, training. Their job as HR is human resources, so therefore its management of the people they've got working for them. As in training, skills, keeping them up to date. Keeping them informed. Sort of the communication between them and management[405]*
>
> *And they should not favour the company, even though they're being employed by BuildingCo, they should not be biased either way. No let me say, maybe they should be a bit biased towards the blokes, cause their role is to look after the blokes rather than the company. If they though management was, um, putting someone at risk, or wanting something a bit risky, they should actually stick up for it[406]*

Generally, the employees perceptions of the role that a HR department should have includes providing support and being there for employees, communicating with, and informing employees, and looking after their wellbeing. Furthermore, the perception is that they should be there for the employees before the organisation, they should put employees first. This perception of what a HR department should do is significantly different from the actual role that HR has in the organisation, particularly since the introduction of the strategic changes and organisational restructuring. This perceived role of what a HR department should do

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[399] Employee 4
[400] Employees 1, 2, 3, 4, 5, 7, 8, 9, 10, 11 & 12
[401] Employee 7
[402] Employee 2
[403] Employee 9
[404] Employee 12
[405] Employee 3
[406] Employee 2

therefore influences their perceptions of the role of HR in BuildingCo and CementCo, as well as their perceptions of HR's effectiveness.

The perceptions of HR at BuildingCo and CementCo have always been quite negative as there is a strong 'us vs them' mentality in the plant[407], however, these perceptions have intensified as a result of the organisational restructuring. Prior to the restructuring, there was a dedicated HR manager at CementCo that was perceived as accessible to employees and somewhat approachable. While employees acknowledge that they were not completely happy with the HR manager, they perceive that he was available to employees if they needed him, and that his position, and HR in general, must have be valued by the organisation because "he was there"[408]. As BuildingCo's strategic objectives changed, the importance of HR and the role of the HR department also changed. With the introduction of the 'one company' approach and the emphasis on best practice, the strategic importance of people management increased, and the organisations HR focus became more strategic. Thus the position and role of the HR Manager broadened. The HR Manager was then responsible for the four NSW-based cement plants, and had relocated from CementCo to BuildingCo's Head Office and would travel around the plants as needed. The employees, however, perceived this change as a reduction in the need for HR personnel, and a reduction in the importance of HR in the organisation. They suggested that the HR manager was more of a "firefighter", dealing with conflicts, disciplinary action and occasionally terminations, but that "he's gotta come and sort it out and he has to do it all within 2 days"[409]. They stated that the HR manager barely had enough time to deal with issues like this, and that other HR functions were "pushed to the backburner"[410].

From an organisational perspective, the introduction of the 'Fix, Execute and Transform' strategy brought with it further changes to the strategic importance of HR, and thus the HR position. As the organisational strategy is inseparable from the HR strategy, the role of the HR and the HR department in the design, integration and implementation of the strategy increased. As such, further restructuring of the HR department resulted, the number of HR positions was reduced and the HR function was centralised. This centralised HR division, known as 'One HR', has dedicated 'teams' for each of the divisions. Thus, the shift in the role of HR, from reactive to strategic, resulted in the devolvement of day-to-day HR

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[407] See Section 8.4.1
[408] Employees 4, 5 & 11
[409] Employee 9
[410] Employee 6

responsibilities so the HR department can be more involved in the broader strategic issues associated with people management[411]. In spite of the more strategic position of HR within the organisation, the employees' perceptions of the role and importance of HR was reduced even further, with a couple of employees even suggesting that HR no longer has a role in CementCo or BuildingCo[412]. Remarkably not a single employee participant identified the new HR department as 'One HR', nor knew of its existence.

The majority of employees now perceive the role of HR in the organisation as quite limited and insignificant due to its decreased visibility. They perceive the HR role to be less prominent now then previously, even though in reality the HR department has much more prominence in the organisation. When asked about the actual role that the HR department plays, common responses included:

> *HR? What HR? They only surface to tell ya off or kick ya out[413]*
>
> *If somebody gets reprimanded for doing something wrong the HR officer will be there[414]*
>
> *My understanding is that HR hires and fires, um, that's probably about it, I guess[415]*
>
> *The average bloke doesn't have a lot to do with HR, like, you might get hired by them, and that's probably the only time you'll see them, unless you're in trouble[416]*
>
> *So the HR people that turn up here at the site, it's only when we're having redundancies or they're about to sack somebody for sickness[417]*

The participants also suggested that HR does not have a "great deal to do with the strategy of the company"[418], or if they did it was very limited.

This perception is further ingrained through the lack of communication from, or with, the HR department:

> *The only communication I've had is about the drug and alcohol policy when it was going wrong. There's never any good feedback from the HR people. The only other thing is when there are positions being advertised. That's all[419]*
>
> *You used to be able to talk to them too, now it's basically nothing[420]*

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[411] Senior Managers 1, 4, 5 & 7; BuildingCo Annual Report (2014); BuildingCo Review (2014)
[412] Employees 1 & 11
[413] Employee 2
[414] Employee 8
[415] Employee 3
[416] Employee 6
[417] Employee 12
[418] Employee 6
[419] Employee 7
[420] Employee 2

Generally, employees perceive the role of HR and the HR department at BuildingCo to be unsupportive and insignificant, and only involved in discipline and termination. They also perceive the HR role as significantly reduced since the introduction of the organisational strategy and restructuring.

The restructuring also resulted in redundancies of 28 people at CementCo, including both employees and management. While the redundancies were espoused as being the result of the kiln shutdown, the kiln only required a small number of employees to run, and cuts were made to all departments within the organisation and to administrative staff as well. In fact, employees suggested that it was employees from the other departments and administrative staff were first to go[421]. This resulted in decreased job security and trust throughout the entire organisation that still remains. These redundancies, and the negative perceptions associated with them, were also attributed to the HR department. These "blatant lies"[422] regarding the kiln shutdown and the need for redundancies further eroded the trust between employees and HR, and between employees and management.

Past experiences with the HR department have also contributed to employees' negative perceptions of HR. Employees expressed that HR in general and the HR department "can't be trusted"[423], that "they lie" and that "they say one thing and they don't produce the goods"[424]. One employee even went so far as to say that "our last HR manager was a bit of an A-hole"[425]. When asked about access to the HR policies, one employee stated that there is "…a library for things like that", but that the previous HR manager "…decided he didn't want everyone to have access to them so he moved them into a HR folder with only his access which is things he shouldn't be doing"[426]. This distrust of the HR department has built up over time and has significantly impacted employees' level of trust and commitment, and thus their willingness to engage in discretionary behaviour.

The employees also suggest that the HR department does not value or appreciate their contribution, experience or their tacit knowledge, which they perceive as a lack of trust in their ability, skills and worth.

> *When a couple of the fitters were leaving a while ago, one of the guys was saying they should be concerned that they're losing experienced fitters who know the place, and*

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[421] Employees 2, 3, 6 & 9
[422] Employee 8
[423] Employees 1 & 6
[424] Employee 9
[425] Employee 11
[426] Employee 10

the attitude was that we'll just get more. And that's IR opposed to HR, you're not managing your resources like you're supposed to be[427]

Sometimes I feel that they make decisions, without informing or asking the operators what to do. And then when you say, no this can't be done, they say yes it's going to be done[428]

I think, personally, they should come up through some of the systems. I know it's a bit harder and expensive, but they need to change the way they pick managers and HR I think. It's alright to do courses, but they've got to understand[429]

This seems to undermine the intentions of the HR system in terms of empowering and engaging employees to "solve problems and make good decisions"[430], and also makes employees question the abilities of the HR department.

Employees' perceptions the HR departments' lack of visibility and importance in the organisation, and the negative perception that they are only there to discipline and terminate employees, has resulted in a significant lack of confidence in their abilities, and a reduction in employees' commitment to, and trust in, the organisation. While the organisation itself and the people management practices are perceived as fair, the intensely negative perceptions of the HR department out-weight the benefits that might be gained. As such, employees are unlikely to engage in any behaviours that are in line with intended strategies or behaviour that goes beyond what is specified in their job descriptions. In addition, if employees perceive a practice or initiative as being beneficial for the HR department without any significant gain for them, they are likely to engage in counterproductive behaviour just to spite the HR department.

While in this organisation it is evident that CSR initiatives and practices are effectively integrated into the organisational and HR strategies, and that the HR department plays a significant role in both the design and intended implementation of CSR, employees perceptions of the HR department's role in CSR does not reflect this. Employees generally do not perceive HR having a role in either the design or implementation of CSR practices. This is primarily due to their perceptions that the HR department does not have a significant role in the organisation and that it is not valued by senior management. As employees perceive CSR as having a valued role in the organisation they cannot associate an initiative that they perceive as being valued in the organisation with a department that they perceive as not

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[427] Employee 12
[428] Employee 5
[429] Employee 6
[430] BuildingCo Review (2014)

having any value. When specifically asked if the HR department plays a role in CSR, employees consistently responded that HR does not have a role, with one employee stating that:

> *It's not likely we're gonna get in trouble or get fired for some social responsibility thing so HR wouldn't be involved, unless we really stuff it up, then they might come to kick our arses[431]*

As evidenced in Section 7.2.3, CSR is perceived as being valued by BuildingCo and the organisational commitment to CSR is perceived as somewhat genuine. This organisational commitment to CSR seems to positively influence employees' attitudes and behaviours. Employees also perceive a number of HR-related practices, including retention, equal opportunity, diversity, and training and development, as making up part of the organisations' commitment to CSR, and yet they do not perceive a role for the HR department. Thus, the fact that employees do not perceive the HR department as having a role in CSR or the CSR-related HR practices, means that employees are more likely to engage in those behaviours that are intended by the organisation.

7.3.2 Interactions with Line Management

While Chapter 6 suggests a number of issues related to line managements' enactment of HR and CSR, with the exception of one line manager, employees' perceptions of line managers at CementCo are positive. There is a perceived bond between employees and line management that seems to influence employees' positive perceptions of employee-line management interactions. Employees suggest that "communication between us and them is pretty good" and that line management are "pretty supportive"[432]. In addition, the majority of line managers have been promoted from the floor and are union members, which strengthens this bond. As such, participants state that they will "go out of their way to help them if they need it"[433]. They suggest that "if you have the right people above you, you want to work harder or join in"[434], and that "well most of them are mates, or well we've worked with them for so long, we've been through a lot together, there's a lot of fellowship"[435]. Consistent with the research, these interactions have a more direct impact on employees' motivation, commitment, job satisfaction and discretionary behaviour (Brunetto & Farr-Wharton, 2008; Gilbert et al. 2011a; Purcell et al. 2009). Even the perceptions of the single

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[431] Employee 4
[432] Employee 4
[433] Employees 2 & 6
[434] Employee 3
[435] Employee 10

line manager that all participants suggest is "awful" does not negatively impact the general perceptions of line managers. The negative perceptions of that line manager are often associated with senior management and HR for hiring him and for allowing him to continue to manage.

There are mixed perceptions regarding the role line managers have in the implementation of HR and CSR. Some employees suggest that they do have a role, although this role is perceived as being quite limited at times, and dependent on their workload and production needs. Employees' suggest that important HR functions, like safety[436], are a priority for line management, as well as CSR initiatives such as waste reduction and recycling[437], with one employee commenting that "they're obligated to now"[438]. HR and CSR practices are perceived as being "set aside for production"[439], and that "a lot of it might not be practical in the day-to-day operation"[440]. Employees did suggest that line managers do "give a shit, but I just don't think it's practical in day-to-day stuff"[441]. Other participants perceive line management as under-resourced and time-poor and thus do not associate HR or CSR implementation with them. One employee suggested that "their environment is so full on, it's so concentrated, that they don't think about those sort of things"[442], while another commented that "they don't acknowledge it too much, because I think that they are so focused on production, and figures and stuff like that"[443]. Time is also considered a factor that impacts line managements' role in HR and CSR, with one participant suggesting that:

> *The other problem that happens is, management need someone to do this, so they'll often just walk in and go, I know you're doing this but now we need someone to collect the dockets and punch them in the computer and the line manager goes well I'm already employed here for my 40 hrs a week, when am I gonna get these 5 hrs to do that. Something's gotta give, don't it. And I see it with the young fella, well he now works from 7am to 7pm and he gets paid for 8 hrs. I think businesses play on that[444]*

The perceptions of line managements' inability to be fully committed to HR does seem to reinforce employees' perceptions of the HR department, however, it does not seem to have a negative impact on their perceptions of the HR practices themselves. In addition, line management, although not able to fully commit to CSR, are perceived as caring about it,

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[436] Employees 3, 4, 6, 9, 11 & 12
[437] Employees 4, 5, 9, 10, 11 & 12
[438] Employee 7
[439] Employee 11
[440] Employee 7
[441] Employee 8
[442] Employee 3
[443] Employee 5
[444] Employee 12

which does seem to positively influence employees' perceptions of CSR. As such, while there are, of course, issues between employees and line managers, the general perception of their interaction with line management is positive. These perceptions therefore influence employees' attitudes including trust, fairness, job satisfaction and commitment, increasing their willingness to engage in discretionary behaviour (Boxall & Purcell, 2016; Knies & Leisink, 2014; Legge, 2005; Wong et al., 2012).

These positive perceptions of line management provide support for argument that line managers have a more direct influence on employees, and thus have the greatest impact on employees' attitudes and behaviour (Brewster et al., 2014; Gilbert et al., 2011b; McGuire et al., 2008; Shipton et al., 2016). Furthermore, it suggests that if line managements' enactment of HR and CSR was as intended, the likelihood of employees experiencing them as intended would be increased. However, in this case, as line managements' implementation of both HR and CSR is not consistent with the intended strategies, employees' experiences and resultant behaviour are unlikely to be as intended. While employees demonstrated an understanding of the intended strategies and practices, they are more likely to be influenced by, and participate in, the HR and CSR practices as they are implemented by line management.

7.3.3   Interactions with the Organisation

Employees' perceptions of the organisation in general are relatively positive. They perceive BuildingCo as caring about their wellbeing and generally being fair and equitable, "better than some companies anyway"[445]. Employees' perceptions of the organisations' commitment to CSR adds to this. Consistent with the research on third-part effects of CSR (Glavas & Kelley, 2014; Rupp et al. 2013), employees generally perceive BuildingCo as being committed to community and environmental aspects of CSR, and state that:

> *They seem to put a lot of effort into it. Cause I know what they expect from us. They expect us to be responsible as well, so they, I think, they never used to, but there's more of an example now as to what's expected[446]*

However, they do suggest that the introduction of the 'one company' approach and best practice has resulted in some frustration due to the inflexibility of some of the systems and procedures. One employees stated that:

> *But then maxima came in. So now you get a job that's broken, you put it in to maxima and then you've got to rate how serious it is. It goes to a planner, so he can re-rate it and then it goes to the fitter shop. So what we class as important they don't because*

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[445] Employee 4
[446] Employee 7

they class more about the machinery and stuff then a bit of cement spilt. But we're the one on the shovel, we want that fixed. So there's a real conflict and I think the system causes a lot of it. But it's a BuildingCo thing, they'll never go away from it. It's all over BuildingCo. They reckon it's great, cause there's a lot of money saving and that, but as a worker on the face, if you like, it's frustrating. Because we'll put something in and it's really important to us. And sometimes they even close them off.

Overall though, employees' perceptions of the organisation have a positive effective on attitudes, such as fairness, trust and POS, which increases the likelihood that employees will engage in positive task behaviour, and perhaps even discretionary behaviour.

7.3.4 Past Experiences

Employees' perceptions of their past experiences have a significant impact on their willingness to engage in discretionary behaviour. Employees perceive a history of senior management not committing to, following up on, or providing feedback on, the implementation of practices. This has resulted in a why bother attitude and a lack of willingness on the part of employees to engage in any practices:

I don't mean to be cynical, but I've been here so long, I've been promised things and, well, you know[447]

It's just another one of these fly-by-night schemes that's gonna come out here, and, yeah well every five years we go through this[448]

Yeah you think oh yeah why bother[449]

I haven't seen anything that they haven't done half-arsed. They get 85% through it if you're lucky[450]

A consistent theme in the employees' interviews was that they have not perceived any real commitment in the past from either CementCo or BuildingCo's senior management. This, they suggest, is due to the short-term contracts of senior management:

Yeah cause they've (the managers) only got a 5 year future. Their 5 years is up and they go elsewhere. And like the Works Manager, he's been over in Africa, Europe, he's only taken the job to get over here for 5 years. The lucky county. That's the only reason he's taken the job. He don't give a shit about us, about the company, as far as I'm concerned anyway[451]

They send out new managers every 3 to 5 years, they seem to go through a lot of plant managers[452]

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[447] Employee 10
[448] Employee 12
[449] Employee 2
[450] Employee 8
[451] Employee 2
[452] Employee 3

Every 2 years they bring out another one, and it's it the same, you know cause we've been here for so long, we've seen that many of them, you go ah well that's just another one[453]

This perception is also attributed to BuildingCo's CEO, with one participant commenting that "with each new CEO we have a change in direction"[454]. The negative perceptions of senior managements' commitment has resulted in the perception that they are just 'ticking boxes' rather than really being interested in implementing practices or helping employees. Employees suggest that senior management are "just meeting the criteria"[455] or "doing what looks good on paper"[456], with one employees stating that:

They don't even follow through with it. They've spent the money and they still couldn't even follow through with it. So you can't tell me they're fair dinkum about it, they're just ticking boxes unfortunately[457]

This perceived lack of commitment and follow-through has had significant impacts on employees' attitudes and behaviour, with employees less willing to engage in behaviour when they do not perceive it being reciprocated by management (D'Annunzio-Green & Francis, 2005; Katou & Budhwar, 2012). While employees do acknowledge that there seems to be more commitment to the current strategy from both CementCo and BuildingCo's senior management, their perceptions of past experiences make it hard for them to actively engage and participate in the strategy and practices. One employee suggested that "we're in that transition phase a little bit, whether there's enough momentum still from senior management to finish it off though is another thing"[458]. This is consistent with research that suggests that employees may be willing to put aside previous experiences and believe in the HRM rhetoric on a 'wait and see' basis (Grant, 1999).

7.3.5 Perceptions of the Union

In understanding the employees' perceptions of the union and their impacts on their attitudes and behaviours, there needs to be consideration of both the union delegates' views of both the HR system and the CSR initiatives, and also the employees' perceptions of the union and the impact this has on their level of commitment. The union delegates' perceptions of the HR department mirror that of the employees, in that the only time they see them is

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[453] Employee 8
[454] Employee 10
[455] Employee 3
[456] Employee 5
[457] Employee 2
[458] Employee 9

when someone is being disciplined or redundancies are happening[459]. They suggested that the HR department is "not even involved in contract negotiations", that "senior management usually do that", and this is perceived as a negative for employees[460]. The union delegates' perceptions of the people management practices themselves are also similar to employees, in that they are perceived as relatively fair and equitable. Thus, while the union is not perceived by employees as resisting or opposing the HR practices, the union delegates' views of the HR department does seem to strengthen the employees' negative perceptions of HR, which may have negative effects on their attitudes and behaviours (Jackson et al., 2014; Kim et al., 2010).

In addition, the union delegates' perceptions of CSR are relatively positive. The union delegates are not perceived as opposing the implementation of CSR initiatives, although union delegates do suggest that they "don't have much to do with it, unless it's hurting an employee, and well, that's not likely"[461]. As such the union delegates' views of CSR do not seem to impact employees perceptions in any significant way, and certainly not in a negative way.

Within CementCo, the employees are very passionate about the union in general and its importance. The employees deem the union to be an "absolute necessity"[462], an "insurance policy"[463], and a "needed form of protection"[464], regardless of their working conditions. One employee commented:

> I think, even now that things are getting a bit better, I'll always think they're necessary no matter how good things are[465]

> Is the union necessary? Yes, oh…all the time, yes. In my environment, yes[466]

The employees state that they "believe in the union"[467], and that "we don't use it as much as we probably should"[468]. They perceive the union to be supportive and to be their voice, with one employee suggesting that if they need to talk to management or have a problem they "can go through the union and sort things out that way. Otherwise it would be just a shit

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[459] Union Delegates 1, 2 & 3
[460] Union Delegates 2 & 3
[461] Union Delegate 3
[462] Employee 4
[463] Employee 7
[464] Employee 11
[465] Employee 6
[466] Employee 9
[467] Employees 2, 4 & 10
[468] Employee 11

fight. It really would"[469]. A number of employees suggested they would go to their union delegate with any issues before their line manager or senior manager, while others suggested they would try their line manager first and if the issue could not be resolved they would go to their union delegate. This is consistent with the union commitment research that suggests that perceptions of union support induce reciprocity and strengthen union commitment (Goeddeke & Kammeyer-Mueller, 2010).

Furthermore, the employees' overwhelmingly positive perceptions of the union, and thus their commitment to the union, seems to go beyond the perceived support of their immediate union, to a more general perception of the importance of unions and unionisation. Many participants suggested that their "fathers, uncles and grandfathers were union men and so are they"[470]. These pro-union attitudes have been previously identified in the research as the strongest predictor of union commitment (Bamberger et al., 1999; Goeddeke and Kammeyer-Mueller, 2010; Guest & Dewe, 1988). Employees' commitment to the union could also be representative of the 'solidarity effect' suggested by Chan and Snape (2002).

However, while employees demonstrate a strong commitment to the union, there is the perception that the unions' strength is diminishing. They suggest that the union does not have the power it once had, and that organisations no longer fear the union. For instance:

> *To be honest, the union's nothing these days. We are union, they're only working for us, the ones outside. What we tell them, they say. Um, a lot of blokes now, they don't stand up. Cause of their mortgage, their kids. And there's more involved today then what there was 20, 30, 40 years ago. From what I've seen you lose nothing these days. They were really strong back in the 90's. They were, but then the culture's changed. You know, everyone wants more then what the other has. 30 years ago, everyone was happy with a 3 bedroom house, you didn't have the stuff you have today[471]*

> *Unions used to be feared too, now companies don't really, the union's not an issue. It's cause the guys on the floor who are the union, they won't push the issue, they won't stand together and fight cause they're basically scared of losing something, their job or going out on strike and not being able to meet their mortgage. There's that fear factor I suppose. Reluctant to put their neck out. Basically management or business use that as a tool. That's to keep your employees in check and make sure they perform[472]*

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[469] Employee 1
[470] Employees 1, 2, 4, 6, 7, 9 & 10
[471] Employee 2
[472] Employee 3

This has significant implications for employees' perceptions of the organisation and their people management practices. While employees acknowledge that union members are no longer as willing to take a stand and are thus themselves reducing the unions' power, they do not perceive the union members as the 'bad guys'. They instead, perceive the CementCo management as taking advantage of the circumstances, and therefore perceive them as betraying the employees' trust and loyalty. This perception seems to be undermining the employment relationship, and has a significant impact on employees' organisational commitment and their willingness, or lack of, to engage in discretionary behaviour, or any behaviour that is deemed beneficial for the organisation. This offers support to the idea that employees may perceive the organisations' implementation of HR practices that intend to increase employee satisfaction and direct communication as a means of marginalising the union, which could result in reduced organisational commitment and satisfaction (Jackson et al., 2014; Kim et al., 2010). This also suggests that it is more than just the HR practices that can influence these perceptions, particularly when employees' social identify is tied to their union membership.

At CementCo, employees' social identity is strongly linked to their union membership. The strength of employees' identification with the union has built up over their years of service. It is more than just a group membership, it is the one thing that has remained constant throughout their working lives, and as suggested in the literature, the length of time of the union has successfully represented employees, for some over 30 years, has substantially increased the union's strength and employees' social identity (Kim et al., 2010). In addition, the socialisation process suggested by Guest and Dewe (1988), whereby employees' parents, grandparents and other family members instil a belief that joining the union is a natural thing to do, informs many employees' perceptions of, and intensifies their identification with, the union. Thus the subsequent weakening of the union and, therefore, their identity has significant consequences for employees' perceptions of the organisation and people management practices, and their attitudes and behaviours.

This reduction in the role and power of the union, while beneficial to the organisation in terms of managing their resources, is a significant barrier to increased discretionary behaviour and performance. The literature suggests that when employees perceive a threat to their social identity, as in this case, employees are likely to engage in some form of collective protest (Kelly & Kelly, 1994). However, due to the fear of losing their job or going out on strike and not being able to meet their mortgage, employees are less likely to engage in collective protests, and are instead more willing to engage in behaviour that could

potentially damage the organisation, or at the least reduce their effort to the bare minimum. In addition, the collective nature of union membership means that these attitudes and behaviours are likely to mutually reinforce each other, thus affirming employees' perceptions.

