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THE EMPLOYEE EXPERIENCE: EXPLORING THE RELATIONSHIP BETWEEN EMPLOYEE EXPERIENCE ENGAGEMENT STRATEGIES AND EMPLOYEE APPRAISALS OF THE COMPANY

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THE EMPLOYEE EXPERIENCE: EXPLORING THE RELATIONSHIP BETWEEN EMPLOYEE EXPERIENCE ENGAGEMENT STRATEGIES AND EMPLOYEE APPRAISALS OF THE COMPANY

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DEDICATION

THIS THESIS IS AFFECTIONATELY DEDICATED TO MY BEST FRIEND, BRYSON WHOSE FAITH IN MY AMBITIONS WAS NEVER LESS THAN MY OWN

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TABLE OF CONTENTS

Abstract ..... *viii*
Chapter I: Introduction *1*
Chapter II: Literature Review *5*
Shaping the Organization's Image with Organizational-Public Relationships **5**
Internal Communication and Employee Outcomes **9**
CSR and Internal Communication **10**
Employee Engagement **13**
Employee Engagement Strategies **16**
The Employee Experience Strategy **18**
Conceptualizing Employee Experience as an Employee Engagement CSR Strategy **20**
The Cultural Environment **22**
The Physical Environment. **25**
The Technological Environment **27**
Employee Engagement Behavior **29**
Chapter III: Method *34*
Sampling and Data Collection **35**
Glassdoor Employee Review Sampling. **36**
Measurement/Coding Scheme **36**
Independent Variables **36**
Dependent Variables **41**
Coding Procedure and Intercoder Reliability **43**
Chapter IV: Analysis *43*
Chapter V: Discussion *52*
Employee Experience CSR Strategy Application in Fortune 100 Companies **52**
Employee External Communication Behaviors in Response to Employee Experience CSR Strategy **53**
Additional Employee External Communication Behaviors in Response to Employee Experience CSR Strategy **56**
Theoretical and Practical Implications **58**
Limitations and Future Research **63**
Chapter VI: Conclusion *64*
References *65*

LIST OF TABLES

TABLE 1 ..... *79*
TABLE 2 ..... *83*
TABLE 3 ..... *92*
TABLE 4 ..... *93*
TABLE 5 ..... *96*
TABLE 6 ..... *97*
TABLE 7 ..... *98*
TABLE 8 ..... *100*
Company CSR Report and Website Codebook *101*
Glassdoor Employee Review Codebook *103*

Abstract

This study explored Morgan's (2017) employee experience, an engagement strategy with multiple variables in the cultural environment, physical environment, and technological environment. Research was conducted through quantitative content analysis by examining employee experience variables that companies have currently implemented and an analysis of employee sentiments and external communication behaviors towards the organization as a reflection of impacts of the engagement strategies. Internal employee engagement initiatives reflected in the CSR reports and websites of the 2022 top Fortune 100 companies (Forbes, 2022) and the companies' corresponding Glassdoor reviews were analyzed. Employee engagement is fundamental to organizational success as it promotes motivation, productivity, and efficiency (Maslach & Leiter, 2008; Meskelis, 2017; Kahn, 1990; Kahn, 1992; Gruman & Saks, 2014). However, many companies still lack successful engagement efforts in spite of the empirical research of organizational benefits of having an engaged workforce. The findings of this study indicated that a majority of the companies actively participate in many of the employee experience engagement initiatives as reflected in their CSR reporting and corporate website. However, employee communication behavior revealed that employees are not successfully experiencing a majority of their company's CSR employee engagement efforts. Therefore, the companies are externally sharing their employee engagement efforts, but the development and implementation of these engagement initiatives are often subpar internally.

Chapter I: Introduction

Throughout the years, employee engagement has been heavily studied across multiple disciplines (Maslach & Leiter, 2008; Meskelis, 2017; Kahn, 1990; Kahn, 1992; Gruman & Saks, 2014), during which the topic of employee engagement also became a growing interest among business leaders and human resource practitioners. Business is rapidly becoming more competitive, which calls for more efficiency and productivity to keep pace with or surpass business competitors (Markos & Sridevi, 2010). Scholars and business leaders alike have recognized the far range of benefits companies can gain from having highly engaged employees in the workplace (Gatti, 2016; Macey & Schneider, 2008; Maslach, Leiter & Schaufeli, 2001; Sonnentag, 2003). For instance, research has shown a positive connection between employee engagement and overarching organizational outcomes such as better job performance, personal well-being (Maslach et al., 2001), higher retention rates, job satisfaction, job loyalty (Macey & Schneider, 2008), and increased immersion in the task at hand (Sonnentag, 2003).