7.3.6 Job Insecurity

At CementCo, employees' perceptions of job security have significant impacts on their attitudes and behaviour. On the whole, it is perceived by employees that their jobs are no longer secure, resulting in feelings of job insecurity. The participants' perceptions of job insecurity are influenced by perceptions of economic uncertainty, their perceptions of the internal environment, and the diminished role of the union. The increased economic uncertainty facing the Australian manufacturing industry, and more specifically the cement industry, has resulted in employee speculation regarding the future of CementCo:

> *Cause I get asked all the time 'you think we're going stay?' especially with manufacturing industries closing down and, um, you know big ones around, and we've been under the pump because Indonesia and Asia can bring the raw product into Australia cheaper and we're all aware of it[473]*

> *And now other companies are importing it, the raw product, and we realise we're gonna have to combine both of it and hopefully we're all staying in the role[474]*

> *But there's a lot of pressure from overseas. They can bring cement in the bags, bring it here cheaper then we can make it. And we haven't put it in the bag yet. We were told the other day that in one cement works, they were getting $2.50 an hour, how can you ever work against something like that. I'm not going to work for $2.50 an hour. So there's a lot of pressure from overseas, and bringing stuff in. BuildingCo's pretty keen on trying to stop that. But I suppose there'll come to the time when the dollar will make the decision. Again, you're in business, you've gotta look after your business. And the trouble is, if they don't do it, somebody else will do it. So then they'll be out of business as well[475]*

In line with current research, these perceptions have lowered employees' perceptions of job security (Buitendach & De Witte, 2005; Komendat & Didona, 2016). These perceptions of the economic climate are perpetuated by perceptions of the internal environment. Within the plant itself, there is the perception among employees that their jobs are not safe, and that management are willing to "fire you and bring someone else in if you make a mistake or don't get on board"[476]. This seems to be a result of their perceptions of the increase in

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[473] Employee 12
[474] Employee 9
[475] Employee 3
[476] Employee 8

accountability and what they perceive to be a move away from a team environment. The employees comment that:

> *There's more focus on us now, they focus on us more. Like management, there's more focus on production and stuff like that, like figures, its more figures based, so people are, everyone's trying to look good all the time. It's more cutthroat, people seem to be more like cutthroat*[477]

> *And there's more discipline now so people are probably more worried about getting into trouble, so that why they'll jump over the top of someone else to save themselves*[478]

> *I think that people feel like they've got to outscore everybody else, to be safe, and I think that's what's happening. You have people who would sell you up the river just to save their own arse. Because I think maybe too, there's more accountability. You have to be accountable for your mistakes more now than what you used to, where you used to be able to get away with it as a team. There's more focus on people themselves, and I think maybe that's where the team environment has gone*[479]

> *We feel like we're on egg shells all the time and you feel like, how long's it gonna last. When are you gonna get speared or targeted? You feel like you're targeted. I feel like it, like I do everything else right but I don't do enough overtime, even though most of the time I'm doing at least one shift every time I have days off. That's one thing, they seem to now, they'll find whatever. If they don't like ya, they'll find something to get rid of ya on*[480]

These newer perceptions of the internal environment are difficult for employees to deal with because for decades their role was perceived as a 'job for life'. The majority of employees have, for the most part, been employed in the same role for more than 20 years, with some over 30 years. In addition, a number of employees are second or third generation employees, their 'fathers' father worked there' and so did their 'uncles and brothers'. In addition, the employees' perceptions of job insecurity are intensified by their perceptions of the diminished role of the union and employees' loss of social identity, as discussed in the previous section. Employees did, however, suggest that "even if the union did stand up, the company can just say see you later, pack your bag, get out, we're going overseas"[481].

These perceptions of increased accountability combined with the employees' perceptions of the redundancies, the lack of trust in HR and the HR department, and the perceived 'get on board or get out' attitudes of senior management, negate any benefits gained from the intended HR practices. The HR practices are intended signal to employees that they are

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[477] Employee 5
[478] Employee 11
[479] Employee 9
[480] Employee 4
[481] Employee 2

valued and trusted, though engagement, empowerment, leadership and development. However, the perceptions of job insecurity convey a stronger and more-believable message of their employee situation and security. This has significant implications in relation to employees' levels of commitment and satisfaction, and has resulted in the erosion of trust, consistent with much of the job security literature (Buitendach & De Witte, 2005; Komendat & Didona, 2016; Loi et al., 2010; Piccoli et al., 2016).

In addition, the literature suggests that employees' perceptions of job insecurity are more likely to lead to employees engaging in counterproductive behaviour (Buitendach & De Witte, 2005; Piccoli et al., 2016). However, this research suggests that while their perceptions of job insecurity have significantly reduced the likelihood of employees engaging in discretionary behaviour, their perceptions of the economic climate and the lack of alternative job prospects have resulted in employees being more willing to engage in task behaviour and less likely to engage in work withdrawal behaviours (Piccoli et al., 2016) as a means of remaining in the organisation. So while their perceptions of job insecurity keep counterproductive behaviours in check, it significantly reduces the likelihood that employees will participate in the discretionary behaviours intended by the organisation.

7.4   Implications for Employees and the Implementation Process

This chapter has presented a number of significant findings that have a substantial impact on employees' behaviour and performance. This section will now consider the implications of these findings for managing employees' attitudes and behaviours.

7.4.1   Perceptions of HR and CSR

Primarily, this chapter has highlighted the importance of considering how employees' perceptions influence the extent to which employees will engage in behaviours in line with the organisation's strategy. It is put forward in the limited, yet growing stream of research that in order for HR practices to exert their desired effect on employee attitudes and behaviours, they first have to be perceived and interpreted subjectively by employees in ways that will engender such attitudinal and behavioural reactions (Alfes et al., 2013; Kehoe & Wright, 2013; Piening et al., 2014; Nishii et al., 2008). This study provides some support for this argument, in that the employees' perceptions of the HR practices do influence their perceptions of fairness and organisational support, thus influencing their behaviour. However, the perceptions of the HR practices themselves was only found to have a moderate

impact on employees' behaviour, with the evidence suggesting that the HR practices are likely to influence employees task behaviour but not their discretionary behaviour.

Additionally, similar to the HRM research, the literature on employees' perceptions of CSR suggests that positive perceptions of CSR will lead to increased commitment, satisfaction and trust, which in turn leads to increased levels of discretionary behaviour (Glavas & Kelley, 2014; Low & Ong, 2015; Senasu & Virakul, 2015; Watson et al., 2015). However, it is again argued in this study that while employees' perceptions of CSR do give them a sense of satisfaction and identity, they, like the HR system, do not seem to have as strong an influence on employees to engage in the intended discretionary behaviours, such as participation beyond their specific role, engagement, or decision-making in line with the strategic objectives. Instead, the broader conceptions of the employment relationship seem to have a stronger influence on employees' willingness to engage in the desired discretionary behaviours.

7.4.2   Broader Conceptions of the Employment Relationship

These broader conceptions are factors, beyond the HR system and CSR initiatives, which have an impact on employees' perceptions of how they are managed and thus have the potential to influence employees' attitudes and behaviours. It is argued in this research that these broader conceptions have more of an impact on employees' perceptions and attitudes, therefore having considerable influence on the likelihood of employees engaging in those discretionary behaviours desired by the organisation. Employees' perceptions of the role of the HR department, for instance, are completely different from the role the HR department actually plays, and this has substantial impacts on employees' attitudes and behaviours.

As the HR department increased its strategic position within the organisation, employees actually perceived it as being less important. The relocation of HR managers from each of the sites, and the centralisation of the HR department to head office, has reduced employee's visibility of the HR department and thus perceptions of their importance. The subsequent lack contact from, and communication with, the HR department has added to this perception. Therefore, employees perceive the organisation as no longer valuing HR and the HR department, and thus perceive that they should not value it either. This lack of visibility of the HR department, combined with the redundancies, has therefore reduced employees' commitment and trust in them, and has significantly decreased the likelihood of employees engaging in discretionary behaviour. In fact based on these perceptions alone, employees are more likely to actively engage in work withdrawal and counterproductive behaviours.

Employees' perceptions of the union, including its decreased role and power, and the threats to employees' social identity, has intensified these negative perceptions. As a result, employees are more willing to engage in behaviour that could potentially damage the organisation, or at the least reduce their effort to the bare minimum, significantly impacting organisational effectiveness and performance. With the perceived lack of support from the HR department and the perceived reduction in the power and importance of the union, employees at CementCo believe that there is no one advocating on their behalf. Employees feel that the only support the get is from their line manager, but that they do not often have the time to provide it due to pressing production issues and time restraints. This has resulted in a significant reduction of employee effort and willingness to engage or participate.

Strengthening these negative perceptions are the employees' perceptions of past experiences, particularly with senior management. The perceived lack of commitment and follow-through of senior management has resulted in employees' reluctance to engage in behaviours they do not perceive being reciprocated by management. While the employees do express that they would be willing to give new initiatives a go, their perceptions of past experiences make it hard for them to actively engage and participate in the intended practices and strategy. In addition, senior managements' short-term contracts make it hard for employees to believe that they are genuinely committed to the organisation or the employees. This, again, results in decreased effort and engagement.

On the other hand, employees' positive perceptions of their interactions with line management, and their general perceptions of organisational fairness and support does, to some extent, lessen the probability of employees engaging in counterproductive behaviour. While line managements' lack of commitment to HR does seem to perpetuate employees' perceptions of the HR department, line managements support in general and their personal commitment to CSR does strengthen employees' level of trust, fairness, job satisfaction and commitment. In addition, employees' perceptions of the organisation have a positive effective on their attitudes, such as fairness, trust and POS, with employees' perceptions of BuildingCo's commitment to CSR adding to these positive perceptions. As such, the likelihood that employees will engage in positive task behaviour, and perhaps even discretionary behaviour, is increased.

Employees' perceptions of job insecurity have an interesting impact on their attitudes and behaviours. Employees' lack of perceived job security comes from the uncertainty in the economic climate, the internal environment, and the diminished role of the union.

Employees' perceptions of the internal environment, and the diminished role of the union, have resulted in the erosion of trust in the organisation and senior management, as well as a reduction in organisational commitment, job satisfaction and POS, effectively eliminating the possibility of employees engaging in discretionary behaviour. Employees' perceived job insecurity due to economic uncertainty, however, is the one conception that eliminates the likelihood of employees engaging in counterproductive behaviour. Employees are aware of the good working conditions and above-average wages they have, as well as the uncertainty in the local labour market, and the possibility of BuildingCo moving off-shore, and this fear of losing their job deters work reduction behaviours and encourages employees to fulfil their specific roles. So while perceptions of job insecurity effectively eliminates the likelihood of employees engaging in discretionary behaviours, it does motivate employees to engage in positive task behaviour as a means of keeping their jobs.

Overall, these findings reveal a complexity in the interactions between the perceptions of the HR system and CSR initiatives themselves, and the broader conceptions of the employment relationship, that has significant consequences for employees' attitudes and behaviours, and therefore the HR departments' attempts to manage them. Failure to take into account the employees' perceptions of the HR system and CSR initiatives, as well as the broader conceptions that, as evidenced, have a significant impact on employees' perceptions, attitudes and subsequent behaviours may result in inaccurate understandings of this complex process. Understanding where improvements can be made or conceptions that could be enhanced could significantly improve employees level of trust, POS, job satisfaction and commitment, thus increasing the chances that employees will be willing to actively participate in HR and CSR practices as they are intended and engage in behaviour that goes well beyond that specified in their job description.

7.5   Summary

This chapter has considered the role of employees in the HR and CSR implementation process, as well as their perceptions and the influence these have on their willingness to engage in behaviour intended to benefit the organisation. BuildingCo has an extensive, well-developed HR strategy that aims to engage employees and inspire commitment, loyalty, trust, leadership, innovation, collaboration, and empowerment. It has a sophisticated CSR strategy that is integrated into the organisation's strategies and philosophy. There is also an espoused commitment from both BuildingCo and CementCo's senior management to their

employees to effective implement and support these strategies. Despite this, CementCo employees do not exhibit a commitment to BuildingCo much beyond the desire to remain employed in the organisation. Employees themselves articulate that they do not often engage in behaviour that goes beyond what is specifically expected of them, and that in fact they will at times reduce their work effort to the bare minimum. Understanding employees' perceptions and how they are impacted by the people management processes, and the broader conceptions of the employment relationship, has therefore provided significant insights into the HRM-performance link that has so far been overlooked in much of the literature.

The following chapter presents the findings related to the role of organisational culture and the existence of subcultures. While the intended strategy and practices, their implementation by line management, and the experiences of employees provides significant insights into the implementation process, this process is always occurring within a broader context. Within organisations, the organisational culture and subcultures is emphasised as being the most important characteristic of this context. The intended organisational culture and the actual subcultures within an organisation, therefore, have a significant impact on the perceptions and experiences of organisational stakeholders. As such, the chapter explores the intended culture of BuildingCo and the role of HR in the intended culture. It analyses the multiple subcultures that are evident in CementCo, their interactions with the intended culture, and the inter-subcultural interactions that occur between subcultures. The implications for the implementation process for both HR and CSR are then considered.

Chapter 8: Organisational Culture and the Existence of Subcultures

8.1 Introduction

So far this study has considered CementCo's intended HR and CSR policies and practices, the role of the line manager in their enactment, and the perceptions and experiences of employees. The findings and discussion related to these areas have provided significant insights into the HR and CSR implementation process. However, these processes are always occurring within the larger social and organisational context, seen through an organisations' culture. The intended culture and the actual subcultures within an organisation have a significant impact on the perceptions and experiences of organisational stakeholders, especially employees and line managers. This is particularly relevant for the effective (or ineffective) implementation of both HRM and CSR strategies and practices. While an organisations' intended HR and CSR practices have a significant impact on how line managers and employees perceive and experience these practices, the intended culture and actual subcultures of the organisation can also have a significant role in determining their success. As such, this chapter analyses the intended culture of BuildingCo and the existence of subcultures within CementCo, their interactions with the intended culture and with each other. Understanding how this complex system of subcultures effects the internalisation of the intended culture and the implications for implementation of HRM and HR's enactment of CSR can provide value and unique insights into a significantly under-research area.

8.2 The Intended Organisational Culture of BuildingCo

As discussed in chapter 4, BuildingCo has undergone significant changes in its strategy and leaders, particularly over the last decade. Where previously the subsidiaries in the Cement division operated relatively independently of BuildingCo and of each other, the introduction of the 'One Company' approach aimed to align the Cement division and all other divisions to form a single organisation in relation to their strategies, policies, standard operating procedures (SOP) and behaviours, with the expectation that these will be consistently managed across the whole of BuildingCo[482]. The intended implementation of the 'One

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[482] BuildingCo Review (2012; 2013); BuildingCo Magazine (2013, Issue 1)

Company' approach, the 'Fix, Execute and Transform' strategy, BPS and Lean, and the Levers of Change, are all focused on creating an aligned organisation where all businesses are working towards the same goals, where the processes and structures are streamlined, and overhead costs are reduced. To facilitate alignment and the 'One Company' approach, BuildingCo's espoused priorities include achieving Zero Harm, employee engagement, BPS and Lean, innovation, environmental responsibility, and restructuring and streamlining the organisation. The strategy and priorities are aligned with the organisations' purpose and values, and the sustainability elements, and are intended to shape the roles and responsibilities for every employee[483]. The strategy is said to enrich the purpose and values of the organisation and lead to a 'truly participative culture using innovation and technology to drive success'[484].

8.2.1 The Intended Culture

BuildingCo's purpose is 'to create sustainable solutions for a worldwide building and construction industry', and to 'build something great'. They suggest that their purpose is the 'deep lasting reason for BuildingCo's existence', and that 'beyond making money for shareholders, their purpose guides and inspires everything BuildingCo does to endure for the long term'[485]. BuildingCo states that for customers this means high performing, sustainable product and service solutions; for shareholders this means sector best returns; for BuildingCo people this means a safe, challenging and rewarding workplace; and for communities this means a socially responsible approach to all their activities[486]. BuildingCo's values of Excellence, Integrity, Collaboration and Endurance are the 'essential and timeless principles that guide their decision-making and actions to promote and work toward in support of BuildingCo's current and future direction'. They state that they are the beliefs which they 'sign up to and refuse to compromise on'[487]. They are espoused as defining how they do business. Excellence refers to being ambitious and disciplined in pursuit of the highest standards of performance. Integrity refers to being open, honest, respectful and authentic in all dealings. Collaboration refers to working across businesses and developing partnerships. Endurance refers to operating for the long term rather than the quick fix, ever improving.

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[483] BuildingCo Annual Report (2012; 2013)
[484] BuildingCo Magazine (2013, Issue 1)
[485] BuildingCo (2013b); BuildingCo Magazine (2013, Issue 1)
[486] BuildingCo (2013b); BuildingCo Purpose and Values (2012)
[487] BuildingCo (2013b); BuildingCo Annual Report (2013; 2014)

BuildingCo's sustainability elements are aligned with and support the achievement of the organisational purpose and values[488]. The elements include 'our people', 'health, safety and environment' and 'our communities', and represent what BuildingCo considers key to meeting their CSR objectives[489]. 'Our people' is espoused as being linked to BuildingCo's purpose of providing a safe, challenging and rewarding workplace, and includes the priorities of diversity, people development and leadership, and engagement and empowerment. 'Health, safety and environment' is focused on the goal of 'Zero Harm to our people and the environment'. It includes the priorities of work health and safety performance and injury analysis, and environment including emissions, energy, water, recycling, prevention of pollution, and biodiversity. 'Our communities' is linked to BuildingCo's purpose of taking a socially responsible approach to all activities, and includes a focus on community partnerships, and local communities. BuildingCo's sustainability elements and initiatives are 'prioritised to direct resources where the greatest value can be delivered for shareholders, customers, employees and communities, with a focus on delivering best practice safety management, responsible environmental management, sustainable product development and value-creating partnerships'[490]. They specifically state that they are 'committed to sustainability and the desire to assist the building and construction industry including builders, developers, architects and consumers to achieve their sustainability goals'[491].

In line with the purpose, values and sustainability elements, BuildingCo's espoused intention is to create an organisational culture that is 'more aligned and participative to enable greater performance'[492]. Alignment refers to aligning all of the subsidiaries' strategies, policies and practices across the organisation to achieve the 'One Company' approach. It also refers to aligning the strategy, purpose, values and sustainability elements. It is expected that this will flow through to the enactment of BuildingCo's policies, and will inform the communication processes, experienced practices and resulting behaviours. Participative refers to expanding responsibility for BuildingCo's priorities of safety, performance, innovation, and cost reduction to everyone in the organisation. It aims to make the workforce accountable through 'engagement'. The intention is to 'empower' managers and employees to 'encourage them to own the intent of the business strategy'[493]. BuildingCo states that they

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[488] BuildingCo Annual Report (2013; 2014); BuildingCo Sustainability Report (2013)
[489] BuildingCo Annual Report (2013; 2014; 2015); BuildingCo Sustainability Report (2013)
[490] BuildingCo Sustainability Report (2013)
[491] BuildingCo (2015b)
[492] BuildingCo Review (2015)
[493] BuildingCo Review (2013, 2015)

have empowered employees and are now heading towards 'an employee-driven, self-sustaining culture'[494]. Within this aligned and participative intended culture, BuildingCo, in their publications and websites, talk about creating a 'world-class' safety culture to achieve Zero Harm, an innovative and collaborative culture to achieve organisation-wide performance excellence, and a sustainability culture to achieve long term success.

BuildingCo intends to achieve the espoused culture through employee engagement and leadership. Employee engagement is aimed at 'getting the workforce on-board' and 'owning the intent' of what BuildingCo does[495]. It is focused on giving ownership to employees and emphasising their role in achieving the organisational strategy, with the intent of increasing commitment, satisfaction and discretionary effort. In relation to achieving the strategy, BuildingCo states that employee engagement is the 'way we get things done'[496], and that an important aspect of employee engagement is ensuring employees have the right skills and capabilities to perform their roles effectively. It is ensuring that they are 'well-equipped with the right information and the right tools to solve problems and make good decisions'; what they call being 'skilled for action'[497]. The goal is to have employees who are 'engaged, empowered and competent'[498]. To support employee engagement, BuildingCo emphasises the development of leaders. BuildingCo espoused that 'effective leaders engage their teams to commit to the goal and to deliver on it' and that 'leaders make a difference, leaders create great teams and great teams achieve great things'[499].

Evidence of the intended culture can be seen in the regular publication and communication of the strategy, and the language used in these communications, as well as in the symbols, organisational stories, the organisational restructuring, and the hierarchy (Plakhotnik & Rocco, 2011; Purcell et al., 2009; Schein, 2004). Since the introduction of the Fix, Execute and Transform strategy and thus the intended culture, the organisational publications, media releases, website, internal documents and intranet pages, have featured some aspect of the strategy and/or how it is can or is being achieved. Since 2013, in every edition of the BuildingCo Review and the BuildingCo Magazine there has been a positive overview of the strategy and priorities, with emphasis on the achievements so far[500]. The overviews include

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[494] BuildingCo Review (2013)
[495] BuildingCo Review (2013; 2015)
[496] BuildingCo Review (2014)
[497] BuildingCo Review (2013), BuildingCo Magazine (2014, Issue 1)
[498] BuildingCo Review (2014)
[499] BuildingCo Magazine (2015, Issue 1)
[500] BuildingCo Review (2013; 2014); BuildingCo Magazine (2014, Issue 2; 2015, Issue 1)

'infographics' to demonstrate their priorities and 'what they want to deliver', and conveys a very favourable view of the strategy. It looks impressive and minimises the negative aspects of the strategy, such as the plant closures and job losses. Throughout the publications there are success stories of plants or departments that have successfully implemented aspects of the strategy, such as Lean and BSP initiatives, Zero Harm or innovation[501].

Throughout these articles, there is usually a link to one or more elements of the intended culture, as well as specific articles that focus on elements of the intended culture, demonstrating how successful they have been in a particular plant or with a particular group of people. Articles such as, "a more engaged workforce and leadership capability"[502], "a restructured and re-engaged organisation"[503], "creating a world-class safety culture"[504], "employee engagement through community partnership"[505], and "wins sustainability leadership award"[506], clearly illustrate to readers the importance of the intended culture and aspects such as engagement, leadership, safety, alignment and CSR. This serves to keep the strategy, intended culture and BuildingCo's priorities in the forefront of peoples' minds, and to highlight the benefits of 'getting on board' in terms of strategy implementation and appropriate behaviours.

The language used in BuildingCo's organisational documentation, publications, websites and internal communication is intended to gain 'buy-in' and commitment to the culture and organisation. Inclusive terms such as 'us', 'we', 'our organisation', 'our operations', 'delivering our strategy', and 'working together' aims to create the perception of a sense of belonging, and of being valued and needed. Repetition of key phrases such as 'Building Something Great', 'One Company', 'Fix, Execute and Transform', 'Zero Harm', 'streamlining', 'collaborate', 'engage', 'innovation', 'Levers of Change' and 'best practice' aim to demonstrate the significance and merit of the strategy and culture, and maintain its prominence in the organisation. These unique terms also serve to create an organisational identity and are used to set apart organisational members from non-members. They create an organisational 'language' that is difficult for outsiders to understand, thus giving the

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[501] BuildingCo Review (2013; 2014; 2015); BuildingCo Magazine (2014, Issue 1 & 2; 2015, Issue 1)
[502] BuildingCo Magazine (2014, Issue 1)
[503] BuildingCo Magazine (2013, Issue 2)
[504] BuildingCo Review (2013)
[505] BuildingCo Review (2013)
[506] BuildingCo Magazine (2013, Issue 1)

perception of exclusivity. This organisational language at BuildingCo is further developed through the use of acronyms, including 'BPS', 'SDT', 'TPM', '3C's', and 'VMB'[507].

In addition, in each publication of the BuildingCo Magazine there is a 'from the CEO' section in which the CEO's priorities are discussed, highlighting what is espoused as "important issues for the organisation"[508]. The language used in these sections is very convincing and motivating, including statements like "as we develop the skills to be more inspirational in our leadership, that's when we will start to see BuildingCo really transform" and "we need to all believe"[509]. In this section, the aims appears to be to increase commitment and engagement through the perception that BuildingCo's employees and the CEO are working together towards the same goals, and that without the efforts of employees the strategy would not be successful. For instance, he states that "BuildingCo's people at the 'front line' of what we do clearly have the necessary commitment and ownership of their processes to deliver the ambitious targets that we are collectively setting"[510], "I congratulate our employees on the hard work and improvements we've made across all divisions!"[511], and "As I go around our business and talk to our people, I feel the energy and enthusiasm"[512]. In addition, he has a way of acknowledging, but at the same time glossing over, the negative aspects of the strategy and highlighting the positive. For example, he states that:

> *Sure, we continue to face challenges and can't avoid making some tough decisions, but there are great things happening throughout our businesses and they're making a positive difference for our customers, employees, contractors, shareholders and neighbours[513]*

In addition to establishing buy-in to the intended culture, the language used also aims to build trust in the organisation and senior management, and also in lower level management. There are numerous references to both senior and lower level management as leaders, and that leaders are trustworthy and responsible, and are valued in and by the organisation[514]. Overall, the language used in the organisational publications intends to provide stakeholders with a confidence in BuildingCo's leadership and strategy, buy-in to the intended culture, and trust and commitment to the organisation.

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[507] BuildingCo Production System, Sustainability Diagnostic Tool, Total Productive Management, Concern-Cause-Countermeasure, Visual Management Board
[508] BuildingCo Magazine (2013, Issue 2)
[509] BuildingCo Magazine (2015, Issue 1)
[510] BuildingCo Magazine (2012, Issue 3)
[511] BuildingCo Magazine (2014, Issue 1)
[512] BuildingCo Magazine (2014, Issue 2)
[513] BuildingCo Magazine (2014, Issue 1)
[514] BuildingCo Magazine (2014, Issue 1 & 2; 2015, Issue 1)

An organisation's structures can also provide evidence of the organisation's culture (Plakhotnik & Rocco, 2011; Purcell et al., 2009; Schein, 2004). In the case of BuildingCo's intended culture, the organisational restructuring and BuildingCo's hierarchy are intended to influence the culture. As previously discussed, BuildingCo has significantly restructured the organisation to focus on core business activities and to align the organisation[515]. This is espoused as increasing collaboration and re-focusing the groups' businesses on the strategy and priorities. In turn this is intended to increase employee engagement and commitment, thus reducing costs and improving performance. The restructure has also intentionally impacted the organisation's hierarchy. The intent seems to be a shift away from the rigid, controlling hierarchy, to a slightly more flattened approach. BuildingCo states that they now have "four reporting divisions, down from six a year ago, and there are over 800 fewer functional, support and managerial roles in the organisation" and that "this more streamlined structure has reduced bureaucracy and is supporting more efficient decision-making and accountability"[516]. The intention is to facilitate a stronger focus on collaboration and communication, and on the 'One Company' approach, as the restructure seems to be aimed at centralising decision-making while at the same time empowering employees.

The restructure, however, has resulted in a number of plant closures, machinery shutdowns, and a significant reduction in the number of employees that may have negative effects on the remaining internal stakeholders. To reduce the negative effects, BuildingCo seems to be trying to positively influence the perceptions through the use of positive organisational language, stories and symbols. In particular, key terms such as 'streamline' and 'fix' are featured prominently in the organisational publications, as well as sentiments from the CEO like "we've faced tough times and we are getting through together", "in these challenging times it is imperative that we dig deep", "through the difficult times we faced together", "improvements we've made", and "sure, we continue to face challenges and can't avoid making some tough decisions, but there are great things happening"[517]. This aims to give the impression that everyone in the organisation are making sacrifices but that they are far outweighed by the benefits gained from the restructure.

Overall the intended culture is focused on increasing engagement, collaboration and participation throughout BuildingCo's subsidiaries. This is intended to be achieved through the alignment of strategies, policies, practices and processes, and through the empowerment

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[515] See Section 4.3
[516] BuildingCo Review (2013)
[517] BuildingCo Magazine (2013, Issues 1 & 2; 2014, Issues 1 & 2)

of the workforce and development of leaders. The importance place on engagement, participation and alignment in the intended culture, therefore, necessitates a significant role for HR in developing, maintaining and supporting this strategy. As such, the following subsection will consider the role of HR in the intended culture.

8.2.2   The Role of HR in the Intended Culture

BuildingCo's intended culture is consistent with literature that emphasises the idea that a 'strong' organisational culture can help manage or change employee attitudes and behaviours, and in turn increase organisational commitment, discretionary effort, intention to stay, and thus the organisations' long term economic performance (Buller & McEvoy, 2012; Den Hartog & Verburg, 2004; Purcell et al., 2009; Plakhotnik & Rocco, 2011). The intended culture 'ticks all the boxes' in relation to designing a 'strong' organisational culture; it is integrated with and supports BuildingCo's vision and strategic goals, intended to be broadly shared and consistent, and expected to be enacted in everyday practices. It is also consistent with the organisational culture and HRM literature that suggests that an organisation's culture is dependent on carefully designed HR practices, and that HR practices can act as 'culture embedding mechanisms' (Chow & Liu, 2009; Den Hartog & Verburg, 2004). As evidenced above, the role for HR in the implementation and support of the intended culture is considerable. The culture is based on having an engaged workforce that is reliant on an aligned HR system, with well-developed recruitment, training and development, performance management, rewarding, talent management, communication, leadership, mentoring, and diversity initiatives. The role of HR in internalising the intended culture and encouraging employee engagement is significant, as is their role in designing the HR system and practices, and in effectively enacting, or ensuring effective enactment of them.

The organisational culture is also emphasised in the literature as a determinant of CSR. It is suggested that the values, beliefs and meanings of the organisational culture often determine the degree to which business is conducted responsibly or irresponsibly (Galbreath, 2010; Linnenluecke & Griffiths, 2010). BuildingCo's intended commitment to CSR is evidenced through their overarching 'sustainability elements' of 'our people', 'health, safety and environment' and 'our communities'. These elements are aligned with the organisational purpose and values, and strategy, and together are intended to provide a basis for the intended culture. This is consistent with current research that states that CSR principles, values and goals must be embedded in the organisational culture and strategies in order to provide guidance for employees' behaviour and attitudes (Coombs & Holladay, 2012;

D'Aprile & Mannarini, 2012; Pohl, 2006). Successful enactment of these elements, however, requires commitment from employees and internalisation throughout the organisation. Thus the role of HR in embedding these elements is potentially significant, as highlighted in the literature (Lam & Khare, 2010; Sharma et al., 2011; Wong & Gao, 2014). As HR's role is to internalise the intended culture, and these elements form part of the culture, HR has an obligation to manage CSR internalisation. Additionally, as many of the elements specifically relate to HR-related initiatives this presents a clear role for HR. The research also suggests that internalisation of a CSR-oriented culture requires strong leadership, and that HR has a role in recruiting, educating and managing leaders (Lam & Khare, 2010). This, again, is consistent with BuildingCo's intended culture and its emphasis on leadership.

Overall, BuildingCo's intended culture is well-developed and considered. On paper, it is a textbook example of what a 'strong' organisational culture should look like. BuildingCo's intentions in relation to the development of its organisational culture are also consistent with traditional HRM-culture literature that a 'strong' organisational culture can be used to achieve better organisational commitment and effectiveness (Wong & Gao, 2014). Essentially the aim is to more closely align employee behaviour with organisational goals. However this emphasis on a 'unified strong culture' is suggested in current subculture literature to be overly simplistic, and that while it may create the appearance of an integrated culture, in reality it may actually be disguising, neglecting or ignoring subcultural differences (Bunch, 2007; Lok et al., 2011; Morgan & Ogbonna, 2008; Palthe & Kossek, 2003). As such, to determine whether the intended culture has been internalised, the following sections consider the actual subcultures in CementCo.

8.3 The Existence of Subcultures in CementCo

Subcultural research contends that the intended culture espoused by senior management frequently represents only a fraction of the actual organisational culture, and that the values and assumptions of groups within the organisation may differ from the intended values and assumptions, leading to the existence of one or more subcultures (Martin, 1992; Ogbonna & Harris, 2015; Plakhotnik & Rocco, 2011; Nishii et al., 2008). This suggests that analysing just the espoused intended culture may result in inaccurate interpretations, and that there is a need to consider the organisational culture from multiple internal stakeholder perspectives. This study considered perspectives of senior management, line managers and employees in relation to the actual culture of CementCo and their perceptions of the intended culture.

Analysis of the participants' data revealed two different categories of subcultures; hierarchical subcultures and departmental subcultures. These subcultural categories have significant overlap in terms of membership, however, each category has unique challenges, interactions and conflicts that have implications for internalisation of the intended culture and the implementation of HR and CSR practices. The participants' data revealed strong differences between hierarchical levels (Jermier et al., 1991; Linnenluecke et al., 2009). These differences occurred in both their perceptions of the intended organisational culture and in their perceptions of the interactions between these hierarchical subcultures. Analysis also revealed the existence of less prominent, yet significant, departmental subcultures. These subcultures, and their interactions with the intended culture and between subcultures, have implications for the organisational culture as a whole and the role of HRM and CSR (Linnenluecke et al., 2009; Niemietz & Kinderen, 2013). As such, this subsection considers the three hierarchical subcultures, comprising the 'Senior Management Subculture', the 'Line Management Subculture' and the 'Employee Subculture', analysing their interactions with the intended culture and their inter-subcultural interactions. The following subsection will then consider the departmental subcultures, and both their interactions with the intended culture and their inter-subcultural interactions. The final subsection considers the implications for HRM and HR's enactment of CSR.

8.3.1 Hierarchical Subcultures: The Senior Management Subculture

The Senior Management Subculture is comprised of the Works Manager and higher level management within CementCo. These managers are intended to work together to implement the espoused strategy and culture. In line with the changes to BuildingCo's strategy and leaders, the introduction of the 'One Company' approach and organisational restructuring, senior managers at CementCo were replaced with those proficient in best practice and Lean[518]. This has resulted in a subculture where the majority of members are relatively new, and while the senior management subculture has always existed, this new form that has emerged is much more in line with the intended culture than the previous form. The intention seems to be focused on ensuring that CementCo senior management are committed to implementing the new strategy and culture, and are not overly aligned with the plant they were operating. As such, the senior management subculture is closely aligned with the intended culture in most respects.

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[518] BuildingCo Review (2013; 2014); BuildingCo Review (2012); BuildingCo Annual Report (2012); BuildingCo Magazine (2016, Issue 1)

Senior management demonstrated an understanding of the organisational values that is consistent with the intended values of BuildingCo. They confirmed that these values should inform CementCo's processes and decision-making[519]. One senior manager suggested that "…whenever there is people performance issue or when there is a breach it does get linked to what are the BuildingCo values"[520]. In addition, the importance of CSR is acknowledged, with participants suggesting that the sustainability elements are linked to the strategic objectives. One senior manager stated that "…the site objectives are pretty much like this; safety, customer, people, quality, and environment"[521], consistent with the intended culture.

The participants primarily discussed the environment and community as CSR elements at CementCo. The Works Manager, for example, stated that while there are no environmental problems impacting the plant, they have been "…doing things which will reduce our impact on the environment". He suggests that he "…would rather be on the front foot, that's what we try to do, that's what we have done and are doing all the time. Improving on what is"[522]. Participants specifically identified dust reduction, spillages and emissions as environmentally-important issues at CementCo[523]. One senior manager stated that "at the plant level there is a strong focus on having a good community relationship, so how the business is impacting the local community"[524], with another suggesting that "it is important to keep a good relationship with the community"[525]. The participants all emphasised the Community Liaison Meetings as a positive community commitment by CementCo[526]. Safety and People development were also identified as CSR objectives. Safety was acknowledged by all participants and "goes without saying"[527] when discussed as a CSR element. People development was emphasised as linking with the organisational strategy and CSR elements, with a couple of senior managers making the connection between people development and the wider society[528], for example:

> *Safety is obviously an important part, there is no doubt about it. But the other part is upskilling the people. Because the way I look at it is that safety is about 'the way you*

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[519] Senior Managers 1, 3, 4, 5, & 7
[520] Senior Manager 7
[521] Senior Manager 7
[522] Senior Manager 1
[523] Senior Managers 1, 2, 3, 4, 5, 6 & 7
[524] Senior Manager 7
[525] Senior Manager 6
[526] Senior Managers 1, 2, 3, 4, 5, 6 & 7
[527] Senior Manager 3
[528] Senior Managers 1 & 6

*came in is the way you go home', but if you came in and when you went home you're
a bit better, than as a society my view is that improves the society*[529]

In addition, a number of participants explained that the environment and safety are key
factors considered on the BPS visual boards, suggesting that through the use of the visual
boards the workforce is more aware of these factors. One senior manager, in relation to
employee awareness, suggested that "when the guys see it all the time, they show a little bit
more care, they're a little bit more diligent"[530].

There was also evidence of the need to align the values, CSR principles and the plants
objectives, consistent with the intended culture, in the participant's responses. All senior
management participants as some point in their interviews told stories related to the
alignment of CementCo's values, strategies, systems, processes and/or procedures. For
example, the Works Manager detailed how he is encouraging empowerment and developing
problem-solving skills using the systems and tools provided by BuildingCo, in particular Lean.
He also explained that BuildingCo and CementCo are "using innovation to improve CSR, not
only in the processes but also in the products"[531], detailing how they are using innovative and
environmentally-focused techniques to develop products that exceed CSR requirements.
Another senior manager suggested that "the Lean journey is bringing the culture in line with
the values and BuildingCo's strategy"[532].

There is also an understanding of links between the organisational strategy and objectives
and the CSR elements. For instance:

> *…the site objectives are pretty much like this; safety, customer, people, quality, and
> environment. So under people is people development and engagement. Under safety
> the objective is zero harm, this covers the employees and the environment. When we
> look at the customer, we look at what is, our objective is to provide our customers
> product which conforms with the specifications. And there are all those initiatives
> which are a chain of responsibility in terms of delivering a product, a product is loaded
> in the truck and if the truck is spilling product everywhere that chain of responsibility
> very clear. It is still to the plant. So all these objectives pretty much covers all the
> elements of corporate social responsibility, and everyone is responsible*[533]

> *So we have our five objectives, which are linked to the social responsibility stuff and
> our projects to meet those objectives, and we've implemented BPS, which is Lean. And*

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[529] Senior Manager 1
[530] Senior Manager 5
[531] Senior Manager 1
[532] Senior Manager 5
[533] Senior Manager 7

the whole idea of Lean is to reduce bottlenecks in the system and also to improve our cultural awareness[534]

The values, CSR elements and BPS principles were also identified as being linked to managements' KPI's[535]. In addition, number of participants stated that engagement is being achieved through the use of the BPS and Lean. For example one participant stated that "there is a very strong focus on employee engagement, when we look at the corporate policies and procedures and systems, like BPS, in BPS employee engagement is right at the top"[536].

Leadership was also emphasised as being encouraged through the "…use of the Lean tools, these things help leaders do their jobs more effectively and businesses run better"[537]. Participants also acknowledged that the intended culture is being achieved through the alignment of engagement and BPS, suggesting that as a result it is a "very people-oriented culture and very action oriented you know, and that aligns well with the BPS"[538]. In addition all participants stated that safety is incorporated in all the systems and procedures[539], as one senior manager highlighted "safety's in all the SOP's and everything we do, it's in the values and the CSR stuff, you know, everything"[540].

CementCo senior management also demonstrated an understanding of BuildingCo's commitment to employee engagement and effective leadership. Engagement was identified as a key aspect of the organisational culture:

> *If I look at the organisational culture, it is to a certain extent a very people-oriented culture. There is a lot more focus on employee engagement, so across the organisation there is a very strong focus on employee engagement[541]*

> *Senior managers have realised they can't do all the work. They need to engage more arms and legs to get the work done. Therefore it's a more engaging culture and now shifting towards facilitating that process. The CementCo sites' probably the biggest one that has that more engaged culture about it[542]*

Senior management suggested that they have an engaged and empowered workforce, and that the need for engagement is reflected in the plant's strategy and systems[543]. Upskilling, empowerment and trust are emphasised in the senior management interviews as key

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[534] Senior Manager 3
[535] Senior Manager 3, 4, 6 & 7
[536] Senior Manager 7
[537] Senior Manager 4
[538] Senior Manager 7
[539] Senior Managers 1, 2, 3, 4, 5, 6 & 7
[540] Senior Manager 4
[541] Senior Manager 7
[542] Senior Manager 4
[543] Senior Manager 1, 3, 4, 6 & 7

requirements of engagement. The Works Manager expressed that he "…works on the basis if you upskill the people, and you give them the responsibility and autonomy to act freely within their boundary, I think they'll be better people"[544]. In relation to upskilling, many of the senior management participants pointed out that they were focused on developing employees' generic problem-solving skills. This, they suggest, provides employees with the skills and tools needed to be "self-directed and self-motivated"[545], creating an empowered and engaged workforce. For example:

> *I feel that, my belief is actually, that if you develop the people in respect of problem-solving, if you develop the people on how the machines are running, on the operations, you don't need to think everything out, you just keep quiet and everything will go on. Then you can concentrate on some other areas, you don't need to go there to do their job. Just develop them and leave them[546]*

> *I asked the people what you think are the problems? And I said now, go and solve the problem. So that was trying to give the power to the guys for what we have to do. And guess what, these where their problems. And then they were saying this is what we could use to solve this problem. And then all I had to do was actually give support from different places, to say how do you solve that? And in the process all the people on the plant got the skills, they were solving their problems, they could see this is what is being solved, this is important. And in the process they were solving customer problems, costs problems, safety problems, so the business was actually getting what they wanted, and people were achieving what they wanted[547]*

While problem-solving skills are emphasised as a requirement for empowerment and engagement, many participants also stated that "…giving employees the freedom to solve their own problems" by "stepping back and just giving support and the right tools, like BSP and Lean, actually gives people those skills"[548]. For many of the participants, empowerment and autonomy seem to go hand-in-hand with skill development.

In line with the CEO, trust was identified as being essential to the engagement process:

> *I work on the principle of trust, til you prove to me that you're not trustworthy. And the intent there is actually to give that responsibility and accountability. Trust them to do the right things, and actually give them the freedom to act. Cause that way I feel is that they have got personal objectives they can achieve. In doing so there will also be a better outcome for the business. So that's something I'm looking for*

> *But for me personally I'll always believe, I'll put my hand out first. Because people get a bit, it's that they don't want to touch nothing. But for me, I'm saying look I'll trust you, have that freedom for what you want to do.*

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[544] Senior Manager 1
[545] Senior Manager 5
[546] Senior Manager 6
[547] Senior Manager 1
[548] Senior Manager 1 & 7

The current systems and strategy are also highlighted as encouraging autonomy and empowerment, which in turn is engaging employees. As one participant expressed:

"But all in all, it's a much better system where you don't have such an autocratic leader who says this is what you do and you have to do it like this. Now it's 'fella's we need to do this, what's the best way to do it?' not as much red tape"[549]

As a result, it is suggested that the plant is "…becoming more sort of self-regulating, self-monitored, self-controlled, a bit more autonomous"[550].

Again, consistent with the intended culture of BuildingCo, leadership was highlighted by some senior managers as important at CementCo. It was suggested that there is a focus on "changing the behaviour of the leaders"[551], and that "team leaders should be role models"[552]. A number of participants stated that BuildingCo and CementCo are conducting leadership training[553] and that "BuildingCo is actually pushing hard on that one"[554]. The Works Manager stated that leadership is key element of the culture and that:

The leadership skills, they are just there, but they are pretty raw. If you don't hone them then they never come to the floor. And there has to be a conscious effort to actually make it happen[555]

There is an acknowledgement that while leadership is a priority for BuildingCo and CementCo, it is something they are working on rather than something that has been achieved, as one senior manager stated "all managers who are here, some are taking it very seriously, some of them are at the mindset they're still changing themselves"[556]. Overall, the senior management participants demonstrated a clear understanding of the intentions of BuildingCo in regard to engagement, empowerment, leadership and alignment, and a belief that the majority of the workforce is engaged and empowered.

Evidence of the intended culture is also seen around the plant. Similar to the publication of aspects related to the strategy or culture in BuildingCo's magazines and documentation, CementCo also has slogans, infographics, organisational symbols and the BuildingCo logo displayed on the Lean visual boards, and other value- or policy-related documentation on display. This is aimed at keeping the strategy, intended culture and BuildingCo's priorities in

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[549] Senior Manager 4
[550] Senior Manager 1
[551] Senior Manager 6
[552] Senior Manager 6
[553] Senior Managers 1, 3, 4, & 7
[554] Senior Manager 4
[555] Senior Manager 1
[556] Senior Manager 6

the forefront of its employees' minds, and to demonstrate its importance to the organisation, which is consistent with the intended culture. Consistency and buy-in are also evident in the language used by senior management. Throughout the interviews, key organisational terms were used by senior management participants, including 'engage', 'collaborate', 'Zero Harm', 'Lean', 'BPS' 'execute', 'innovate', 'empower', and 'develop'[557]. This demonstrates effective communication of the organisations' priorities at the senior management level.

In addition, the CEO's emphasis on building trust is mirrored in the interview with the Works Manager in particular, and also in the interviews with senior management participants. During the interviews there was evidence of shared organisational stories told by senior management. The participants told of how they increased a departments' performance through the use of the BPS, of how they got a number of resisting employees on board by giving them ownership of problem-solving using Lean techniques, or how they have developed employees and line managers to encourage collaboration between departments[558]. Two participants also told stories they had heard from other senior managers[559]. These stories demonstrate the success of the strategy and initiatives, and of the management team in implementing them, and are consistent with the organisational culture literature (Collier & Esteban, 2007; D'Aprile & Mannarini, 2012; Schein, 2004).

Also consistent with the intended culture is the aim of the organisational restructuring at CementCo in relation to culture. As evidenced in the intended culture, the restructure of BuildingCo aimed to re-focus the group on the strategy and priorities, increase employee commitment, and reduce costs and improve performance. This is also evident at CementCo. As noted, senior management were replaced with those proficient in techniques identified as priorities for BuildingCo. Additionally, the CementCo kiln was closed to reduce overhead costs and to improve their environmental footprint, and along with this the workforce was reduced. To lessen the negative impacts of the restructuring, senior management suggest that they have attempted to encourage a culture of engagement and trust[560].

In addition to these beliefs and values that are consistent with the intended culture, there are also some that are specific to CementCo. These are espoused as further eliciting commitment to BuildingCo, or at least, CementCo, and building trust and increasing morale. All employees and managers, except some administration staff who work in the office, wear

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[557] Senior Manager 1, 2, 3, 4, 5 & 6
[558] Senior Manager 1, 4, 5 & 6
[559] Senior Manager 2 & 3
[560] Senior Manager 1, 3 & 5

the same uniform, regardless of level in the hierarchy. The uniform is provided by BuildingCo, who also provides a laundering service due to the dusty nature of the cement plant. This aims to provide a sense of belonging to CementCo and also the impression that everyone is same regardless of position. There is also an 'open door policy'[561] that the Works Manager describes as ensuring transparency and honesty in the organisation. He states that he does this "…because there is no hidden agenda. People can come in, there is no secrets"[562]. This is again aimed at increasing trust and commitment to the organisation.

Overall, within CementCo, the intention to achieve greater performance through a 'more aligned and participative culture'[563] is evident at the senior management level. There is espoused buy-in to the organisational strategy and philosophy, and consistency in the language, symbols and stories used. However, beyond the senior management subculture, which as noted, is as new as the intended culture, there is a complex system of subcultures that has implications for the internalisation of the intended culture and strategy, the enactment of HR and CSR policies and initiatives, communication within the organisation, workplace relationships, collaboration, engagement, empowerment and decision-making. As such, the following section will consider the line management and employee subcultures, and their perceptions of the intended culture.

8.3.2   Hierarchical Subcultures: Line Management and Employee Subcultures

The line management and employee subcultures have a long and significant history at CementCo, and have evolved with very little change or opposing influences. As such, despite differences between the line management and employee subcultures, this history has aligned these two subcultures in relation to their perceptions of the intended culture and senior management subculture. A strong separation from both the intended culture and senior management subculture is evident in the research, and has emerged from the newness of the intended culture and senior management subculture, and line management and employees length of service. The significant length of service of the majority of employees and line managers, some as long as 30 or 40 years, has resulted in extremely strong subcultures that have been, and still are, instilled in new employees through encouragement or, if necessary, coercion or intimidation. As the length of service for the majority of employees at CementCo is more than 20 years and turnover is minimal, there is

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[561] Senior Manager 1 & 4
[562] Senior Manager 1
[563] BuildingCo Review (2015)

very little dilution of the subcultures, particularly the employee subculture. New members are required to fit within the subculture and may be ostracised if they do not comply. The extensive length of service of most employees and line managers has meant that they have seen, and "survived" or "outlasted"[564], constant changes in strategy and in senior management at both CementCo and BuildingCo. As a number of employees and line managers commented:

> *I've seen them come and go over the years, they don't know what we do here and they don't care. What they say isn't gonna change the way we do things, we know more than them anyway[565]*

> *Every 2 years they bring out another one, and it's it the same, you know cause we've been here for so long, we've seen that many of them, you go ah well that's just another one[566]*

Adding to this, many line managers, particularly in the past, were promoted internally from an employee position and thus the employee subculture. This has resulted in many of the assumptions developed in the employee subculture also forming part of the line management subculture. Thus there is a strong bond between these two subcultures which has aligned their perceptions of the intended culture. So while there are many differences between these two subcultures, their perceptions of, and attitudes towards, the intended culture are much the same. As such, the following subsection will first introduce each of the subcultures individually. It will then collectively consider the perceptions of both subcultural groups in relation to their understandings of intended culture and whether the intended culture is internalised.