Kahn (1990) was the first scholar to conceptualize work engagement and his findings have continued to serve as the fundamental basis for many engagement studies (Gruman & Saks, 2014; Meskelis, 2017). Kahn's (1990) research centered around the cognitive, emotional, and physical, condition, which make up the three psychological conditions that assemble employee engagement. He proposed employees that are holistically engaged, meaning they obtain all three psychological conditions, are going to have greater magnitude of immersion, fulfillment, and motivation in their work. Be that as it may, there are numerous organizational variables that can influence the three psychological conditions (Meskelis, 2017), including a healthy work environment, organizational policies, total rewards packages (Anitha, 2013), safety initiatives, opportunities for development (Alfes, Arevshatian & Shantz, 2016), and supportive employer-employee relationships (Alfes, Shantz & Soane, 2012; Chaurasia & Shukla, 2013).

Supportive employer-employee relationships have been shown to foster employee engagement (Kang & Sung, 2016) with successful internal communication being a key tool to establish and develop these relationships (Duthler & Dhanseh, 2018; Jiang & Men, 2017). These relationships have the power to improve employees' attitudes and beliefs towards the company by having leadership creating open, honest, and symmetrical conversations to empower and motivate their people (Shaffer, 2000; Men, 2014). Companies often exemplify their efforts to improve employee engagement, wellbeing, and happiness in their CSR initiatives. CSR practices that aim to benefit employees also have the ability to alter employees' perceptions of the company, increase employee engagement (Duthler & Dhanesh, 2018), and develop employer-employee relationships (Browning et al., 2020). Furthermore, engaged employees are more likely to participate in externally communicating positive messages about the company (Kim & Rhee, 2001; Kang & Sung, 2016; Alfes, Shantz, Truss & Soane, 2013), which aligns with Gill's (2015) research that revealed that companies that instill CSR practices are more likely to have employees that externally enhance the organization's reputation.

Given these findings, more and more businesses are developing and implementing engagement strategies into their organizational practices (Anitha, 2013). Employee engagement is a concept studied in both human resource management and public relations. In the business sector, employee relations, including engagement strategies, are often viewed as a role of the human resource department to create and evolve (Bal, Kooji & De Jong, 2013). In public relations, organizational relationships and employee communication is a key aspect of many engagement practices (Shen & Jiang, 2019). With that being said, multiple studies in both disciplines have focused on how individual human resource practices shape the relationships between employers and employees (Wright and Boswell 2002; Boselie, Dietz and Boon 2005;

MacDuffie, 2022; Lemon and Palenchar, 2018; Tao et al., 2022). However, it is believed that these studies may produce misleading results since a single practice cannot encompass the entire effect on employer-employee relationships (Ichniowski, Shaw &Prennushi, 1993). Thus, the concept of "bundles" emerged that allows researchers to combine a variety of human resource practices to understand how they as a business strategy contribute to the organization's culture, produce employer-employee relationships, and increase employee motivation (MacDuffie, 2022).

Similarly, the employee experience strategy is a "bundle" of human resources management and public relations practices that strives to create an overall better working environment to generate more engaged employees (Morgan, 2017). The employee experience is a long-term redesign of the organization that considers various engagement factors throughout the employee life cycle. Due to this strategy being so expansive, the author, Jacob Morgan, divided the strategy between three key organizational environments: cultural, physical, and technological. The cultural environment involves organizational factors that contribute to the employees' sense of belonging, value, and recognition. Safety, workplace flexibility, and collaborative workspaces contribute to the physical environment, in the company of the technological environment, which involves the availability and adequacy of tools and resources provided to employees. Each environment is made up of various factors that can make up employees' perceptions of the company, including, diversity and inclusion, leadership development, and performance management (Deloitte, 2020).