The Line Management Subculture

The Line Management Subculture is comprised of all line managers within the plant. The line managers have direct supervisory responsibility of non-managerial employees and are intended to work with senior management in the implementation of the espoused strategy and culture. Line managers at CementCo are typically 'part of the shift'[567], meaning they are required to perform normal day-to-day activities alongside the employees they manage, while also performing management duties. These management duties include the organisation and allocation of work-related tasks, as well as a significant number of people management duties. These management duties do afford line managers a higher pay level

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[564] Employees 1 & 7; Line Manager 4
[565] Line Manager 2
[566] Employee 8
[567] Line Manager 1

and a slightly elevated status in the workplace, however, also brings with it significantly increased pressure and expectation from the position itself, and from both senior management and employees. The elevated status and increased pressure separates the line management subculture from the employee subculture.

The line management position has broadened recently, in that previously while they were responsible for managing their team of employees, they did not need a specific knowledge of BuildingCo's intended strategy or goals. However, the introduction of the latest strategy change focused on the alignment of all BuildingCo organisations, the implementation of best practice, and the 'get on board or get out' perception, has increased the responsibilities and requirements of line management, as well as their accountability[568]. Line managers are expected to have, and for the most part do have, a significant knowledge of the organisation. They have to know how the plant and how their particular department runs and how to operate and troubleshoot its machinery and technology. They are also expected to have significant knowledge of what the strategy, policies and procedures are and how to achieve the goals and objectives of BuildingCo. The majority of senior management on the plant do not have an extensive knowledge of the CementCo-specific machinery and technology. Instead, this is often left up to line management, as is plant and machinery-specific training. Employees on the other hand, have to know the machinery and technology but often do not have the policy or strategy knowledge. They rely on line management to ensure the goals and objectives are met. This extensive knowledge line management are expected to have means that line management have significant responsibility and accountability.

The introduction of the new strategy and best practice approach has resulted in significant conflict between the intended culture and the line management subculture, and as such, a reduction in the internalisation of the intended culture. As the line managers have been running and troubleshooting the plant machinery and technology, or as they suggest, 'basically running the plant'[569], for an extensive period of time, they have developed specific informal processes and practices that have been shared between line management and employees through the informal training and communication processes. This knowledge is usually tacit, and is sometimes used as leverage or withheld when disagreements occur. In addition, the participants explained that at the plant, due to limited budgets and time constraints the majority of machinery and technology has been built on, added to or

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[568] Senior Managers 1, 3 & 5; Line Managers 1, 2, 3, 4 & 6; BuildingCo Review (2013; 2014)
[569] Line Manager 2

upgraded bit-by-bit over time which has resulted in very specific operating procedures that are often not formally documented[570]. This requires specific knowledge of the changes, particularly when troubleshooting is required. This knowledge is primarily retained by the line managers and long-term employees.

However, the introduction of the best practice approach and the alignment of BuildingCo's businesses requires all plants to operate in the same manner, and to follow the same procedures. This approach often conflicts with existing practices and faces resistance from both line management and employees. Line management perceive these changes as unnecessary, arguing that "management are coming in with their textbook policies and procedures and think they know how to run the machines"[571], and that they "sit at head office in front of a computer, don't know how we do things, so how can they tell us what the 'best way' is?"[572]. This also results in frustration when the intended processes and procedures are more time consuming or are not as effective[573]. However, line management realise that in order to keep their jobs they have to meet the goals and objectives of BuildingCo. A number of participants commented that sometimes, they will "stick to the policy" even though they know it is not as effective because it means their "arse is covered"[574]. While line management generally realise they have to follow BuildingCo procedures, they sometimes find it difficult to reconcile the existing informal processes and those intended by BuildingCo.

The Employee Subculture

The Employee Subculture is made up of all of the employees within CementCo. With the exception of the recent redundancies, employee turnover has been, and continues to be, minimal, with many of the employees working, often in the same role, for more than 20 years, with some over 30 years. In addition, a number of employees are second or third generation employees, stating that their "fathers' father worked there" and so did their "uncles and brothers"[575]. This has, therefore, created a strong subculture that is often passed down through family members, and is reinforced through long-time employment. In addition, as a result of the redundancies, the bond within the employee subculture has intensified, increasing the likelihood of subcultural conflict and resistance.

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[570] Line Managers 1, 2 & 4
[571] Line Manager 5
[572] Line Manager 4
[573] Line Managers 1, 3 & 4
[574] Line Managers 1, 3 & 5
[575] Senior Managers 5 & 7; Line Managers 1, 4 & 5; Employees 2, 3, 4, 6, 8 & 11

Within this subculture, there are some 'unwritten rules' evident that have developed over the subculture's long history and have been strengthen by the limited employee turnover. These 'rules' inform employees' behaviour and attitudes, their perceptions of the intended culture, and the subsequent subcultural interactions. The first is that employees must remain loyal to the employee subculture, regardless of department or other affiliations. While there is the understanding that there may be minor differences or disagreements between employees, when it really counts there must be loyalty. These minor disagreements may include conflicts between departments, between different shifts, and even personal differences, of which are perceived as not having any long-term consequences. Any large issues, on the other hand, require all employees to "have each other's back"[576]. These are typically issues that either threaten job security of one or more employees or involve the union, or are a result of conflict between employees and management. As one employee stated, "you don't turn ya back on fellas, doesn't matter if ya can't stand the guy, he's one of us"[577].

The second is that employees must be union members. As evidenced in Chapter 7[578], there is a strong union mentality at CementCo that influences the employee subculture. The participants identified the union as an "absolute necessity"[579], an "insurance policy"[580], and a "needed form of protection"[581], regardless of the working conditions. The employees' positive perceptions of the union are also strengthened by the fact that their "…fathers, uncles and grandfathers were union men and so are they" [582]. As such, and as identified in Chapter 7, employees' social identity is strongly linked to their union membership[583]. It is therefore unthinkable for any employee to not hold a union membership as this is perceived as one of the key factors that separates employees from management. These 'unwritten rules' strengthen the employee subculture and have implications for both the internalisation of the intended culture and for inter-subcultural interactions.

Within the employee subculture, there is also a general assumption among employees that they are really in control at CementCo. It is the employees' perception that because they have been at the organisation the longest, "much longer than management, you know,

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[576] Employee 4
[577] Employee 2
[578] See Section 7.3.5
[579] Employee 4
[580] Employee 7
[581] Employee 11
[582] Employee 1, 2, 4, 6, 7, 9 & 10
[583] See Section 7.3.5

they're only here for a few years or so and then they leave"[584], that they are the ones that really have control over how work is done. They perceive their history and length of service, and what they perceive as their superior knowledge of the plant, as allows them to dictate how work should be done. For many employees, there has been numerous changes in senior management and strategy over the time of their employment, and each time the employees perceive themselves as being able to get away with very little change to how and when they do their work and at what pace. There is a general assumption that if they resist the change, senior management will eventually give up because, in their perception, senior management either do not have the motivation or if they do, they are not around long enough to do anything about it. They state that they know the strategy will "change again, it always does", and that BuildingCo's senior management will "move on, something'll happen, the top guy will get chopped and someone else with some other agenda will come in"[585]. Adding to this is the perception that in the past senior management "don't have any balls, they never have, they've sometimes threatened but we all know they won't really fire anyone"[586]. One participant told of how there was one employee who was absent on a regular basis:

> *If it was a Friday or a Monday he'd have it off, if there was a game on he'd have it off, it was his moto to have at least one day off a shift, you know, he'd say it all the time. And it got to the point where he wouldn't even call in, he'd just not show up. So all the time we'd be covering his work and ours. It was so frustrating. And management just ignored it, let he get away with it for years. Finally we got jack of it. We told management they had to do something. I think after about five warnings he finally left. But that's what it's like here, you can do what you want, they're all gutless[587]*

As such, employees perceive themselves as being the ones who determine how and when work is done and at what pace. The latest change however, including the restructuring and redundancies, and the perceived internal threats to their job security[588], challenges this assumption, and the employees' basic assumptions around job security. This has resulted in frustration and resistance from employees, but also an understanding that they need to do just enough to keep their jobs and that they need to pull together as a subculture to protect themselves. As such, this has intensified the employee subculture and significantly reduced the internalisation of the intended culture.

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[584] Employee 4
[585] Employee 6
[586] Employee 2
[587] Employee 8
[588] See Section 7.3.6

While there are aspects of the intended culture that conflict with individual aspects of each of the subcultures, within both these subcultures there are numerous consistent understandings of the intended culture. As such, the following subsection considers the perceptions of both line management and employees in relation to the intended culture.

Perceptions of the Intended Culture

Interviews with both the line manager and employee participants demonstrated consistent understandings of many aspects of the intended culture. Numerous participants acknowledged the intention of BuildingCo to implement a 'One Company' approach. The participants mentioned the change of business name and logo, the change of uniform, having to follow BuildingCo policies, and a "more central system"[589]. A number of participants stated they understood why the 'One Company' approach was being implemented, however, this approach was not always perceived as beneficial for the plant. Most of the participants stated that prior to the changes, CementCo was more 'family oriented', making it a good place to work. As one employee stated:

> *"It was family based, we had Christmas parties, we had social clubs, we did that sort of stuff and it was a good place to work. We all cared about each other and everybody knew each other. Sometimes we were bit incestuous, we knew a bit too much, but that sort stuff made it a good place to work because you cared about everybody. So if you cared about them outside you wanted to work inside"[590]*

Safety was also emphasised by participants as being a priority for the intended culture of BuildingCo:

> *"Safety is always the number one"[591]*

> *"In all the meetings, the first thing you talk about is safety"[592]*

> *"That's certainly come a long way since I've been here, the way the safety's changed here"[593]*

However, there is the perception among some participants that production comes before anything:

> *"It is safety oriented more than anything else at the moment. But, like I said, so long as the stuffs in the silos they don't really care."[594]*

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[589] Employees 1, 3, 5, 7, 9 & 11; Line Managers 1, 2, 4 & 6
[590] Employee 9
[591] Employee 9
[592] Line Manager 6
[593] Employee 4
[594] Line Manager 1

In relation to the creation of an innovative culture, the participants agreed that there has been some innovative changes at the plant, including the installation of a high-speed packer, a 'check-weight' added to weigh the cement bags to ensure customers are not getting under-weight bags, the addition of 'Grinding Aid' to increase the efficiency of the mill, and increased production of 'Enviro'[595] to meet the growing market demands[596]. Participants also stated that they are encouraged to be innovative, that they are asked for suggestions and if management agree, they will be implemented. They did state that if a suggestion was rejected there was no feedback or reason given, it's 'usually just ignored until it goes away'[597]. While the participants suggested that there is generally little collaboration, they did acknowledge that senior management are implementing a plant-wide toolbox meeting every morning that includes "talks on safety, general business stuff and what each department's doing for the day"[598], compared to the previous department specific toolbox meetings. One participant also suggested that there is now some collaboration between departments, explaining that the Packaging department now gives Production a bagging plan, which then drives what is being produced, where previously Production 'just made whatever they felt like'[599].

In relation to CSR, participants suggested that there is a commitment to CSR, with some suggesting there is a genuine commitment, and others suggesting a commitment "...so long as it doesn't affect production"[600]. As discussed in Chapter 6 and 7[601], there is agreement among participants that safety, the environment and community are CSR priorities for BuildingCo and within the plant. They also acknowledged that there are other practices that are CSR-related, such as diversity, recruitment, retention, equal opportunity, and employee wellbeing, however they suggest that there is not always a real commitment to them as socially responsible practices. Overall, perceptions of BuildingCo and CementCo's commitment to CSR are quite positive, particularly in relation to the environment and community. There is the perception that is a genuine commitment to a number of CSR-related initiatives, with the implementation of other initiatives perceived as coming from the organisations need to stay in business. They also acknowledge that the organisation does go beyond what is legally required in their effort to be socially responsible, in line with

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[595] An environmentally friendly Cement that utilises industrial by-products
[596] Line Managers 1, 2, 4 & 5; Interviews with Employees 1, 2, 4, 5, 6, 8, & 10
[597] Employee 4
[598] Employee 8
[599] Employee 3
[600] Employee 6
[601] 6, Section 6.3.3; Section 7.2.3

definitions of CSR (Coombs & Holladay, 2012; Crane et al., 2008; Lapina et al., 2014; Maon et al., 2010; Strautmanis, 2008).

There is an understanding of some of the intended key terms and jargon evident at CementCo, in particular 'Lean', 'BPS', 'SOP', 'TPM', 'Zero/One/Ten' and 'Zero Harm'. There are also terms and jargon specific to CementCo and understood by the entire workforce, such as 'Yoko' and 'Jordi',[602] that participants' perceive makes communication of work more efficient. These do to a certain extent encourage sense of organisational identity (Schein, 2004). There are also terms and jargon that are specific to employees and line managers that are perceived as not being understood by senior management. These reinforce the subcultures and include "going to push up" referring to getting on the loader and pushing clinker into the mills, "run some gypo" referring to sending gypsum to the mill, and "going to black box" referring to putting additive into the machine while it is batching[603]. There are also a number of nicknames known only to line management and employees that strengthen the subcultures. These include "Hotel Acco" referring to a specific dump truck that "…the fellas piss off and sleep in"[604], and "the blue lady" referring to an industrial vacuum, although none of the participants could tell me where it came from, stating "that's what they've always called it"[605]. There is also a particular section of the plant that is known as "Lumpy's Lane" that has had the nickname for over 20 years and refers to the location where one of the workers, named Lumpy, "drove the loader through and took out all the pipes"[606]. One participant explained that "it's been called that since before I started and that was 20 years ago, if you're working there you just say 'I'm going to Lumpy's Lane' and the guys know"[607]. A number of employee and line manager participants suggested that they go out of their way to keep senior management "…in the dark, cause it keeps them on their toes"[608].

There are also numerous BuildingCo terms that are not understood or recognised by participants, such as 'Levers of Change', or 'Fix, Execute and Transform', as well as a number of Lean related terms or acronyms, like 'Gemba', 'Kaizen' or 'LAP'[609]. Participants suggest that there are perhaps too many different terms to remember, thus reducing their effectiveness.

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[602] Yoko – The Yokogawa Milling System; Jordi – the automated sand packaging and bagging system
[603] Line Managers 1 & 4; Employee 2, 4, 8 & 11
[604] Employee 4
[605] Employee 2 & 5
[606] Line Manager 2
[607] Employee 8
[608] Employee 1
[609] Gemba – Go look and see (term used for a plant walkthrough); Kaizen – a change activity based on customer demand; LAP – Lean Action Plan

One participant provided a guide with a glossary of terms included, stating 'there are so many, how can having that many really be good, it just makes it more confusing'[610]. Increased use of technology is also evident at CementCo in line with the intended strategy and culture. Participants acknowledged that while the intranet has always been there, there is more insistence of its use for communication. Participants also stated that they use the intranet for work related tasks, such as accessing SOP's, logging incident reports, completing maintence schedules, bagging plans, and accessing policies. The increased use of technology is also linked to the innovative changes discussed above.

Similarly, during the site tours, aspects of the intended strategy were evident. For example, the BPS 'visual boards' were prominent in each department, and upon observation, seemed to be well utilised. The values and policies are displayed in the main entrance, and BuildingCo logos and 'catchphrases' are evident throughout the different work areas. Participants also acknowledge that while they may not remember all of the organisational values that know they are displayed in the office[611]. Overall, there are a number of aspects of the intended culture that are evident in the perceptions of both line managers and employees. This could suggest that the intended culture is being internalised and that the gap between the intended culture and actual subcultures is closing. However, closer analysis of the individual subcultures reveal significant differences and tension points that suggest that there is only a superficial internalisation of the intended culture, and little evidence of the empowered, engaged and participative culture that is espoused by BuildingCo.

There are a number of aspects of the intended strategy that have reduced the internalisation of the culture and the likelihood of engagement and discretionary participation. The introduction and implementation of the best practice approach has created resistance at both the line management and employee levels. Participants revealed frustration at the inflexibility of some of the new systems and procedures, at having to change their way of working, at the increase in policies and procedures, and at processes that are more time consuming or not as effective[612]. In addition, the increased accountability, while intended to empower and engage, seems to have the opposite effect with participants less likely to engage in proactive behaviour or make decisions. Participants revealed that they sometimes find it difficult to reconcile the existing informal processes and those intended by BuildingCo, but that they will "stick to the policy" even though they know it is not as effective because it

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[610] Line Manager 3
[611] Employees 2, 3, 4, 5, 7, 8, 10, 11 & 12; Line Managers 1, 3, 4, & 6
[612] Line Managers 1, 3 & 4; Employees 1, 2, 5, 8, 10 & 12

means their "arse is covered"[613]. The increased accountability has also added to the participants perceptions of job insecurity. The increased accountability is perceived as a means of "…targeting you if you don't get on board"[614], with participants suggesting that they will do what they need to, to meet their objectives or keep their jobs, but that they will do it their own way when they can get away with it. These perceptions have reduced the internalisation of the intended culture, as well as limiting engagement and discretionary participation.

Adding to these perceptions and further reducing the likelihood of internalisation are the participants' negative perceptions of HR. While perceptions of BuildingCo in general are relatively positive, the perceptions of HR and the HR department on the other hand are far from it. As discussed in previous chapters[615], both line management and employees have a significant distrust of the HR. Their perceptions of HR is that "they lie" and that "they say one thing and they don't produce the goods"[616]. The HR department is perceived as being unapproachable, discipline-oriented and, for some, non-existent. While a distrust of HR has always formed part of the employee and line management subcultures, it has intensified as a result of the redundancies. In addition, they perceive the reduction in the HR department's visibility at the plant as evidence of a lack of commitment to HR from the organisation, reinforcing their perceptions that HR is insignificant.

While these aspects are attributed to the intended culture, and thus reduce the likelihood of its internalisation, they do not fully explain the lack of empowerment, engagement or discretionary participation. BuildingCo is generally perceived by both line managers and employees as fair and equitable, with individual aspects of the intended strategy and culture considered 'reasonable' and as having the 'potential to be great for the company'. This suggests that perceptions of BuildingCo and its intended strategy and culture may be too far removed from the participants' daily interactions to be solely responsible for lack of empowerment, engagement and discretionary participation, consistent with ideas put forward by Lok et al. (2011). As such, consideration of the more immediate interactions between subcultural groups within the plant provides a more complete analysis of the organisational culture at CementCo. Subcultures do not just emerge from a conflict with the intended culture nor do they solely interact with the intended culture. They also interact, and

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[613] Line Managers 1, 3 & 5; Employees 2, 4 & 8
[614] Employee 4
[615] See Section 6.4.4; Section 7.3.1
[616] Employee 9

potentially conflict, with other subcultural groups. These interactions, therefore, influence their perceptions of the organisation and their daily work life, as well as the internalisation of the intended culture. As such, these interactions must be considered if a complete understanding of the 'culture' at CementCo is to be achieved. These interactions are also significant in understanding the role that HRM plays in implementing and maintaining the intended culture, and how the role of HRM is impacted by the 'culture'.

8.4 Inter-Subcultural Interactions: Hierarchical Subcultures

Understanding the subcultures at CementCo is much more complex than just considering whether they differ from the intended culture. While a subcultures' perceptions of the intended culture has an impact on its internalisation, the existence of subcultures and why they have emerged and remain is much more complex. Inter-subcultural interactions; that is the relationships between subcultural groups, and the interactions and tensions that occur (Heidrich & Chandler, 2013; Ogbonna & Harris, 2015); also impact the internalisation of the intended culture, thus having an impact on the enactment of HR and CSR policies. Inter-subcultural interactions present another level of complexity in relation to cultural and subcultural management, but it is an area of research that is scarcely considered. Subcultural analysis, therefore, requires consideration of the subcultures themselves, identifying both the similarities and differences between them and the intended culture, as evidenced above, and also, and perhaps more importantly, the interactions and tensions between the subcultures themselves. As such, the following subsections consider the inter-subcultural interactions between the hierarchical subcultures.

8.4.1 Inter-Subcultural Interactions: Senior Management and Employees

Between the senior management subculture and the employee subculture a number of inter-subcultural interactions are evident that have significant implications for internalisation and HR and CSR implementation. There is an 'us versus them' mentality evident in the employee subculture that seems to influence all aspects of the employees' dealings with senior management, and has a significant impact on the internalisation of the intended culture. This mentality has a long history in the employee subculture as a result of their strong connection to the union[617]. Many participants explained that while the union may not be as prominent now, "back in the earlier days, those guys had to fight for what we have, they had to fight

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[617] See Section 8.3.2; Section 7.3.5

management all the way, for everything"[618] and that "if we're not watching, if they think we're not watching for even a minute, they'll take it all away"[619]. The 'us versus them' mentality has also persisted because of employees past experiences with senior management. As discussed in Chapter 7[620], there is the perception that previous senior management have a history of not committing to, following up, or providing feedback on, the implementation of practices. This has resulted in a why bother attitude and added to employees' reluctance to engage.

The introduction of the new strategy and culture has also impacted this mentality. While the strategy and culture themselves are perceived as being relatively fair and potentially beneficial to the organisation, the redundancies[621], perceived as being directly related to the change in strategy and also attributed to the new senior management team, has intensified this mentality. The redundancies, and the espoused reason for them, were perceived by employees as "blatant lies"[622] told by senior management, as they were not just related to the kiln shutdown, they involved the whole plant[623]. This increased the distrust for the new senior management team from the very beginning. Finally, the 'us versus them' mentality is strengthened and reinforced by the employees' perceptions of the current senior management. These perceptions have significantly impacted subcultural relations, and have resulted in an increase in the gap between the employee and senior management subcultures, and a further reduction in the internalisation of the intended culture.

The general perception by employees is that senior management are not committed to the cement plant or its workforce. Instead they suggest that senior management "…only care about their own future, not at this plant, but in BuildingCo, you know, cause this is just a stepping stone"[624]. As one employee stated "what they do, BuildingCo bring 'em in here, on a work visa, they work for shit money for a few years, get that on their resume, bang, they move on elsewhere"[625]. Senior management are just viewed as "putting in their time"[626] or "gaining experience"[627] before moving on to something better. As such, employees have

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[618] Employee 1
[619] Employee 2
[620] See Section 7.3.4
[621] See Section 4.3.1; Section 7.3.1
[622] Employee 8
[623] See Section 7.3.1
[624] Employee 11
[625] Employee 8
[626] Employee 7
[627] Employee 3

made the assumption that because there is no perceived commitment to the plant or workforce, senior management cannot be trusted. They believe that senior management will do whatever is necessary to make themselves look good or "get the next promotion"[628] regardless of the impact on employees or the plant. As the employees explained:

> *They're likely to stab ya in the back anyway so why bother trying to help them out, I'm not making it easy on 'em[629]*

> *You know, worst case, if head office came here and said they have to close the plant, they wouldn't care, they'd just move on to the next position. But us guys, what the hell do we do? But do you think they'd give a damn? No way[630]*

> *And like the Production Manager, he's been over in Africa, Europe, he's only taken the job to get over here for 5 years. The lucky county. That's the only reason he's taken the job. He don't give a shit about us, about the company, as far as I'm concerned anyway[631]*

This lack of trust has significant consequences for buy-in of the intended culture. The intended culture aims to empower employees to achieve a culture of engagement and participation. As identified above, CementCo senior management state that they are committed to this aim and that for the most part have achieved this. One aim is to empower employees to 'encourage them to own the intent of the business strategy'[632], and is focused on giving ownership to employees and emphasising their role in achieving the organisational strategy, with the intent of increasing commitment, satisfaction and discretionary effort[633]. While this sentiment is mirrored in the senior management interviews, it is not evident from the employees' perspective.

Employees do not feel as though they are empowered. They suggest that although sometimes they are given decision-making power, this is not consistent and is perceived to be at the whim of senior management. They also suggest that depending on the department, the extent of decision-making ability may be limited. For example, one participant suggested that "…you know, in Packaging, they're barely able to wipe their ass without asking permission half the time"[634]. Employees also explained that they try to avoid making decisions because "…most of the time it's the wrong decision"[635]. For instance:

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[628] Employee 10
[629] Employee 4
[630] Employee 8
[631] Employee 2
[632] BuildingCo Review (2013; 2015)
[633] BuildingCo Review (2013; 2014), BuildingCo Magazine (2014, Issue 1)
[634] Employee 1
[635] Employee 3

Management, they change their minds, so something that was right the other day, isn't today. Or you'll be told go and do it, make the decision, but when ya do its wrong

And then if you ask how to do something, they get the shits. Like, I had one dickhead manager the other day tell me to stop being a bitch and go and do it, what the hell are ya meant to do?

In addition, employees perceive that they are getting trouble for things they did not know they had to do, things that are out of their control, or things that are beyond their job description. They also perceive the increased accountability not as a means of empowering employees as espoused by senior management, but as a means of increasing discipline and as a way for senior management to target employees they do not like. As the employees explained, "if you make the wrong decision, you'll be a target"[636] and "…if they don't like ya, they'll find something to get rid of ya on"[637]. Employees expressed that "it's more of a dictatorship now then it was before"[638]. A number of employees also claimed that they are even getting in trouble for not doing enough overtime. They suggest that there is an expectation that employees will do overtime, either come in on days off, stay late, or come in early, at the whim of management. One participant explained that "a couple of the blokes have been given written warnings for not doing enough"[639], while another explained that:

One of the managers even told one of the fellas, when he said that he had to look after his kids when his missus was at work, that she should re-arrange her work so that he was there if they needed him, and this was serious, he wasn't joking. They've told us plain and simple, we should put BuildingCo before family[640]

The idea that employees should put BuildingCo first, above family and time at home, has caused significant issues for employees, for instance:

Its hard too, cause my wife at home, I got a wife and kid, she gets pissed when I have to work all the time, but if I say no to overtime I'm in the shit at work[641]

This is exactly what the union fought against years ago, and now they act like we should be happy to give up our home and rest time for those bastards[642]

Employees perceive the disagreements over work expectations as partly coming from the different cultural backgrounds of senior management. A couple of the employee participants emphasised that the new senior managers have been "brought in from overseas"[643] and that

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[636] Employee 8
[637] Employee 4
[638] Employee 2
[639] Employee 10
[640] Employee 8
[641] Employee 4
[642] Employee 6
[643] Employee 4

they "think that we work the same as they do over in Pakistan or wherever, you know, live for the company and shit"[644]. One employee suggested that "they need to realise they're in Australia now and they don't own us like they do over there, we've got lives outside of work so they've gotta back off"[645]. These perceived different work expectations have challenged the employee subcultures' basic assumptions regarding work and how work is done causing employees to want to actively resist senior management. This has also affected their perceptions of being empowered, and their willingness to participate, thus widening the gap between the employee subculture and intended culture.

In addition, employees suggested that all they get back from senior management is negative feedback, and that "most of the time you don't really know if you're doing the right thing". However, when asked to explain, some of the participants suggested that they occasionally got positive feedback, and that "yeah, I guess occasionally we did get rewarded, you know BBQs and stuff, oh and we got pizza a while ago when we stayed back to get this job finished, that was good". In regards to meeting the strategic goals or their role in the organisational strategy as emphasised in the intended culture, the employees stated that they "don't really get any feedback on that stuff, maybe safety cause that's big at the moment". A number of participants did suggest that they were having 'buddy talks' where once a month managers were meant to have an informal conversation with employees about the strategic goals, how the organisation is going and where they fit in[646]. One senior manager explained that the managers "…have to go to the employees, to create a workplace that is engaged and well informed about the CementCo plant and the wider BuildingCo business objectives and an opportunity for the employee to provide feedback"[647]. While a line manager stated, "Joe Blow working on the packer all day has no idea how BuildingCo head office is doing, so it's sorta an attempt to bridge that gap"[648] However, the employees stated that "like everything, that's gone by the way side"[649], with a couple of participants suggesting that they had one or two talks and nothing since.

Employees also suggested that, while they have at times been given extra responsibility, it is again not given consistently or as a means of empowering employees. They perceive the extra responsibility coming as a result of the redundancies rather than the intended culture.

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[644] Employee 8
[645] Employee 4
[646] Senior Manager 3; Employees 2 & 8
[647] Senior Manager 6
[648] Line Manager 5
[649] Employee 8

They suggest that that have had to "pick up the slack" left by the redundant positions, and that this added stress and pressure to their role. As one participant explained:

> *You know, they got rid of half the bloody workforce, but the workload's still the same. We have to do more, it's not in our job descriptions, but the works gotta get done, and they just expect it and ya get in shit if ya don't, or ya know one of the other guys will have to do it[650]*

The employees did suggest that this is not just at an employee level. They explained that line management and senior management were also required to take on more responsibility, with many doing two or more jobs. A couple of participants did acknowledge that the extra responsibility senior management have had to take on has put senior management under more pressure, which they suggest "does explain a bit of the poor management, you know they've got shit to do and not enough time so they just demand shit"[651].

As a result of their perceptions of senior management, employee participants suggest that they no longer feel valued by senior management. Employees feel that, to senior management, they are replaceable and that their knowledge, skills and experience are not valued. Their perceptions of the redundancies and the push to "get rid of the fellas that have been there the longest"[652] with no perceived concern for the loss of tacit knowledge which employees perceive as vital the plant has also added to the perception that they are not valued. In addition, the employees suggested that to get them to do things they normally would not, senior management would "threaten the guys, you know, they'd tell us, like that we're replaceable, that someone else would do whatever shit they'd be trying to get us to do"[653] and that "if we didn't do it, BuildingCo would, you know, just shut the plant down"[654]. These included those jobs they perceive as not being in their job description, jobs that they would normally resist or refuse, or jobs that were previously the responsibility of those made redundant, This has increased employee resistance and their distrust of management, strengthening the 'us versus them' mentality, and also added to employees perceptions of job insecurity and fear.

As explored in Chapter 7[655], the participants sense of job security has changed recently from one of a 'job for life' to a fear they will be the next 'target' as a result of the perceived 'get

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[650] Employee 4
[651] Employee 1
[652] Employee 8
[653] Employee 5
[654] Employee 2
[655] See Section 7.3.6

on board or get out' attitudes of BuildingCo and perceived threats to their job by current senior management. This is difficult for employees to deal with as it contradicts everything they have taken for granted in the past, and is challenging the subcultures' basic assumption of security that has, historically, been a consistent part of the subculture. Consistent with the subcultural literature, the employee subcultures' basic assumption of job security is one that is non-confrontable and non-debateable, and therefore extremely difficult to change (Ogbonna & Harris, 2015; Schein, 2004). These perceptions of job insecurity and fear have resulted in increased participation in those activities they perceive as being crucial to keeping their jobs, typically those directly related to production or safety[656]. Therefore in relation to the intended culture, while there is participation evident, this is a result of fear and job insecurity rather than a sense of empowerment or engagement. This also means that participation is limited to what is necessary to keep their jobs rather than the discretionary participation espoused in the intended culture.

While the employees' perceptions of senior management are extremely negative, seemingly indicating significant employee dissatisfaction at CementCo, there is an extremely low turnover rate that seems to contradict this. Thus when asked about their intentions to leave, participants responded that despite their perceptions of senior management, BuildingCo itself is generally perceived as being 'alright'. They perceive their pay as being good and general working conditions as being fair. While the interactions with senior management, the perceptions of the redundancies, and their job insecurity have created fear, resistance and reduced discretionary participation, there is an assumption based on previous experience that senior management and the organisational strategy change every few years and their issues with senior management will no longer matter. They perceive themselves as just having to get through it, just "surviving until the next big thing comes in"[657]. Overall, whether these perceptions accurate or not, this is the reality perceived by employees and is what affects their internalisation and buy in to the intended culture. As senior management are the ones responsible for the implementation, employees' interactions with them has significant implications for the intended culture's internalisation.

As a result of the perceptions of senior management, there is a significant gap between the senior management and employee subcultures. This can be seen in the differences between senior managements' perceptions and the employees' perceptions, and these differences

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[656] Employees 1, 4, 6, 8, 10 & 11
[657] Employee 8

can have an impact on employees' empowerment, engagement and discretionary participation. As discussed in Section 8.3.1, senior managements' perceptions of their relationship with employees and the employees behaviour is significantly different from that of employees, in essence widening the already substantial gap between these two subcultures. There are some key differences in what each subculture perceives as actually occurring. Senior management seem to have a genuine intention to empower and engage employees, however, their actions are perceived by employees as dishonest and insincere. It is espoused by senior management that they perceive themselves as getting employees 'on board' and getting them to do what is expected by the new strategy and culture through engagement and discretionary participation. Employees, on the other hand, perceive that while they have increased their participation, it is a result of fear and job insecurity rather than engagement. They also suggest that their participation is only limited to those aspects necessary to remain employed.

Senior management also suggest there is increased collaboration between hierarchical levels and a move away from the previous autocratic style. For instance, senior management stated that while previously "…it was more dictatorship like, at this moment, it is more collaborative like"[658], and that "it's more collaborative to make this place a better place"[659]. They also suggest that the increased accountability has empowered employees to achieve their own goals in line with the BuildingCo objectives, and has given employees a sense of purpose. Employees, however, perceived the management team to be "…more of a dictatorship now then it was before"[660]. They emphasised that the increased accountability is just a means of increasing discipline and a way for senior management to target employees they do not like. Senior management also perceive that they have, to an extent, fostered trust among employees. However, employees revealed a significant distrust of senior management. While some of this comes from historical management issues and their union mentality, employee participants expressed an increased distrust of this management team. The redundancies and perceived threats to job security, and increased accountability, interpreted by employees as discipline, and the perceived lack of commitment, have resulted in an increased distrust of senior management.

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[658] Senior Manager 6
[659] Senior Manager 1
[660] Employee 2

In addition, senior management also perceive a reduction in the employees' commitment to the union, contributing this to the increase in participation and engagement. As one senior manager stated:

CementCo's a bit more dynamic. Historically, they would go out on strike over a missed lunch type of thing. Whereas now they're not that way inclined, they're very much open to doing things differently.

There is the perception among senior management that employees are not going to the union as much as they had in the past because employees perceive the working conditions to be favourable. This, however, is not case. The employee participants perceive the strength of the union to be diminishing, and that the union no longer has the power it once had. They also suggest that senior management "…use that to keep employees in check"[661]. Overall, these differences between the senior management and employee subcultures mean that closing the gap between these subcultures is difficult. As senior management are ultimately responsible for the implementation and buy-in of the intended culture, differences between these two subcultures can have significant impacts on the internalisation of the intended culture.

8.4.2   Inter-Subcultural Interactions: Line Management

Perceptions similar to those of the employees, discussed above, were also evident in the line management subculture, although not as strongly. Due to the bond between line management and employees,[662] the perceptions of senior management are very similar in both the line management and employee subcultures. The 'us versus them' mentality and the distrust of senior management are evident in the line management interviews, as well as the perception that they "just have to get through it"[663]. However, there are a number of interactions and tensions that have changed, weakened or put pressure on the line management subculture, and that separate this subculture from both the senior management and employee subcultures, as well as the intended culture.

To a small extent, the introduction of the new strategy and changes to line managements' responsibilities has had the effect of reducing the gap between the senior management and line management subcultures. While there is still significant distrust of senior management, the significant knowledge required by line management in relation to the organisational strategy, policies and objectives has meant that line management and senior management

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[661] Employee 3
[662] See Section 8.3.2,
[663] Line Manager 4

have had to work more closely together. As line management have no direct contact with HR or other BuildingCo senior management, they are relying on CementCo senior management and/or correspondence and documentation from BuildingCo to provide them with the knowledge they need to meet their objectives. Line management and senior management have had to work together to meet the plants' objectives. This has had the effect of slightly reducing the 'us versus them' mentality and to a small extent reducing the gap between the two subcultures.

There are, however, issues that have increased the pressure faced by line management and resulted in frustration and a reduced commitment to the changes in strategy. Line management suggest that with the increased responsibility has come increased accountability. Line management are now more accountable for meeting the plant's objectives and ensuring they are met by employees, and are disciplined for failing to meet them. Where previously, accountability was at a team or department level, if at all, participants suggest that now "it's much more individualistic, you know, you're targeted personally and they'll call ya out in front of everyone"[664]. While the increased accountability has caused frustration and increased work, line management reveal that poor communication has added to this, resulting in perceptions of unfairness. Line management suggest that communication with senior management is "haphazard at times"[665]. As one line manager explained, "there's a couple of roles here, we had good people in those positions, but in the last 5 years they've changed to different people and now communication's not as good as it should be"[666]. As such, they suggest that at times, communication of responsibilities or of the policies and procedures is not effectively communicated but that they are still held accountable for it. As one line manager stated:

Now cause we have to know, you know, the um policies and stuff and new procedures, cause of the changes from head office and shit. I mean it's mostly crap and a waste of time and that, but cause we have to know it, cause we get in shit if we don't, so we have to, you know, talk more with them. And you know, it's not as bad as I though really. But then cause there's really not enough time or enough guys since they got rid of us, sometimes things aren't communicated well or even at all. Or if you need to know something, and they're busy they'll say they'll get back to you but then they don't. And then they'll come around and tell you off for not doing something or doing something wrong, and you just think why bother, it wasn't even my fault[667]

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[664] Line Manager 4
[665] Line Manager 4
[666] Line Manager 5
[667] Line Manager 2

When line management perceive the policy or objective to be poorly communicated by senior management, any disciplinary action is likely to be viewed as unfair, reducing line management's commitment and potentially adding to the gap between the line management and senior management subcultures.

The change in dynamics between line management and senior management has, however, created a new level of resistance from employees, increasing the frustration and pressure felt by line management. There is the perception among employees that line management should be loyal to employees over senior management due to their bond[668]. While they understand that, as line managers, they need to take a management role that includes discipline, there is the expectation that line management will be on their side when it really counts. Tensions and resistance arise when line managers take senior managements' side. Line management are perceived by employees as taking senior managements' side when choosing to implement the new best practice approaches over existing practices, what employees perceive to be the "better way of doing it"[669]. Line management suggest that they have to deal with their team complaining that the intended processes do not make sense, do not work, or are too time consuming[670], and that this increases their frustration.

The line managers revealed that they sometimes struggle to reconcile the fact that while they agree with their employees, they have to meet their objectives which include the implementation of best practice. This has resulted in the general opinion among line managers is that they will do enough to be perceived as meeting their objectives, and when they can get away with it, they do it "the way we always have, the way that works"[671]. As a result, line management generally agree that having to manage up as well as down can sometimes be one of the most difficult aspects of their role. The line managers express that they are "sorta stuck between the two"[672], and that having to balance the expectations of employees and management takes up a lot of their time. Line management also find it difficult to discipline employees because they have to work with them, they have to get them to do what they need in terms of meeting their objectives. As one line manager explained:

> *It just puts us in a real bad situation to the guys working on the floor, cause I work on the floor with them. They expect you to eat, work and breathe as a manager and basically kick the arse, crack the whip, you can't do that. We've got one guy that tries*

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[668] See Section 8.3.2
[669] Employee 8
[670] Line Managers 1, 2, 4 & 5
[671] Line Manager 2
[672] Line Manager 1

to do that, and all the guys on shift hate him. Basically they want to hit him over the head with a shovel. I don't want that from my guys. I've got to work with them all around the clock all year. It's a hard, conflicting situation

As such, line management spend a lot of time trying to be perceived by both sides as meeting their expectations, which has resulted in increased frustration and pressure. As a result, the gap between subcultures, particularly between the senior management and line management subcultures, has increased, and in doing so, has reduced the internalisation of intended culture and the commitment from line management.

As noted in the review of literature, the interactions between subcultures can have significant implications for understandings of organisational culture, people management and CSR. It is suggested that the values and assumptions of a subculture have the potential to conflict with both the intended culture and other subcultures, and this can have potentially significant outcomes, such as reduced commitment and motivation, higher absenteeism and turnover, or overt conflict and bullying (Heidrich & Chandler, 2013; Ogbonna & Harris, 2015). As evidenced, the interactions between the senior management subculture and both the line management and employee subcultures has had a significant impact on the internalisation of the intended culture that goes beyond their perceptions of the intended culture and strategy. The negative perceptions of senior management, while not specifically related to the intended culture, has still resulted on the reduction of its internalisation through the reduction in employees and line managements' commitment, engagement and discretionary participation.

Furthermore, the differences between the senior management and employee subcultures' perceptions of the workplace has actually increased the gap between the subcultures. This has potentially significant consequences. As senior management are ultimately responsible for the implementation and buy-in of the intended culture, differences between these two subcultures can have significant impacts on the internalisation of the intended culture. In addition, the interactions between the line management subculture and both the senior management and employees subcultures has increased frustration and resulted in a lack of commitment, further reducing the internalisation of the intended culture. These findings, therefore, highlight the importance of considering not only a subculture's interactions and differences with the intended culture, but also the interactions between subcultures, as these interactions can have significant consequences for the internalisation of the intended culture and strategy, and also for HRM and the enactment of CSR.

8.5 Departmental Subcultures

While the hierarchical subcultures are the strongest subcultures evident in CementCo and seem to have the greatest influence on their members, there are three departmental subcultures evident that conflict with the intended culture and also create tension between the subcultures. These include the 'Production Subculture', the 'Packaging Subculture' and the 'Mechanical Subculture'. The following subsections consider first how these subcultures conflict with the intended culture, and second their interactions with each other.

8.5.1 Subcultural Interactions: Conflict with the Intended Culture

The existence of departmental subcultures further reduces the likelihood of the intended culture being effectively internalised. As with the employee and line management subcultures, these departmental subcultures have a long history in the plant. In the past, each of the departments ran relatively independently of each other, particularly in relation to their people management practices. While the plant itself had general guidelines as to how the plant should operate and how people should be managed, each of the departments had the freedom to implement practices that fit with the needs and goals of the department without consideration of other departments. This has resulted in a significant number of informal and often unwritten processes, goals and objectives for each department. These subcultures, while not as prominent or intense as the hierarchical subcultures, have increased the cultural complexity within the plant, further reducing the internalisation of the intended culture.

The implementation of the new strategy, particularly the need for consistency and best practice throughout the plant has created a number of challenges that are difficult to overcome. The aim of the new strategy and intended culture is to align the practices, processes and people within each business, and to align each business with the 'one company' approach[673]. This approach however, conflicts the processes and practices that have evolved within each of the departments, causing resistance from the subcultures. There are a number of practical aspects, including the types of machinery and technology used in each department that makes trying to align the departments and departmental subcultures difficult. As each department was essentially separate, they have over time developed or installed machinery and technology that is specific to their needs without "much

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[673] BuildingCo Review (2013; 2014); BuildingCo Annual Report (2013)

consideration of the other departments"[674]. Furthermore, these practical aspects also form the basis for the processes used, the informal language that has developed within each department, and the stories and rituals that bond the subcultural members. Thus to come in and attempt to change the processes, practices and machinery of a department is also perceived as changing or disregarding the subcultural assumptions.

As a result of these differences, each of the departments has their own way of working and their own processes based on the machinery and technology they use. Decisions about what product is made or packaged, or when the machines are operated, switched over or stopped for maintenance was based on each departments individual needs rather than the needs of the plant. For instance, a Packaging employee stated that "decisions about what product is bagged and how much and when is based on the number of pallets in the Stockhouse. That's how we do it, we have a count and we make sure we're meeting that level"[675]. While a Production employee stated that "you know, depending on what raw material we've got, if we've got heaps of one sort, we'll mill that"[676], with a Production line manager adding that "like with the kiln, when we ran that, it was more about power efficiency than what product was needed, you know, power is cheaper at night so that's when we were told to run it"[677]. Many of the participants agreed that there was little consideration of the other departments' needs or schedules[678].

While there was agreement among participants that makes sense to want to align the processes, it has created considerable resistance over which department should change their processes and their ways of working. The participants suggest that aligning the processes is not always a good thing, stating that "…what's good in one place isn't necessarily good in every place. Rather than have specific things for specific zones, they just want to generalise it all, which has then stuffed up other people in other places"[679]. It is also suggested that the introduction of the 'one company' approach has increased the number of policies and procedures they have to follow and have increased the time it takes to complete tasks. As one participant stated, "instead of a 5 minute job taking 5 minutes it takes 45 minutes"[680]. In addition, the separation of departments had also resulted in many different people

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[674] Line Manager 2
[675] Employee 8
[676] Employee 2
[677] Line Manager 4
[678] Line Managers 1, 2, 4 & 5; Employees 1, 2, 4, 5, 7, 8, 11 & 12
[679] Employee 5
[680] Employee 10

management practices. There are differences in the basic practices around how work is done, including start, finish and break times, rules about overtime, and even the level of supervision needed. There are also slight differences in how employees are disciplined and rewarded, in how their performance is monitored, and is how new employees are recruited and selected. These differences have hindered the implementation of the 'one company' approach and internalisation of the intended culture, and have implications for HRM.

8.5.2 Inter-Subcultural Interactions: Tension between the Departmental Subcultures

In addition to the inconsistencies between the intended culture and the departmental subcultures evidenced above, there are also tensions evident between the departmental subcultures that reduce cohesion between departments and broadens the divide between the subcultures. One of the biggest tensions between the departmental subcultures is their perceptions of other departments and their perceptions of how others perceive them. There are considerable differences between how the departments are perceived and valued in the plant, which creates tensions between the subcultures. In a sense, the perceived importance and value associated with each department can be understood from a hierarchical perspective, with Production at the top and Packaging at the bottom.

The Production department essentially runs the plant; they make the product, run the mills and in the past the kiln, and manage the day-to-day operations of the plant particularly at night and on weekends. The technology used to run the machinery this extremely technical and requires a significant amount of training. One participant who had recently been promoted to a production position explained that he has "…been working in production for 10 months now and I'm still learning how this system works, I mean I can do the day-to-day stuff, but the trouble shooting and knowing all the different levels and stuff, it's so technical"[681]. As a result, there is the perception at CementCo that those in Production must be smarter than everyone else, and are thus more respected and valued in the organisation. Interestingly, there are no formal qualifications required for a production position and training for this position consists of informal, on-the-job training by the employees' line manager and peers. Often the senior production managers themselves, particularly the newer managers, do not have the knowledge to run the systems.

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[681] Employee 4

The Mechanical department is made up of electricians, mechanical engineers and fitters, and general maintenance employees, and it is responsible for preventative and predictive maintenance and repairs of plant equipment. The majority of the Mechanical department have trade qualifications, with some senior and line managers having a university qualification in the relevant field. While their education level is higher than those in Production, their perceived value is lower, which creates tensions between the two departments. The Mechanical department perceive themselves as being under-valued and under-appreciated by both senior management and the Production department. They perceive themselves as the ones keeping the plant running, which they suggest can be difficult, particularly as the machinery is quite old and somewhat outdated, but that "people only come to us when there's an issue, they're always complaining to you because you've got to fix it, but if you do something and it tends to work everyone just forgets about it"[682].

Participants from the Mechanical department explained that while they have a preventative maintenance plan which would "eliminate any breakdowns"[683], they "…spend all their time and labour keeping up with the breakdowns that we're not getting time to do any of the stuff that stops the breakdowns"[684]. This in turn increases pressure from Production to "get the bloody machines fixed"[685]. In addition, the departments have different work hours which adds to the pressure on the Mechanical department. Production runs 24 hours, seven days a week with one shift working 6am to 6pm and the second working 6pm to 6am, the Mechanical department works 7am to 3pm, and Packaging runs two shifts seven days a week; 4am to 12pm and 12pm to 8pm. This means that both Production and Packaging have been working well before Mechanical employees start increasing the chances of breakdowns, as one participant made clear, "so every morning we turn up here at seven and there's breakdowns, so they're yelling at us because they want the machines fixed"[686]. Furthermore, employees in the Mechanical department are on call out of hours to manage any mechanical issues. This means that if an employee is called in out of hours, they are required to have a 'rest day' before their next shift. Therefore the team is down one employee which further reduces the likelihood that preventative maintenance is completed.

The Packaging department runs the packing machines, including the bagging machines, palletiser and wrapping machine, organises the bagged cement, and loads the trucks.

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[682] Line Manager 6
[683] Employee 9
[684] Line Manager 5
[685] Line Manager 5
[686] Employee 11

Positions in the packaging department require the least amount of skill, and in the past were usually filled by people with very little education, often with limited reading and writing skills. While this is not the case anymore, the stigma attached to this department still remains. It is often referred to as the 'sheltered workshop'[687], as one participant explained:

> *The term that's used is the 'sheltered workshop'. Where that's come about from is basically, Packaging used to be a fully manual plant. You'd pick up the sacks, you'd put them on to the machine, you'd press a button, you'd fill them, you'd take them off. It was all manual handling. There was no computers, no literacy skills required. You were hired by the kilo, and that was where you worked. 30 years ago if you didn't have that ability to use computer systems, or gauges and dials, you got moved to Packaging where it was more about manual labour. So then the perceptions of that from the rest of the workforce is that intelligent guys go into Production, and the sheltered workshop is Packaging if you don't know what you're doing. So, you know, if something major goes wrong in Packaging, it's 'aww the bloody sheltered workshop'[688]*

This perception of the Packaging department creates significant tensions that broadens the gap between the departmental subcultures. While participants from Production and Mechanical acknowledge this perception, they suggest that they do not perceive it to be "totally accurate"[689] nor do they perceive themselves as necessarily engaging in behaviour that encourages this perception. In fact, they stated that it is only the members of the Packaging department have this perception, with one participant suggesting that "they feel inferior, they've got a hang-up thinking that they are the sheltered workshop and they are perceived this way, but in reality its only in their minds"[690]. Production and Mechanical participants, however, suggest that because of this perception the Packaging departments' attitude towards the other departments is at times antagonistic and distrustful.

Packaging department members, on the other hand, perceive all of those outside of the Packaging department as having this opinion and, due to this perception are hostile and resentful. A number of participants did suggest that senior management perpetuate this perception. While senior management suggest that there is more accountability and employees are empowered to take action and make decisions[691], Production line managers state that because Packaging employees do not have the authority to make decisions with senior management approval, Production line managers have to take responsibility for them. "It's sorta like an unwritten thing, they expect us to keep an eye on them, but they don't

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[687] Line Managers 3 & 6; Employees 1, 5 & 10
[688] Line Manager 3
[689] Line Manager 1
[690] Employee 12
[691] See Section 5.2

actually say that"[692]. It is suggested that Packaging employees, unlike the other departments, are not trusted to make any decisions, as another participant emphasised, "they treat them like little kids, but they expect them to do a man's work"[693]. It is also suggested that along with perpetuating the 'sheltered workshop' perception, this has resulted in Packaging employees putting in less effort, "they sorta tend to turn their brain off"[694].

This tension makes communication and collaboration very difficult between the departments, and these interactions sometimes have the effect of isolating subcultures from each other. One participant suggested that "it sometimes feels like we come from three different sites, not from all the same site. That's the thing like, even to the point where we've got separate lunch rooms, like the tradies have lunchroom over here, and there's another lunchroom down there for the Packaging boys, and one for Production. I don't know, it's funny"[695]. A number of participants also suggested that this separation also affects how they work, with one participant stating that "they're all in their own cliquey little groups and they're really quick to blame each other if something goes wrong, and it's like, instead of having a combined effort trying to sort these problems out quite often they'll just point the finger at each other"[696]. Another suggested that "there's always whinging between them"[697], and that this hinders their ability to focus on getting the job done. One participant stated that he did not understand why on each shift there is not someone from each department. He stated that:

> *We should work together, I don't understand it, if I ran the business I'd have blokes from mechanical on each shift. But the business looks at it and says it's cheaper to have it this way. It comes down to money, but it might cost them in other ways. They're always there trying to juggle it, especially down in the Stockhouse. Some weeks they're quiet and other weeks they can't keep up so they're forcing blokes to change shifts or do something and I just think 'oh really'*[698]

Overall, the departmental subcultures, their conflict with the intended culture and their interactions between subcultures, add another layer of complexity to the already complex analysis of organisational culture. The conflict with the intended culture, and the introduction of best practices approaches that conflicts with the existing and often unwritten processes and practices further reduces the likelihood of the internal culture being

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[692] Line Manager 1
[693] Employee 3
[694] Employee 11
[695] Line Manager 5
[696] Line Manager 5
[697] Employee 9
[698] Employee 12

internalised. In addition, the differences between each subcultures' perceptions of themselves and each other has created conflict that impacts communication and collaboration between departments, and the implementation of the intended strategy, as well as reducing effective production. This provides support the literature that states that each subculture has their own assumptions that guide their behaviour and their perceptions of how others should behave (Heidrich & Chandler, 2013; Ogbonna & Harris, 2015; Schein, 2004), and that these differences increase the likelihood of conflict between subcultures, as well as reducing the internalisation of the intended culture.

8.6   Interactions between Subcultural Categories

The existence of these two subcultural categories at CementCo adds to the complexity of subcultural analysis and presents further challenges for the internalisation of the intended culture, as well as the implementation of HR and CSR practices. While these subcultural categories appear incompatible due to their differences, they exist at different levels, and their prominence is dependent on the situation or issue at hand. For instance, hierarchical subcultures take precedence when issues relating to working conditions, discipline, contract negotiations or discussions, the introduction of new initiatives, or union issues occur, whereas the departmental subcultures usually take precedence when issues relating to the implementation of practices and processes, or job-related tasks occur. The hierarchical subcultures are the most dominant subcultural group in terms of their power and the influence they have in the plant. While the departmental subcultures exist within the influence of the hierarchical subcultures. This has significant implications for the internalisation of intended culture and for interactions within the organisation.

There are also unwritten rules or assumptions within CementCo regarding the power structures of subcultures that have existed for decades. In the majority of situations, there is the expectation that obligations or issues within hierarchical subcultures takes priority over obligations or issues in the departmental subcultures. Take for example the employee subculture. As evidenced in Section 8.5.2, employees of different departments do not get along, there are issues between departments that have significant impacts on the relationships between employees that affect internalisation and implementation. However, there is an expectation within the employee subculture that if needed, and despite any lack of agreement, any and all employees will be there for the employee subculture regardless of

their department. If issues occur that involves the union or is a result of conflict with senior management, employees will stand together.

In addition, the subcultural categories and their assumptions have implications for conflict within the organisation. There is an expectation that the departmental subcultures will not get along, that they have different processes, different ideas, different ways of doing things, different education levels, different opinions of each other, and while this causes regular and sometimes strong conflict and does have significant implications for the implementation of both the intended strategy and culture, it is expected. Reactions to this conflict, and how it is dealt with, are usually proportionate to the issue or situation. Whereas, issues within the hierarchical subcultures, such as union members not standing up with one another, or line managers or employees taking the side of senior management over a fellow subcultural member, are not expected or accepted. These issues go beyond just everyday conflict, breaching the basic assumptions of the subculture and as such reactions are typically out of proportion for the issue.

This has significant implications for the introduction of the new culture and strategies. The introduction of new senior management and the new organisational strategy has broken these unwritten rules, creating significant conflict and confusion, and challenging the basic assumptions of each of the long-term subcultures. The introduction of the 'one company' and best practice approach, the need for collaboration and accountability, and new reporting structures, as well as the perceived 'get on board or get out' attitudes and job insecurity, have caused unintended conflict between these subcultural categories, whose cohesion is reliant on adherence to the unwritten rules. As a result, these subcultures have pulled together and are actively resisting the new culture and strategy. Thus, the intended attempts to decreased resistance and increase participation and buy-in through engagement and empowerment have effectively strengthened and reinforced the subcultures, making the internalisation of the intended culture extremely difficult.

8.7   The Existence of Subcultures and the Implementation Process

As evidenced in Section 8.2, the intended culture is designed to support the organisational strategies and practices, and internalise BuildingCo's priorities. The intended culture is focused on increasing engagement, collaboration and participation throughout BuildingCo's subsidiaries. This is intended to be achieved through the alignment of strategies, policies, practices and processes, and through the empowerment of the workforce and development

of leaders. It is, on paper, a textbook example of what a 'strong' organisational culture should look like (Chow & Liu, 2009; Den Hartog & Verburg, 2004; Purcell et al., 2009; Sadri & Lees, 2001; Wong & Gao, 2014). The intention to achieve greater performance through engagement, and a more aligned and participative culture is also evident at the senior management level. Senior management participants demonstrated a clear understanding of the intentions of BuildingCo in regards to engagement, empowerment, leadership and alignment, and a belief that the majority of the workforce is empowered, and that they have encouraged a culture of engagement and trust. As such, the senior management subculture is closely aligned with the intended culture in most respects, which suggests that the intended culture is being internalised at CementCo.

However, as demonstrated in this research and in the subculture literature, the existence of subcultures that conflict with the intended culture can have significant impacts for the internalisation of the intended culture (Howard-Grenville, 2006; Lok et al., 2011), and also the implementation of the HR and CSR practices. At CementCo, beyond the senior management subculture there is a complex system of subcultures that has implications for the internalisation of the intended culture and strategy, and the enactment of HR and CSR policies and initiatives. Both the employee and line management subcultures, and the departmental subcultures demonstrated assumptions and perspectives that conflicted with the intended culture. The introduction of the best practice approach, the inflexibility of the new systems and procedures, the increased number of policies and processes that are more time consuming, increased accountability, and perceptions of job insecurity have all resulted in resistance and reduced internalisation. Despite this, BuildingCo itself is generally perceived by both line managers and employees as fair and equitable, with individual aspects of the intended strategy and culture considered 'reasonable' and as having the 'potential to be great for the company'.

Conflict with the intended culture, therefore, does not fully explain the lack of empowerment, engagement or discretionary participation. Subcultures do not just emerge from a conflict with the intended culture nor do they solely interact with the intended culture. They also interact, and potentially conflict, with other subcultural groups. These inter-subcultural interactions, therefore, influence their perceptions of the organisation and their daily work life, as well as the internalisation of the intended culture. However, there is very little consideration of inter-subcultural interactions in the organisational culture literature. Furthermore, within the HRM-culture or CSR-culture research, inter-subcultural interactions has not been considered at all. Despite the lack of attention given to inter-

subcultural interactions, it is evidenced in this research that they have a significant impact on not only the internalisation of the intended culture, but also the implementation of both HR and CSR practices, communication within the organisation, decision-making, workplace relationships, collaboration, engagement, empowerment and participation.

In addition, the introduction of BuildingCo's new culture and strategy, and the change in senior management has intensified these conflicting interactions. The new senior management team, combined with the redundancies and the attempts to introduce the 'one company' approach, has strengthened the 'us versus them' mentality that influences the employee and line managements' perceptions of senior management. The attempts to change the way work is done to increase alignment, and the implementation of the best practice approach has had the effect of intensifying the conflicts already present within the subcultures, as well as between the subcultural categories. Furthermore, attempts to increase engagement, empowerment and participation in line with the intended culture by senior management are viewed by the employee subculture, and to some extent the line management subculture, as attempts to control, manipulate and restrict their behaviour. This then results in resistance, disengagement and a reluctance to participate.

These findings, therefore, have significant implications for the implementation process of both HR and CSR. This research highlights that the development of a 'strong' organisational culture that is linked with, and designed to support the organisational strategies and philosophy, does not automatically lead to increased commitment and discretionary effort, or enhanced organisational behaviour, as is often espoused in the literature. Instead, the existence of subcultures, and their interactions with the intended culture and between subcultures, add to the complexities, tensions and contradictions evident in the implementation process. The importance of considering subcultures in implementation process research is evidenced in the power they hold over their members. A subculture's underlying assumptions are shared and ingrained, and tend to be non-confrontable and non-debatable, meaning they are mutually reinforced and thus extremely difficult to change (Schein, 2004). This means that subcultures have a significant impact on the role of both line management and employees in the implementation process.

At the line management level, the lack of communication with and trust in, and the perceived insignificance of, the HR department has resulted in the shared perception that HR is irrelevant, and that the HR and organisational strategies, are not important. The interactions between the line management and senior management subcultures have

intensified these perceptions, as they have a negative effect on communication, decision-making, and alignment, as well as line managements' willingness to engage and participate. These shared perceptions therefore hinder line managements' ability and willingness to take responsibility for HR implementation. Furthermore, any attempts by senior management to communicate and manage the HR devolvement implementation process are likely to be met by disinterest and resistance. The interactions between the line management and employee subcultures that have resulted in frustration and pressure for line management, have also contributed to their unwillingness to engage in their HR responsibility. While CSR is positively perceived by the subculture, these shared perceptions also result in CSR practices not being implemented as intended, if at all. Thus the mutually reinforced perceptions of the line management subculture has significantly reduced line managements' enactment of HR and CSR.

Similarly, at the employee level, there is a significant distrust of HR and the HR department that has been strengthened by the recent redundancies and the lack of communication from, or presence of, HR personnel. These perceptions have been intensified by the interactions between the employee and senior management subcultures, and have significant impacts on employees' attitudes and behaviours. The strength of the employee subculture is based on their shared past experiences, their extensive length of service well beyond any manager, their perceptions of the diminishing importance of HR and the lack of communication. These perceptions, that are shared by all employees, and thus strengthened, have a much stronger influence on the enactment of HR practices than the HR practices themselves. Again, similar to line management, employees demonstrated an increased willingness to engage in CSR-related practices when production and time constraints allowed, suggesting that while CSR is important to them personally, it is not a priority in their day-to-day activities. As such, the employee subculture, and its interaction with the intended culture and between subcultures, has significant implications for the implementation process and employees experiences of the HR and CSR strategies and practices.

8.7.1 The Existence of Subcultures and a 'CSR culture'

The existence of subcultures and their implications for the development of a 'strong' organisational culture also have specific implications for the CSR implementation process, and the development of a 'CSR culture'. While BuildingCo's intended culture strongly incorporates their CSR priorities and could be considered a 'CSR culture'[699], the tensions

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[699] See Section 8.2.1

resulting from the multiple, conflicting subcultures have resulted in a lack of consistency between the intended CSR culture and its implementation. As evidenced, the existence of multiple subcultures has increased the complexity in how people are managed and how practices are implemented, if they are implemented at all. Within all of the subcultures at CementCo, there is evidence of a personal commitment to socially responsible actions. The participants at all levels demonstrated a personal belief in their own, and the organisation's social responsibility, which has led to participants increasing their commitment to what they perceive to be their social duty. Participants also demonstrated a willingness to engage in discretionary behaviour to do what is needed when issues related to CSR emerge.

Despite the fact that participants demonstrated a personal and professional commitment to the ideals of CSR, the tensions arising from subcultural interactions, such as between employees and senior management, a lack of consistency in management practices between departmental subcultures, and even each departments' perceptions of their value to the organisation, have significantly reduced the likelihood that CSR initiatives will be implemented and experienced *as intended*. Participants' personal commitment to CSR has increased the likelihood that they will engage in, or in the line managers' case implement, activities and practices that they perceive as meeting the organisation's social obligations. These perceptions of the organisation's social obligations, however, differ for each of the subcultures. As such, the implementation and/or experiences of CSR practices are often not in line with the intended practices or their implementation as espoused by BuildingCo.

Furthermore, 'CSR culture' literature advocates for the development of a 'CSR culture' as it can lead to long term competitive advantage if CSR-led policies and actions are integrated with internal strategies and decisions, and the culture is fundamentally values-driven (Calabrese et al., 2013; D'Aprile & Mannarini, 2012; Hancock, 2005; Maon et al., 2010). However, this literature does not take into account the existence and impact of subcultures or their interactions. At CementCo, despite an integrated commitment to CSR in BuildingCo's intended culture, values, philosophy, organisational strategies and practices, there is very little evidence of a 'CSR culture'. As this study demonstrates, the subcultural interactions have significant impacts on the internalisation of the intended culture, including the CSR elements. The reduced internalisation of the intended culture and conflict between subcultures results in poor communication, an unwillingness to participate in new initiatives and processes, and a reluctance to engage, which impacts the implementation of not only the HR practices but also the CSR practices. Even with a demonstrated personal belief in CSR, the CSR practices at CementCo are not implemented or experienced as intended.

This research, and the existence of subcultures, therefore, questions the possibility of an organisation having a 'CSR culture'. At the very least, this research demonstrates that the existence of subcultures, and the interactions between them, create significant barriers to the internalisation of an intended 'CSR culture'. The complex interactions between the subcultural categories and the multiple subcultures means that there is very little consensus in what BuildingCo's intended CSR values and initiatives are, and the conflict between them means that there is very little willingness to communicate or engage with practices espoused by senior management. In line with criticisms of notion of a 'strong' culture (Bunch, 2007; Lok et al., 2011; Morgan & Ogbonna, 2008; Palthe & Kossek, 2003; Plakhotnik & Rocco, 2011), it could be argued that the idea of a 'CSR culture' may be an overly simplistic, yet inaccurate espousal of culture that is not representative of reality in organisations. That it may be creating the appearance of an integrated culture while actually disguising, neglecting or ignoring the organisational reality evident in the subcultures. This therefore suggests that CSR culture research needs to take into account the existence of subcultures and the impacts these may have on the internalisation of the intended culture and the perceptions of internal stakeholders.

8.8   Summary

This chapter has considered the influence of organisational culture and the existences of subcultures within CementCo. While the intended culture was identified as one that is fully supported by and integrated with the HR system, and focused on motivating employees and building trust, while also integrating CSR values and principles, it was revealed that the existence of subcultures, their interactions with the intended culture, and the interactions between them, have significantly reduced the internalisation of this culture. Furthermore, the inter-subcultural interactions were revealed to have substantial impacts on the implementation process of both HR and CSR. Overall, this study provides support for the argument that understanding and analysing organisational culture must consider more than just the intended culture, and that an organisation's subcultures and the differences between them must be considered if the influence of organisational culture is to be understood (Bunch, 2007; Lok et al., 2011; Martin, 1992; Morgan & Ogbonna, 2008; Palthe & Kossek, 2003). This research, therefore, adds to the existing body of research highlighting the need to go beyond unitary understandings of organisational culture, and considering the existence of subcultures and their interactions, and thus provide value and unique insights into a significantly under-research area.

Chapter 9: Contradictions and Tensions: The Complexity of HRM in Context

9.1 Introduction

This thesis has explored how people are managed and the processes implemented to do this within the dynamics and complexities of a single organisation. It specifically explored and analysed the HR implementation process and HR's enactment of CSR within this process from the perspectives of those most involved in it. To do this, the research has examined the key steps in the implementation process, from intended practices to employee experiences, while situating it within the organisational culture and subcultures. Each of the findings chapters focused on one of the key steps identified in the HR Causal Chain Model (Purcell et al., 2009), expanding the research related to that step and allowing for more in-depth exploration of the complexities, tensions and contradictions evident in the employment relationship. However, while each of these steps has been considered separately, one of the key contributions of this research is that it is the whole process that is perceived and experienced within its organisational and environmental context, that these steps do not happen in isolation, and that each of these steps informs and is informed by the rest of the process and the context within which it occurs. As such, this final chapter brings each of the individual steps of the implementation process back together in order to understand the whole.

9.2 Key Findings and Contribution

Each of the findings chapters have made significant contributions to knowledge on each of the steps individually. Chapter 5 revealed that BuildingCo and CementCo have extensive, well-developed strategies, policies and intended practices that are integrated and aligned. Specifically, BuildingCo's HR strategy is aligned with the organisational strategy, and the organisation's goals and strategic direction, demonstrating a commitment to people management in the achievement of the organisation's goals. In addition, there is an espoused commitment to the CSR values and principles, and an integration of these into all organisational strategies and policies. Furthermore, the intended implementation of these strategies is also well designed and aligned with the organisation's goals and objectives.

BuildingCo has demonstrated a comprehensive understanding of, and commitment to, current recommendations in organisational strategy, SHRM and CSR development consistent with current SHRM and CSR literature. This chapter has therefore highlighted the importance of designing and committing to strategically aligned and integrated HR and CSR strategies and policies.

Chapter 6 focused on the role of the line manager in the enactment of both HR and CSR. The findings provided significant support for the argument that line managers have a significant, if not critical role in the implementation process, and that they are the missing link in explaining the intended-implemented gap. The evidence demonstrated inconsistencies between the intended HR and CSR policies and practices and those perceived by line management, although more so for those practices perceived as HR then those perceived as CSR. In addition, the findings revealed differences between internally- and externally- recruited line management in relation to training, development and communication that have resulted in considerable inconsistencies in the implementation of HR and CSR practices. This finding has implications for the role of line management in HR and CSR enactment, and provides evidence for the importance of consistently developing line management in their people management role. The findings also identified a number of tensions and challenges that impact line management's ability to take on and effectively implement both HR and CSR practices and initiatives, including production needs, ineffective communication, past experiences, perceptions of the HR department, managing up and down, and skills and abilities.

In light of the importance of line manager enactment in the HR implementation process, a significant finding in this chapter is that the line management participants perceived their HR role to be insignificant. This has substantial implications for the success of the HR devolvement strategy, and the implementation of HR practices and how they are experienced. This is attributed to a lack of support and communication from both senior management and the HR department, and the emphasis on production over HR and CSR responsibilities, and has resulted in HR, and to some extent CSR, practices implemented ineffectively, if at all. The chapter also highlighted the importance of taking into account not only the HR and CSR implementation process, but also the implementation of the devolvement strategy, as it is this strategy and implementation process that line management perceive and experience, and that ultimately influences their behaviour. Thus suggesting the need to broaden how the line management role is understood and analysed. This chapter also specifically highlighted the key role line management have in the

implementation of CSR-related practices. As this is a topic that has not been considered in previous research, this study makes a significant contribution.

Chapter 7 focused on the employees' perceptions, attitudes and behaviours in relation to their experiences of HR and CSR. These findings add to the small but growing body of research considering the importance of employees' experiences in understanding the implementation process. This chapter makes significant contributions related to the role of employees and their experiences of both HR and CSR, in understanding the discrepancies between intended and actual practices. This research highlighted the importance of considering not only the employees' attitudes and behaviours, which, as evidenced, are significant in the implementation process, but also their perceptions. It is these perceptions that inform employees' attitudes and subsequent behaviours, and also their understandings of the HR and CSR strategies, and are therefore crucial to research considering the employees' role in the implementation process.

Furthermore, while employees' perceptions of the HR and CSR strategies and practices provided relevant and useful insights into the implementation process, this research expands these understandings to include consideration of the broader conceptions of the employment relationship. This research identified significant factors outside of the HR and CSR strategies that have substantial impacts on employees' perceptions of the HR and CSR practices, and of the organisation. While each of these factors has been individually identified in previous literature as influencing or impacting employees' perceptions, attitudes and/or behaviours, this research highlighted the importance of understanding the combined effect of these broader conceptions of the employment relationship. Therefore, employees' willingness to engage in behaviour intended to benefit the organisation is influenced by not only the HR and CSR practices, but also their perceptions of those practices (which may be different from those intended by senior management and those implemented by line management), *and* their perceptions of the broader conceptions of the employment relationship.

Chapter 8 focused on the role of organisational culture and the existence of subcultures. In line with the organisational, HR and CSR strategies, BuildingCo's intended organisational culture is well developed, aligned and integrated. However, the findings reveal that the existence of subcultures at CementCo has significant implications for the internalisation of the intended culture, and for the implementation of the HR and CSR practices. As such, this chapter makes a number of significant contributions related to the importance of subcultural

research, particularly regarding people management and CSR. The findings highlight the importance of going beyond the intended organisational culture. Within CementCo, there is a complex system of subcultures that has implications for the internalisation of the intended culture and strategy, and the enactment of HR and CSR policies and initiatives. Both the employee and line management subcultures, and the departmental subcultures demonstrated assumptions and perspectives that conflicted with the intended culture, and thus resulted in resistance and reduced internalisation.

In addition, this chapter highlighted the importance of understanding not only the subcultural interactions with the intended culture, but also the interactions and tensions between subcultures, identified as inter-subcultural interactions. Inter-subcultural interactions present another level of complexity in relation to cultural and subcultural management and analysis, but it is an area of research that is scarcely considered. Despite the lack of attention given to inter-subcultural interactions, it is evidenced in this research that they have a significant impact on not only the internalisation of the intended culture, but also the implementation of both HR and CSR practices, communication within the organisation, decision-making, workplace relationships, collaboration, engagement, empowerment and participation. As such, while the existence of subcultures, their interactions with the intended culture, and the interactions between subcultures, adds to the complexities, tensions and contradictions evident in the employment relationship, they are a significant and essential part of the implementation process, and as demonstrated in this research, cannot be overlooked.

As evidenced, analysis of each of the key steps individually provides significant and valuable insights into the black box of HRM research. The contributions to knowledge made in each chapter are unique and critical to a more comprehensive understanding of the HRM-performance link. However, these findings, and this study, are more than just individual steps. They are parts of a whole, parts of the implementation process. Therefore, these findings chapters *together* revealed that it is the whole process that is perceived and experienced within its organisational and environmental context, that these steps do not happen in isolation, and that each of these steps informs and is informed by the rest of the process and the context within which it occurs. This perspective is rarely considered in the HRM and CSR fields individually, and not at all within the growing HRM-CSR field. However, as this research demonstrated, the process-based approach provided a more comprehensive understanding of HRM and HR's enactment of CSR. As such, one of the key contributions of

this research is that within HRM and HRM-CSR research the implementation process should be considered, and it should be considered *as a process*.

In addition to the importance of considering the implementation process *as a process*, this research has also highlighted the importance of analysing not only behaviours and experiences, but also stakeholder's perceptions. Within the majority of the implementation process literature, there is a tendency to focus on attitudes and behaviours, and this is mainly in the context of employees. There are, however, some researchers that are starting to expand this research area to include stakeholders' perceptions in some aspects of the implementation process (Alfes, Shantz, et al., 2013; Bowen & Ostroff, 2004; Den Hartog et al., 2013; Nishii et al., 2008; Nishii & Wright, 2008; Piening et al., 2014; Woodrow & Guest, 2014). This study has contributed to this small but growing literature by identifying the importance of perceptions in understanding the impacts of HR and CSR strategies and practices. This research has highlighted that within each step, and thus throughout the entire process, understanding and analysing stakeholders perceptions has been key to gaining a more complete and realistic understanding of their reality. This study therefore expands current understandings to include the importance of analysing the not only the intended HR and CSR practices, but also the implementation process and the perceptions of, and within, this process.

Through this consideration of stakeholder perceptions, a more comprehensive analysis of each of the stakeholders' realities has been achieved. Understanding the implementation process, the impact of HR and CSR practices, and the behaviours and actions related to these, requires an understanding of how each stakeholder constructs meaning within their social reality, and how they make sense of their experiences within the organisational context. The exploration of stakeholders' perceptions provides this understanding. Within CementCo, the evidence revealed significant differences in how each of the stakeholders perceived the intended practices, as well as their perceived role and value in the organisation. Their perceptions of the intended strategies, and the actions and behaviours of others varied depending on their position in the organisation, and had significant impacts on how they act and interact. These perceptions therefore impacted their understanding of, and their role in, the implementation process, and thus the outcomes of that process.

Furthermore, the exploration of perceptions also allowed for a more in-depth understanding to emerge of the broader factors perceived by participants that impact their attitudes and behaviours. The evidence revealed that these factors, which are beyond the HR and CSR

practices themselves, seem to have a greater impact on the perceptions and actions of the internal stakeholders, and thus the implementation process. They include the tensions and challenges that impact line management enactment, the broader conceptions of the employment relationship that impact employees' perceptions and attitudes, and the inter-subcultural interactions. The evidence suggested that at CementCo, these factors have a greater impact on stakeholders' perceptions and attitudes then the actual practices do. This therefore suggests that research that considers the HR and CSR implementation process needs to broaden its focus.

More generally, this study contributes to HR and CSR knowledge by identifying that the analysis of the HR and CSR implementation process requires consideration of not only the HR and CSR practices themselves, but also the broader factors that impact stakeholders perceptions and experiences, and thus their willingness to engage in the implementation process as intended by the organisation. This provides significant support for the argument put forward by Nishii and Wright (2008:153), who state "research that fails to more fully consider the range of issues within organisations that impact the HR practices-performance relationship is likely to have limited usefulness for understanding the complexity of this relationship. It may even obscure important components of this relationship". While the factors specifically identified in this research may not apply to all organisations, the idea that stakeholders may be influenced by factors other than the HR and CSR practices themselves has significant implications for HR and CSR implementation generally. Failure to consider these factors may result in inaccurate or incomplete understandings of the HR and CSR implementation process.

While this research considered the HR and CSR processes, practices and experiences together, there are some specific implications for CSR implementation that should be acknowledged separately. As such, the following section specifically considers the implications of this research on the CSR implementation process.

9.3   CSR and the Implementation Process

It is argued in recent CSR literature that despite increased interest in CSR in both academia and business, the translation of CSR policies into actual practices and the reality of implementing a CSR strategy remains a challenge for organisations, and that very little attention has been paid to actual implementation of CSR practices (D'Aprile & Mannarini, 2012; Dobele et al., 2014; El Akremi et al., 2015; Jamali et al., 2015; Lee et al., 2015; Senasu

& Virakul, 2015). As such, a number of researchers are calling for more in-depth consideration of how employees perceive and subsequently react to acts of social responsibility or how perceptions of CSR impact employees' day-to-day attitudes and behaviours (El Akremi et al., 2015; Jamali et al., 2015; Lee et al., 2015; Low & Ong, 2015; Senasu & Virakul, 2015). This, therefore, required a shift in focus away from the 'what' of CSR to the 'how'. That is, the process of implementation and the experiences of that process. Within the field of CSR, research that considers the process of implementation, including the role of line managers, the experiences of employees and the role of organisational culture is non-existent. As such, it was put forward that understanding the role of CSR within, and the influence it has on, this implementation process, is vital if an organisation's CSR goals are to be fully realised.

This study adopted a process-based approach and utilised the HR Causal Chain Model as a broad framework to guide the research. As demonstrated throughout this thesis, as CSR is a strategy that relies on organisational integration and employee involvement and participation, the implementation process is almost indistinguishable from the HR implementation process. This makes this model is particularly well-suited to the exploration of the CSR implementation process. Thus, in the context of CSR, this research explored the differences between intended and actual CSR practices, analysed the critical, yet unexplored, role of line management in CSR implementation, and examined the links between CSR strategy and employee perceptions and experiences within the organisation context and culture. In doing so, this research offers valuable insights into the factors that impact CSR effectiveness, and makes significant and unique contributions to CSR knowledge.

In line with much of the CSR literature, Chapter 5 demonstrates BuildingCo's commitment to integrating their CSR values and principles with the intended organisational strategy, culture and HR strategy. As evidenced, this espoused commitment is intended to be integrated into the day-to-day activities of management and employees, and provides support for the comprehensive CSR integration and alignment espoused in current literature. However, as emphasised throughout this research, well developed strategies and intended integration does not guarantee successful or effective implementation, and CSR implementation is no different. Despite this, there is a significant lack of consideration in CSR research of the need to consider the CSR implementation process beyond having well-designed intended strategies and initiatives. This research therefore contributes to CSR knowledge by highlighting the importance of analysing the CSR implementation process.

This research highlights that the role of line management in CSR implementation is of particular importance. This is an area of research that has not been considered previously, but has significant implications for the effective implementation of CSR initiatives as well as for perceptions of the organisation's commitment to CSR. As evidenced in Chapter 6, there is again a lack of consistency between the intended practices and their actual implementation. The inconsistencies seem to stem from the perception that production comes first, a lack of awareness of BuildingCo's intended practices, and a lack of effective and consistent communication from senior managers and the HR department in relation to BuildingCo's intended implementation. Line managements' past experiences related to senior management's commitment to CSR and their current and past experiences related to the prioritisation of production needs over CSR-related practices or goals has further decreased the line managers' willingness to implement these practices as intended. Despite this, line management did demonstrate positive perceptions of, and personal beliefs in, being socially responsible, particularly to the community or environment, which did seem to motivate line managers to put in more effort, and to implement CSR-related initiatives with more care, just not always in line with BuildingCo's intended best practice.

Based on this research, the role of the line manager in implementing CSR is an essential, but typically overlooked, component of CSR effectiveness. Current research suggests that practitioners are increasingly seeking knowledge that can be used to formulate and implement effective CSR-related practices that are aligned with HR practices and employee initiatives (Morgeson et al., 2013). However, there is a consistent neglect in relation to the enactment of these practices, and the role of the line manager. Given that employee participation in CSR is identified as a key aspect in the success of CSR, and that employee's main influence is their immediate manager (the line manager), it is essential that organisations develop, nurture and promote this role. However, evidence shows that these managers often do not realise they have this responsibility, nor do they receive support or training on how or what to implement. Moreover, there is often inconsistencies between departments, or even between individual managers, in that implementation and understanding, resulting in CementCo's CSR efforts being far less effective than intended.

However, the willingness of line management to implement some CSR practices despite a lack of consistent support and guidance demonstrates the importance of line management in the effective devolvement of the CSR strategy. This suggests that if line management were given opportunities to fully engage in CSR initiatives, in this case in the form increased training and support, and a demonstrated commitment to CSR in line with or above

production needs, their personal values and beliefs in being socially responsible would likely result in effectively implemented practices in line with the intended strategy as well as increased discretionary behaviour and engagement. Overall, this research provides evidence that line management do have a critical role in the day-to-day implementation of CSR, and that this role has significant implications for the effectiveness of the CSR strategy.

Chapter 7 highlighted the importance of considering how employees' perceptions influence the extent to which they will engage in behaviours in line with the organisation's strategy. Current CSR literature suggests that positive perceptions of CSR will lead to increased commitment, satisfaction and trust, which in turn leads to increased levels of discretionary behaviour (Glavas & Kelley, 2014; Low & Ong, 2015; Senasu & Virakul, 2015; Watson et al., 2015). Within BuildingCo, it is intended that the organisational strategy, and in particular the CSR priorities and culture, will motivate employees to engage in intended discretionary behaviours, such as participation beyond their specific role, engagement, and decision-making in line with the strategic objectives. Employees' acknowledge that they value the CSR commitment the organisation makes, that it is a factor that influences their decision to remain in the organisation, and that it does give them a sense of satisfaction and identity. However, BuildingCo's commitment to CSR does not seem to motivate employees to engage in those discretionary behaviours intended by the organisation.

Instead, the findings revealed a number of broader conceptions of the employment relationship that influence employees' perceptions and experiences, thus impacting the CSR implementation process. These broader conceptions, including their perceptions of the HR department, interactions with line management and the organisation, past experiences, the union, job security and the organisational culture, have significant impacts on employees' attitudes and behaviours. This, in turn, appears to have reduced employees' willingness to actively participate in CSR practices as they are intended, or engage in socially responsible behaviour that goes beyond that specified in their job description. In addition, the evidence suggests that the broader conceptions seem to have a stronger influence on employees' willingness (or lack of) to engage in the desired discretionary behaviours, and appear to weaken employees' perceptions of the CSR strategy. This research, therefore, suggests that in order to gain a more complete understanding of how employees' perceptions of the CSR strategy and practice influence their attitudes and behaviours, thus potentially influencing organisational performance, there must be consideration of these broader conceptions.

Chapter 8 revealed that while BuildingCo's intended culture could be considered from a 'CSR culture' perspective, the tensions resulting from the multiple, conflicting subcultures have resulted in a lack of consistency between the intended CSR culture and its implementation. Within all of the subcultures at CementCo, there is evidence of a personal commitment to the ideals of CSR. The participants at all levels demonstrated a personal belief in their own, and the organisation's social responsibility, which has led to participants increasing their willingness to commit to what they perceive to be their social duty. Participants' personal commitment to CSR has also increased the likelihood that they will engage in, or in the line managers case implement, activities and practices they perceive as meeting the organisation's social obligations. However, the evidence revealed that these perceptions of the organisation's social obligations differ for each of the subcultures, which in turn, impacts their intended implementation.

Furthermore, the tensions and contradictions arising from inter-subcultural interactions have significantly reduced the likelihood that CSR initiatives will be implemented and experienced as intended. As this study demonstrates, the interactions of subcultures has significant impacts on the internalisation of the intended culture, including the CSR elements. The reduced internalisation of the intended culture and conflict between subcultures has resulted in poor communication, an unwillingness to participate in new initiatives and processes, and a reluctance to engage, which impacts the implementation of CSR practices. Even with a demonstrated personal belief in CSR, the CSR practices at CementCo are not implemented or experienced as intended. Therefore, this research demonstrates that the existence of subcultures and the interactions between them create significant barriers to the internalisation of an intended 'CSR culture'. The complex interactions between the subcultural categories and the multiple subcultures means that there is very little consensus in what BuildingCo's intended CSR values and initiatives are, and the conflict between them means that there is very little willingness to communicate or engage with practices espoused by senior management.

This research therefore makes specific and significant contributions to CSR implementation knowledge. It highlights the importance of broadening the research focus to include not only the 'what' of CSR but also, and perhaps more importantly, the 'how'. The findings have identified valuable insights and challenges that are rarely considered in previous research, and as such, makes considerable contributions to CSR knowledge. This study further highlights that what is missing from CSR research is this understanding of the CSR implementation process, and within this process, the devolvement of CSR responsibility.

While this is a topic that has not been previously considered in CSR research, this study provides significant evidence to suggest that this is a topic that requires further in-depth exploration and analysis. Understanding the devolvement of CSR responsibility to line management can provide significant insight into the intended-experienced gap. As with HR devolvement, the devolvement of CSR may result in practices and initiatives that differ from the initial intention or are not implemented at all. Employee's experiences of CSR may be considerably different from those intended by senior management, and these differences can be understood through the role of line managers in the implementation process. Line managements' willingness and ability to implement an organisations' CSR strategy as intended, and their attitudes and actions in this process, can thus provide considerable insight into the CSR implementation process, and the challenges they face in this implementation process.

9.4   HR's Enactment of CSR

Beyond the contributions to CSR knowledge, this study's main contribution is to both HR and CSR knowledge by emphasising the importance of HR in the enactment of CSR, and the links between the HR and CSR implementation processes. Within the HRM-CSR field, research that considers the process of implementation, including the role of line managers, the experiences of employees and the role of organisational culture is non-existent. As evidenced above, understanding the role of CSR within, and the influence it has on, this implementation process is vital if an organisation's CSR goals are to be fully realised. The role of HR in this process is emphasised as being critical to the achievement of CSR goals (Jackson et al., 2014; Jamali et al., 2015; Voegtlin & Greenwood, 2016). This study has therefore highlighted this key role of HR in the enactment of CSR, emphasising that understanding the role of HR in the CSR implementation process, and the implications of this role on the HR implementation process provides significant insights that have not been considered in the CSR-HRM research.

Current HRM-CSR literature has considered the role of HR in the intended integration of CSR in the organisational strategies and policies, and specifically the HR and broader people management policies. It has espoused benefits of HR having a CSR role, including benefits to the organisation's brand, stakeholder relationships, community engagement, and employee wellbeing. It has also advocated HR's role in developing CSR competencies, educating organisations, fostering a CSR culture, and overcoming resistance to CSR initiatives, in predominately normative literature (El Akremi et al., 2015; Inyang et al., 2011; Milfelner et

al., 2015; Sánchez-Hernández & Gallardo-Vázquez, 2014; Voegtlin & Greenwood, 2016). Despite this, there has been very little consideration of the CSR implementation process and HR's role in that process. Furthermore, research considering the key steps of the implementation process in relation to CSR is non-existent. As such, each of the findings chapters has provided significant insights into the role HRM plays in the enactment of CSR, making valuable contributions to knowledge in this area.

This study has also highlighted a number of factors that have the potential to impact HR's enactment of CSR that are not considered in current HRM-CSR research. The impact of HR devolvement strategies on CSR implementation, the devolvement of CSR itself, and the role of line management in the implementation process, as well as the broader factors outside of the HR and CSR practices, all have consequences for HR's enactment of CSR. Current HRM-CSR literature has not taken into account the devolvement of HR responsibility to line management. This has significant implications for HR's enactment of CSR, and for understandings of who is responsible for CSR implementation. As evidenced, in CementCo the responsibility for all HR and people-related practices including CSR have, to some extent, been devolved to line management. As a result line management have a critical, yet under-valued and under-supported role in both HR and CSR implementation. The findings revealed significant challenges and tensions that hindered the effective implementation of the CSR priorities, as well as a significant gap between the intended practices and those actually implemented. The findings also revealed the need to take into account not only the HR and CSR implementation processes, but also the implementation of the devolvement strategy, as it is this strategy and implementation process that line management perceive and experience, and that ultimately influences their behaviour.

Furthermore, while the CSR contributions articulated in Section 9.3 provide significant and relevant knowledge to the CSR field, the involvement of people in CSR, of employees and managers throughout the organisation, means that in reality HR and CSR cannot actually be separated. The need for organisation-wide participation and commitment, for integration and alignment, and for understanding and buy-in, cannot occur without at least some influence and involvement from HR. CSR implementation needs to be managed, communicated, and co-ordinated in a consistent manner throughout the organisation. Doing so, requires some level of integration with the HR functions, as well as consideration of the workforces' skills and abilities. This is particularly important in the context of devolvement and line manager enactment. In designing the HR system and the management of employees, HR cannot neglect the CSR goals of the organisation, and in the implementation of CSR, HR

and their influence on employees cannot be neglected. This therefore suggests that understandings of CSR, or at the very least, the CSR implementation process, should not neglect the key role and influence of HR.

In addition, this study takes the influence of HR one step further, by identifying the importance of the perceptions of HR and the HR department in CSR implementation. This is an area of research that has not received any real consideration in the literature, yet had a significant influence throughout this study. The employees and line managers' perceptions of HR in general and the HR department are overwhelmingly negative. There is a lack of confidence in the HR department's abilities and a lack of trust in HR generally and in the HR department specifically. This has reduced the participants' commitment to, and trust and engagement in, the organisation. These perceptions of HR and the HR department have created significant barriers to effective CSR implementation. Whether HR is directly or only indirectly involved in the CSR implementation process, their influence on the perceptions of line management and employees is significant. These perceptions can have significant impacts on the process itself, as well as on the motivation and willingness of the workforce to participate and engage in organisational initiatives. Furthermore, this study demonstrated that despite a personal belief in their own social responsibility, and that of the organisation, participants' perceptions of HR, and the perceived lack of communication and support, had significant impacts on their willingness to engage in the organisation's CSR initiatives. Therefore, evaluating CSR without consideration of the role and influence of HR, and the perceptions of HR, may result in inaccurate understandings of this complex process.

This research has identified significant aspects of the implementation process that are often ignored, neglected, or left out as a matter of convenience. It has also sought to include, rather than obscure, the complexities, tensions and contradictions evident in the employment relationship in an effort to provide a more comprehensive and realistic understanding of the world of work and people management. This research has gone well beyond just focusing on the impact of CSR policies and initiatives on HR practices and stakeholder experiences. This research has implications for the role of HR and the HR department in organisations and in the implementation process. This research contributes to the HRM field on its own and also to the CSR field. It also makes significant contributions to the small but growing HRM-CSR field. Furthermore, in making these key contributions, these findings have addressed the research aims, and specifically the research question: *How does Corporate Social Responsibility policy and initiatives influence Human Resource practices and stakeholder experiences?* This research therefore allows for a broader, more holistic understanding of HR

and its enactment of CSR, and contributes significant knowledge to not only the fields of HR and CSR but also to understandings of the CSR-HRM nexus.

9.5   Broader Contributions

Beyond the specific implications of this research for HR and its enactment of CSR, as considered above, there are a number of broader contributions that have emerged out of this research process. Each of these will be discussed in the following subsections.

9.5.1   What is a HR Thesis?

The field of HRM is a field of multiple, conflicting, overlapping and at the same time seemingly completely different ways of understanding and researching. There are a multitude of definitions, conceptualisations, theories, ways of researching, levels of analysis, and so on, and each of these provides a different perspective on how HRM is understood, or at a more basic level, how people are managed and work is organised. They have their foundations in different disciplines and they view the organisation of work and people management from different perspectives. However, despite this complexity and differentiation in the field, the majority of more recent HRM research has continually narrowed its focus to a point where this complexity is barely considered, where the contradictions and tensions evident in the employment relationship are neglected or ignored.

As such, what is now mainstream HRM research, or the 'dominant research orthodoxy' (Brewster et al., 2016), is research that tends to take a managerial point of view, typically focusing on how to manage organisations more effectively and efficiently *from the perspective of management*. There is a focus on maximising the organisation's efficiency, on demonstrating people management's contribution to organisational performance, on meeting the needs of owners of business or appealing to senior management (Beer et al., 2015; Brewster et al., 2016). In addition, this focus is usually short-term and financially-driven, and fails to consider the complexity and ambiguity of organisational life (Beer et al., 2015; Brewster et al., 2016; Jaffee, 2008; Legge, 2005; Watson, 2017). Furthermore, this research tends to focus on an organisation's intended practices while neglecting consideration of the actual practices, and often includes a reliance on the quantitative analysis of survey data, and single respondents, usually senior HR managers (Nishii & Wright, 2008; Purcell et al., 2009; Wall & Wood, 2005; Truss, 2001).

From the beginning, then, one of the key challenges of this research has been situating this study within this mainstream HR research space and within the traditional expectations of HR theses. This thesis is not focused on the perspectives of management at the expense of other stakeholders. It does not rely on survey data from only senior or HR managers. Nor is it focused on evaluating intended HR practices from the perspectives of those who design them. In fact, in this study there is very little focus on the individual HR functions at all, and as a result, this thesis does not fit into the mainstream HR research approach. What this thesis does do, however, is explore the realities of organisational life, the perspectives of those often forgotten in mainstream literature, and the processes of how work is organised and how people are managed. It goes beyond the intended practices and analyses the actual practices and their implementation from the perspectives of those who actually experience it.

This study has, therefore, redefined what a HR thesis can look like. It has acknowledged and embraced the complexities, tensions and contradictions evident in the field of HRM, or more broadly the organisation of work and people. It has taken into account the perceptions and experiences of those directly involved, and importantly, incorporated these aspects to develop a deeper understanding of the implementation process. In its focus on people, their interactions, and their relationships, it has expanded HRM thinking through the inclusion of people management, organisational behaviour, industrial relations, employment relations, psychology and sociology perspectives. It is focused on the lived experiences and social systems, and the impacts of these on the organisational process, and in doing so, it has challenged the dominant perspective in HR research.

Furthermore, this study has broadened the field of HR through the inclusion of CSR, and HR's enactment of CSR. This has addressed considerable calls for research to include not only traditional HRM practices, but also the role of HR in broader organisational initiatives that require employee participation or involvement (El Akremi et al., 2015; Jackson et al., 2014; Voegtlin & Greenwood, 2016). It has also shifted understandings of the CSR-HRM nexus through the consideration of the CSR implementation process and HR's enactment of CSR. As such, this study has contributed to the field by shifting the HR research approach to one that incorporates the realities, the processes, the experiences, and the perceptions. It has contributed to the broadening of the field by including more than just traditional HR functions, by exploring HR's broader role in the organisation and its social responsibility. This thesis may not be the typical mainstream HRM study, but it is, without a doubt, a HR thesis.

9.5.2 Complexities, Tensions and Contradictions

This research has also specifically brought back into focus the complexities, tensions and contradictions evident in the employment relationship that are so often neglected in more recent HR and people management literature. In line with calls for research to move away from this 'dominant research orthodoxy' (Beer et al., 2015; Brewster et al., 2016), this study has taken into account the tensions and challenges that exist in the workplace, the multiple, and often competing perspectives, the role of power and resistance, the tensions between control and consent, as well as the broader factors that impact the employment relationship. It has moved away from typical approaches that fixate on meeting the needs of owners of business or appealing to senior management, that are preoccupied with short-term performance goals, and that have contributed to serious levels of employee dissatisfaction and a failure to deal with pressing global issues (Brewster et al., 2016). By doing so, this study has broadened HR research to include the realities of organisational life in its understanding of the HR and CSR implementation process.

These complexities, tensions and contradictions represent the realities of organisational life. They represent the actual experiences of the internal stakeholders often forgotten in mainstream literature, and they provide a more comprehensive understanding of the implementation process and the factors that impact how people are managed and how work is organised. Furthermore, they allow for the development of a more realistic approach to people management. One that takes into account multiple stakeholders and multiple interests, one that aims to understand the perceptions and experiences of internal stakeholders, rather than just prescribing how these stakeholders should act and react. One that more closely reflects the realities of stakeholders in the HRM and CSR implementation process. Failure to take into account the tensions and contradictions evident the HR system and CSR initiatives may result in inaccurate understandings of this complex process.

9.5.3 Contribution of the Research Approach

The HR Causal Chain Model

This study utilised the HR Causal Chain Model (Purcell et al., 2009) as a broad framework to guide the research. This model identifies the key steps in the HR process and situates them within their wider organisational context. As the model is focused on bringing attention to the critical steps in the implementation process without rigidly defining the content of each step, it allowed this study to take a much more in-depth approach to the exploration of each of the steps through the inclusion of new and alternative perspectives that have added

significant contributions to the literature. The process approach adopted in this model fits with the aims of exploring the realities of organisational life, understanding how people interact, and analysing the dynamics and complexities of the workplace. Furthermore, the analytical HRM approach allowed for a more in-depth analysis of what actually occurs in practice, that is the realities of managing people and work, and the behaviours and perceptions within this reality, over what should happen.

In addition, the application of this model to the CSR implementation process and HR's enactment of CSR resulted in unique and valuable insights, and thus considerable contributions to HR, CSR and HRM-CSR knowledge. The similarities between the integration and implementation of HR and CSR; that is, the requirement for integration and alignment with the organisational culture, strategies, structures and practices, as well as the need for organisation-wide commitment, a multiple stakeholder orientation, employee involvement, and involvement in the strategic decision-making process, made this model particularly well-suited to the exploration of the CSR implementation process and HR's enactment of CSR. Furthermore, the insights gained from this analysis provided an alternative way of understanding CSR. One that recognises and takes into account the realities of organisational life, the complexities and tensions, and the differences between intended and actual practices.

As such, it provides a more realistic understanding of CSR implementation from the perspectives of those who actually experience it. Specifically, it strengthened the focus on the importance of employee involvement in CSR, and for the first time, highlighted the critical role of line management in the implementation of CSR. It also revealed new understandings of the role of culture in CSR implementation, emphasising the importance of considering the implications of subcultures and their interactions, and highlighting the need for more in-depth analysis of the concept of a 'CSR culture'. Furthermore, it made clear the connection between HR and CSR in relation to CSR implementation, and based on this, concluded that the CSR implementation process cannot be effectively understood without consideration of the role of HRM in this process.

Overall, the utilisation of this model provided significant benefits to this research. It allowed for the achievement of the specific research aims, and also the broader goals of exploring the organisational complexities and tensions, the realities of multiple perspectives, and the processes of how work is organised and how people are managed. The model does not prescribe a set way of researching or a rigid structure for understanding the HRM process.

Instead, it acts a guide to understanding the complexities and tensions of organisational life and the employment relationship. It provided a basis for exploring and analysing an organisation's HRM approach that goes beyond typical HRM research and literature. It allowed a shift in focus from traditional research approaches to one that focuses on the reality that is actually experienced within the organisation. It allowed for in-depth examination of the multiple realities of organisational life, and the factors that impact those realities.

The use of this model within this research also allowed for a broader understanding of the employment relationship to emerge, and a broader understanding of the connections between these 'key steps'. While the model focuses attention on the critical steps that have to be taken if HRM is to have a performance outcome and their likely progression, within this research, the processes of implementation do not only occur in this causal manner. The research revealed that at each of the steps, stakeholders were influenced by multiple factors which impacted the implementation and experience of the practices. The analysis of the broader factors and influences on stakeholder perceptions revealed that employees' perceptions that influence how these practices are experienced comes from factors beyond the practice itself. Thus the influence of line manager enactment, while significant, may be only one of many influences on the employees' perceptions. Employees' perceptions of the intended practices, and their perceptions of why they are designed that way, also had a significant influence on their experiences and behaviours. Also, employees' perceptions of the organisation, HR and the HR department, past experiences, the union, and job security had significant impacts on their perceptions, and thus their experiences.

Line managers' willingness to implement practices may be influenced by more than the intended practice. As evidenced, there are numerous tensions and challenges that influence their willingness and ability to implement the HR and CSR practices. Line management are also influenced by the implementation of the HR devolvement strategy itself, and are therefore implementing and experiencing strategies and practices at the same time. Line management can also be influenced by their perceptions of employees' current or past attitudes and behaviours, as well as their perceptions of senior management's actions and the actions of other line managers. In addition, how the practices are experienced, the reactions to the practices, and the reactions to the broader factors, may influence future enactment of those practices, as well as the design of those or other practices. As such, this research highlights that while each of these steps occur and are critical for understanding the implementation process, they are each influenced by more than the step preceding it. The

broader factors therefore have a significant role in understanding this complex and contradictory process.

The Methodological Research Approach

This research aimed to explore how CSR policy and initiatives influence HR practices and experiences from the perspectives of those who are interpreting and experiencing those practices, thus understanding how social reality is socially constructed. It also sought to analyse not only the intended HR and CSR policies and practices but also the processes involved in how these practices are actually enacted by line managers and experienced by employees of different departments within a bounded organisational setting. As such, a qualitative case study approach was adopted as the appropriate research approach and strategy within the social constructionist epistemology. This approach allowed the study to take into account the complexities and tensions of HRM research and to provide a more in-depth, meaningful understanding of the multiple realities of organisational life. Specifically, this research applied a systematic combining approach (Dubois & Gadde, 2002, 2014) to the case study strategy as it is much more in line with the aims of the research and the social constructionist epistemology.

Systematic combining represents an alternative case study approach to the traditional positivist, multi-case methodology emphasised in much of the research literature. It specifically emphasises the interaction between the phenomenon and its context, highlighting the importance of the 'rich background' of the case, and the ability of the single case to delve deeper into that interaction to achieve a more meaningful understanding of the phenomenon. Exploring the perceptions and experiences of HR, CSR, and HR's enactment of CSR from the perspectives of multiple stakeholders required an in-depth approach to fully understand the process of implementation and interactions between stakeholders in this process. The systematic combining approach proved to be especially valuable in achieving this. Furthermore, this approach allowed the research to delve deeper into the complexities of organisational life and the realities experienced by the multiple stakeholders who interact and engage in the organisational practices on a day-to-day basis.

The study utilised in-depth interviews, observation and analysis of secondary organisational documentation, and thematic analysis to explore both the intended HR and CSR policies and practices, and the processes involved in how these practices are enacted by line managers and experienced by employees. The systematic combining approach emphasises the intertwined nature of research process and the constant 'back and forth' between research

activities, and thus the need for simultaneous collection and analysis. In this study, this provided a much more in-depth understanding of both the empirical data and the literature. Overall, the combination of the HR Causal Chain Model as the basic framework and the use of systematic combining resulted in a much more comprehensive understanding of the HR and CSR relationship and the impact these strategies have on stakeholders' perceptions and experiences. The evolving framework (Dubois & Gadde, 2002, 2014) allowed for the discovery of new insights and alternative perspectives that have broadened understandings of HRM and HR's enactment of CSR that may not have emerged through traditional HRM approaches.

This research approach also supported the broader aims of the study in its shift away from the mainstream HRM approach, from a focus on management from the perspective of management. It supports the aim of broadening the HRM field through the inclusion of CSR and the CSR implementation process, and through the inclusion of the perspectives of those often forgotten in mainstream HRM and CSR literature. It also allowed the research to go beyond the intended practices and analyse the actual practices and their implementation from the perspectives of those who actually experience them. In addition, the focus on discovery of unknown or alternative aspects, and new dimensions or insights, alongside the search for information related to the framework, has brought back into focus the complexities, tensions and contradictions that represent the realities of organisational life that is necessary in addressing the aims of this research. Therefore, the qualitative, single-case systematic combining approach framed by a social constructionist perspective was critical in redefining what a HR thesis can look like, and in doing so addressed recent calls for more in-depth, qualitative research that utilises multiple sources and considers the HRM and CSR processes and perceptions (El Akremi et al., 2015; Morgeson et al., 2013; Piening et al., 2014; Purcell et al., 2009; Senasu & Virakul, 2015; Woodrow & Guest, 2014).

9.6   Assumptions, Limitations and Further Research

As explained, this research aimed to explore how CSR policy and initiatives influence HR practices and experiences from the perspectives of those who are interpreting and experiencing those practices within their organisational context. Essentially, it explored the process through which HR and CSR is enacted by line managers, and perceived and experienced by employees, taking into account the complexities and contradictions that are so often neglected in HRM and CSR research. The study therefore utilised a qualitative,

single-case systematic combining approach within a social constructionist epistemology under the assumption that meaning is constructed, and different people may construct meaning in different ways. That exploring these meanings requires in-depth analysis of the processes, perceptions, experiences and interactions within their organisational life, and that deeper exploration of these interactions would allow this research to achieve a more meaningful and holistic understanding of the phenomenon (Crotty, 1998; Dubois & Gadde, 2014). Exploration of both the intended and actual practices required going beyond traditional HRM research approaches, to include the individual perceptions and experiences of multiple stakeholders. As such, in-depth unstructured and semi-structured interviews were utilised to allow participants to describe their experiences, to express their own perspectives and perceptions in their own words. In addition, organisational documentation provided evidence of the organisation's intended practices allowing for comparisons between intentions and perceptions, and thus gaining a deeper understanding of the intended-actual gap. Data was analysed using thematic analysis in order to draw out the themes and capture the complexities of meaning within the data. Within the systematic combining approach, thematic analysis also allowed for unexpected and alternative themes to emerge.

While this research addresses the considerable calls for research within both the HRM and CSR fields individually, and within the growing HRM-CSR field, contributing much needed knowledge to these substantial research gaps, it is not without limitations. These findings are representative of the processes, perceptions and experiences of those employed in a single cement plant located in New South Wales, Australia. The majority of participants were middle class, white males, with extensive lengths of service. Their perceptions and experiences were inevitably influenced by this context, and cannot be said to be representative of the perceptions and experiences of other workforces or organisations. The study provided significant evidence into the implementation processes of both HR and CSR practices, as well as extensive and valuable insights into the perceptions and experiences of those most closely involved in that implementation process. However, further research into the HR and CSR implementation process, within both the cement industry and in other industries, at different points in time, or in different geographical locations, may reveal unique and diverse perceptions and experiences.

One of the key aims of this research was to explore the HR and CSR implementation process within an organisational setting, and as such, the focus of this research was on the perceptions and experiences of those within the plant itself. Despite attempts made to

contact both HR and CSR representatives from BuildingCo, none were available for interviewing. While their perspective would have added knowledge to the intended practices and processes content, they were not crucial to this research. BuildingCo has extensive documentation on their intended strategies, policies and practices, as well as the justification for these intentions. Senior management also had considerable knowledge consistent with the organisational documentation. The continuous improvement officer and EO/OHS officer both had good understanding of the HR and CSR strategies and processes, and were able to verify and expand on the data as needed. As a result, a clear and in-depth understanding of the intended practices was still able to be achieved. However, further research considering the perceptions and experiences of HR and/or CSR managers into the HR and CSR implementation process and HR's enactment of CSR may offer alternative insights into this research area.

This study adopted a qualitative, interpretative approach to data collection and analysis, and as such, it is nearly impossible to separate the researcher from the research. The researcher is an interpreter who both constructs and analyses the case, focusing on perspectives, experiences, interactions and sense-making processes of the participants. Furthermore, the researcher is the primary instrument for data collection and analysis, and is therefore not a detached observer, but rather an active collaborator in the construction of meaning and interpretation of the phenomena under investigation. The researcher and participants therefore jointly construct findings through their interaction and interpretation. While the in-depth interviews and the emphasis on contextualisation and thick description aimed at exploring and understanding each participant's point of view and giving voice to those often unheard in HR and CSR research, the data was collected and analysed for the specific purpose of addressing the research aims. Thus the research design, and the data collection and analysis methods informed, to a certain extent, the research direction. The systematic combining approach allowed for the discovery of unknown aspects and unanticipated insights which significantly expanded the research well beyond the original framework, offering significant contributions to knowledge. Further research utilising different research methods may offer new or alternative insights.

In addition to addressing the limitations in this study, further research into the general understanding of the implementation processes of both HR and CSR is needed, together and separately. HR's enactment of CSR and the implications of HR devolvement also warrant further in-depth analysis. Specifically, there is significant scope for future research to further enhance understandings of the implications of the broader tensions and issues impacting the

role of line management in their enactment of HR; the neglected role of line management in CSR enactment; the implications of the broader conceptions on employee perceptions and experiences of both HR and CSR; line management and employee perceptions of HR beyond the HR practices and the influence of these perceptions on the implementation process; and the implications of subcultures. However, as this study has highlighted, these areas of research must be considered within the broader implementation process. Overall, this study has identified a number of research gaps where further research may build on the knowledge developed, and while this research has addressed these gaps, additional research is needed to further develop understandings of these complex, contradictory and dynamic interactions.

9.7   Conclusion

This study has explored and analysed the HR implementation process and HR's enactment of CSR within this process from the perspectives of those most involved in it. Utilising the HR Causal Chain Model (Purcell et al., 2009), the research examined the key steps in the implementation process, from intended practices to employee experiences, while situating it within the organisational culture and subcultures. This process-based approach provided a more comprehensive understanding of HRM and HR's enactment of CSR. The study highlighted the importance of going beyond the organisational rhetoric and intentions, no matter how well designed, promoted and publicised they are. It highlighted the importance of analysing the actual practices and their implementation from the perspectives of those who actually experience it. It also shifted the HR research focus to include the importance of stakeholder perceptions and their impact on attitudes and behaviours, as well as the broader factors perceived by participants that impact their attitudes and behaviours. As such, this research makes considerable contributions to the growing HRM-CSR field.

More broadly, this research emphasised the importance of exploring the realities of organisational life from the multiple perspectives of those who are engaged in that organisational life. It also emphasised the need to shift traditional HR research approaches to include the processes of how work is organised and how people are managed. It acknowledged and embraced the complexities, tensions and contradictions evident in the field of HRM, or more broadly the organisation of work and people. It has taken into account the perceptions and experiences of those directly involved, and importantly, incorporated these aspects to develop a deeper understanding of the implementation process. It has also shifted understandings of the CSR-HRM nexus through the consideration of the CSR

implementation process and HR's enactment of CSR, and in doing so, it has challenged the dominant perspective in HR research. This research, therefore, addresses the considerable calls for research within both the HRM and CSR fields individually, and within the growing HRM-CSR field, contributing much needed knowledge to these substantial research gaps.

Fundamentally, this research highlights the central role that people management plays in all facets of organisational, and therefore industrial, life. In CSR research, 'people' are viewed as just one of many variables or elements that can impact the effectiveness of an organisation's CSR strategy. However, this research demonstrates that people are not just one element. People are at the core of CSR. Their actions, attitudes and perceptions, and the processes they engage in, are crucial for the successful implementation of CSR policy and practice. People management, therefore, has a crucial role in CSR implementation, and in organisations more broadly. How people are managed, the processes and practices, and the actions of those involved, has a much larger impact on the success of these strategies than is recognised in contemporary HRM and CSR research. This research, therefore, emphasises the need for more recognition of people management in business and academia, and the need for further research into the processes of people management, and its broader influences on CSR, and more generally, on organisational initiatives and stakeholder perceptions.

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This study made use of both primary and secondary sources. The primary sources are listed first, and include annual and sustainability reports, policies, handbooks, the organisation's magazine, shareholder reports, ASX and media releases, presentations, and websites. These sources have been obtained from either the organisation's websites or from participants during the interviews. A condition of this research was that the organisation and the participants remain confidential, as such all identifying information has been removed.

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Appendix 1: Summary of Honours Research

CSR in the Cement Industry: Implications for HRM

The research conducted in 2011 for the Bachelor of Business and Commerce (Honours) analysed the influence of Corporate Social Responsibility on Human Resource practices and experiences in the BuildingCo cement plant, CementCo. Literature in this research area highlights the importance of considering both the intended and actual practices in HR research, as well as the need to focus on line manager and employee experiences. Also, pressure from society means that organisations need to widen their focus to include social and environmental considerations, with a growing emphasis on CSR as a positive source of competitive advantage. HR plays a crucial role in ensuring CSR is embedded in the organisation and in the actions of employees and this link between HR and CSR provides the basis for this research.

In this research project, the data was attained though interviews with both management and employees. A total of ten participants were interviewed, and they consisted of the Cement Division HR/OD manager, three line managers, five employees and a union delegate. Participants were ensured that the data would remain confidential and anonymous. In addition to interviews, organisational documentation provided background information. This documentation included sustainability and annual reports, relevant policies, and organisational web pages and publications. Evidence from the research provided an understanding of the role of CSR and its implications for HR in the organisation. The findings suggest that:

- BuildingCo demonstrates a serious commitment to CSR;
- BuildingCo has extensive reporting and documentation on CSR;
- In general, employees had positive perceptions of the practices and perceived a strong convergence between what was said about CSR by CementCo and what actually occurred;
- However, occasionally time pressures and immediate production goals reduced the actual commitment to CSR in practice;
- In relation to HR, individual HR policies and practices were evident in the workplace;
- However, participants perceived the role of HR to be limited;
- Instead, CSR was perceived to be responsible for the implementation of these HR practices and therefore gained support of participants; and
- This research suggests that employees' willingness to be involved in and support CSR and HR practices are determined by how they perceive those practices.

Overall, the findings of this research provide valuable insights into the role of CSR and HR in an organisational setting from the perspectives of employees and line managers. The findings highlight the importance of understanding how employees and line managers perceive CSR and HR practices and the implications of those perceptions. This is an area that is not often considered in the literature, and therefore provides an opportunity for new research. As already seen in the Honours research, BuildingCo has significant and well documented CSR practices that are evident throughout the organisation, which provides a good basis for undertaking the current PhD research.

Re: PhD Business research at BuildingCo Cement

Dear …,

My name is Bree Barker and I am a PhD candidate at the University of Western Sydney. I am currently researching the role of Corporate Social Responsibility policy and its influence on Human Resource practices and experiences in the cement industry. I am writing to discuss the possibility of completing this research at BuildingCo Cement. The aim of this research is to expand on an Honours research project that I completed in 2011. The Honours project focused on this same topic and was conducted in the CementCo Cement Plant. I have attached to this email a summary of the Honours research that provides an overview of the project and the main findings.

In the current PhD project, I am hoping to analyse the role of HR and CSR at CementCo, by exploring the perceptions of employees, line managers, HR managers and union delegates. It is intended that the data will be collected through interviews and the analysis of organisational documentation. I am hoping that there will be approximately 8 participants from each department. I would be requesting permission to interview employees, line managers/supervisors, union delegates, HR managers, and other managers (yourself included) that have knowledge in this area and who are willing to participate. Participation in this research is voluntary, anonymous, and confidential, and participants may withdraw from the study at any time without consequence. Your insights and experiences would be valuable to my research. It is hoped that the research may provide valuable findings that may contribute to the continuing development of CSR-informed HR policy and practice.

An invitation to participate and details of my research are attached to this email. I really will appreciate your participation in this research and look forward to speaking with you in due course. Please contact me at any time for further information. Contact details can be found below or in the information sheet attached. My PhD Supervisors in the School of Business are Dr. Gregory Teal and Louise Ingersoll and they are also happy to discuss the project with you at any time.

Kind Regards,
Bree Barker.

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Human Research Ethics Committee
Office of Research Services

University of
Western Sydney

Participant Information Sheet

Project Title:
Corporate Social Responsibility and Human Resource Management: Perceptions and Experiences of Line Managers and Employees

Who is carrying out the study?
You are invited to participate in a study conducted by Bree Barker
The research will form the basis for the degree of Doctor of Philosophy at the School of Business, University of Western Sydney under the supervision of Dr. Greg Teal and Louise Ingersoll.

What is the study about?
The purpose of this project is to understand and explore the influence of environmental, social and sustainability policies on Human Resource practices and experiences in the cement industry, and what this means for Human Resource Management. Specifically, the research aims to analyse how HR practices and experiences are implemented and how employees experience these practices in organisations.

What does the study involve?
You will be asked to participate in a face-to-face interview, discussing environmental and social issues related to HR policies and practices. With your permission, these interviews will be audio recorded to ensure that the information obtained is correct. You will be invited to read over your interview transcripts to make sure that what you intended to say has been understood correctly. Once this occurs, all identifying information will be removed and all recordings will be destroyed.

How much time will the study take?
Each interview is expected to take approximately one hour.

Will the study benefit me?
It is not expected that you will receive any direct benefit from your participation. However, your contribution to this project may in the long term bring about a greater understanding of the role HR plays in issues related to sustainability, environment and society.

Will the study involve any discomfort?
It is not anticipated that there will be any inconvenience throughout the interview process.

How is this study being paid for?
This study is unfunded.

Will anyone else know the results? How will the results be disseminated?
All aspects of the study, including results, will be confidential and only the researchers will have access to information on participants. All identifying information will be removed, and as such it will not be possible to identify any individual participant or their information. Primarily, the results will be published in the form of a thesis at the completion of a Doctorate of Philosophy. Additionally, it is intended that there will be refereed journal articles and conference papers published from this research.

Can I withdraw from the study?
Participation is entirely voluntary: you are not obliged to be involved and – if you do participate – you can withdraw at any time without giving any reason and without consequences.

Can I tell other people about the study?
Yes, you can tell other people about the study. You can pass on this information sheet and/or you can provide them with the chief investigator, Bree Barker's contact details. They can contact the chief investigator to discuss their participation in the research project and obtain an information sheet.

What if I require further information?
When you have read this information, Bree Barker will discuss it with you further and answer any questions you may have. If you would like to know more at any stage, please feel free to contact, Bree Barker, Dr. Greg Teal or Louise Ingersoll on the below details:
Chief Investigator: Bree Barker, b.barker@uws.edu.au
Primary Supervisor: Dr. Greg Teal, greg.teal@uws.edu.au
Secondary Supervisor: Louise Ingersoll, l.ingersoll@uws.edu.au

This study has been approved by the University of Western Sydney Human Research Ethics Committee. The Approval number is H9825.

If you have any complaints or reservations about the ethical conduct of this research, you may contact the Ethics Committee through the Office of Research Services on Tel 02 4736 0229, Fax 02 4736 0013 or email humanethics@uws.edu.au.

Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.

If you agree to participate in this study, you may be asked to sign the Participant Consent Form.

Human Research Ethics Committee
Office of Research Services

University of
Western Sydney

Participant Consent Form

This is a project specific consent form. It restricts the use of the data collected to the named project by the named investigators.

Project Title:

Corporate Social Responsibility and Human Resource Management: Perceptions and Experiences of Line Managers and Employees

I,.., consent to participate in the research project titled CSR and HR: Perceptions and Experiences of Line Managers and Employees.

I acknowledge that:

I have read the participant information sheet and have been given the opportunity to discuss the information and my involvement in the project with the researcher/s.

The procedures required for the project and the time involved have been explained to me, and any questions I have about the project have been answered to my satisfaction.

I consent to participating in a semi-structured interview that will be audio recorded.

I understand that my involvement is confidential and that the information gained during the study may be published but no information about me will be used in any way that reveals my identity.

I understand that I can withdraw from the study at any time, and that I have the right to refuse to answer a question, or to stop the interview at any time and reschedule, without affecting my relationship with the researcher/s now or in the future.

Signed: ....

Name: ....

Date: ....

Return Address: Bree Barker
                        Campbelltown Campus,
                        Building 11, Office 48,
                        University of Western Sydney
                        Locked Bag 1797
                        Penrith, NSW, 2751

UWS HUMAN RESEARCH ETHICS COMMITTEE

20 August 2012

Doctor Gregory Teal,
School of Business

Dear Gregory,

I wish to formally advise you that the Human Research Ethics Committee has approved your research proposal H9825 "Corporate Social Responsibility and Human Resource Management: Perceptions and Experiences of Line Managers and Employees", until 9 January 2017 with the provision of a progress report annually and a final report on completion.

Please quote the project number and title as indicated above on all correspondence related to this project.

This protocol covers the following researchers:
Gregory Teal, Louise Ingersoll, Bree Barker.

Yours sincerely

Dr Anne Abraham
Chair, UWS Human Research Ethics Committee

greg.teal@uws.edu.au
16227819@student.uws.edu.au

Locked Bag 1797
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Research Engagement, Development and Innovation (REDI)

WESTERN SYDNEY UNIVERSITY

REDI Reference: H9825
Expiry Date: 9 January 2018

HUMAN RESEARCH ETHICS COMMITTEE

22 August 2016

Doctor Gregory Teal
School of Business

Dear Gregory,

RE: Amendment Request to H9825

Research Engagement, Development and Innovation (REDI) has received a request to amend your approved research protocol H9825 "Corporate Social Responsibility and Human Resource Management: Perceptions and Experiences of Line Managers and Employees".

The amendment has been reviewed and I am pleased to advise that it has been approved, as follows:

Ethics approval extended to 09/01/2018

Please do not hesitate to contact the Human Ethics Officer at humanethics@westernsydney.edu.au, if you require any further information.

Regards

Professor Elizabeth Deane

Presiding Member,
Human Researcher Ethics Committee
Western Sydney University