Although many of the variables included in the employee experience strategy have been individually studied, research lacks the comprehensive impact of the strategy's effect on employee engagement outcomes and perceptions of the company. Additionally, even though the

relationship of engagement strategies and employee behavior has been studied by examining a number of human resource management and public relations engagement strategies (Wright and Boswell 2002; Boselie et al., 2005; MacDuffie, 2022; Lemon and Palenchar, 2018; Tao et al., 2022), the employee experience strategy as a whole has yet to be analyzed through this approach. Exploring employees' communication behaviors towards employee experience initiatives will demonstrate the employees' experience with the strategy, in addition to its success or lack thereof.

Therefore, this study explores Morgan's (2017) employee experience strategy by examining the three environmental factors (i.e., cultural, physical, and technological) that companies have implemented and overall employees' attitudes toward the company and external communication behaviors. Research was conducted through quantitative measures by analyzing employee experience variables that companies have currently implemented, which was followed by an analysis of employee sentiments towards the organization as a reflection of impacts of the engagement strategies.

A quantitative content analysis was conducted to examine websites and CSR reports of the top 100 Fortune 500 companies (Forbes, 2022) to document the cultural, physical, and technological environmental factors they utilize in the workplace. Thereafter, employee external communication behaviors toward the selected companies were collected and analyzed through a quantitative content analysis of employee reviews to understand employees' organizational perceptions. Employee reviews were obtained through Glassdoor, which is a popular social media website that provides current and former employee reviews of their company (Saini & Jawahar, 2019).

A content analysis was selected for its ability to understand the topic from the perspective of those directly experiencing it (Vaismoradi, Turunen & Bondas, 2013). In doing so, it also avoids social desirability bias, which methods including survey or interview may encounter with employee research (Zhang, 2022).

Chapter II: Literature Review

Shaping the Organization's Image with Organizational-Public Relationships

The success of a business is largely dependent on creating and maintaining a popular employer image and reputation (Lievens & Slaughter, 2016). Research has shown that companies with a positive image have a higher return on investment, customer loyalty, and attract strong job applicants. Capitalizing on building a relationship with the public gives companies the opportunity to establish a relationship-oriented company that cares about its stakeholders and environment (Beręsewicz & Deszczyński, 2021). Organization-public relationships can be explored with relationship management theory, which commonly measures the quality of the relationship through commitment, trust, satisfaction, and mutuality (Bortree & Waters, 2012). Utilizing relationships as a PR effort is a strategic communication attempt that allows both parties to mutually benefit.

Ferguson (1984) was the first scholar to predict social responsibility, issue management, and public relationships as important areas in PR research. She recognized that the relationships organizations establish with its key publics is fundamental to the discipline given its potential outcomes. Public relationships form because the organization and publics can affect one another, which is also commonly referred to as "consequences" in organization-public relationship literature (Hon & Grunig, 1999). These relationships are deemed strategic and necessary, but they have the opportunity to dissipate or reappear based on current circumstances. Control mutuality, satisfaction, trust, and commitment serve as key indicators to evaluate organization-

public relationships, but similar concepts have also been adapted to understand relational factors and outcomes (Ki & Hon, 2007).

One form of relationship management is through organizations making the effort to publicly share their attempts, goals, and determination to maintain the organization-public relationship, often referred to as "communicated relational commitment" (Kelleher, 2009). It has been deemed a key indicator in measuring the quality of organization-public relationships because it accounts for both assurances and openness. To briefly explain, assurance describes when the organization validates the public for its concern on the company, including its operations, societal impact, and environmental effects. Openness, on the other hand, accounts for the organization recognizing the public's personal feedback and ideas to improve the business. Advocacy is another key factor in relationship management theory because it directly demonstrates the company's desire to maintain a thoughtful relationship with its stakeholders (Green, 1997). However, recognition that both the organization and public can influence one another must first take place before they can benefit from the relationship (Bruning & Ledingham, 2009). Fundamentally, an organization needs to first develop actions that establish shared relational mutuality and then continue to promote efforts that engages both parties. Successfully implementing relationship management into a company's PR strategy has proven to result in organizational outcomes due to public altered perceptions of the company (Bruning & Ledingham, 1999). The following are business outcomes as a result of altered consumer attitudes from successful organization-public relationships: Brand loyalty, customer satisfaction (Ledingham, 2003), reputation improvement (Kelleher, 2009), and inflated behavioral intentions and attitudes towards perceptions of the organization (Bruning, Dials & Shirka, 2007).

The Role of Internal Communication in Business Success. Communication variables in public relationship theories stem from both external relationships with publics and internal relationships with employees (Ferguson, 2018). Organizational relationships with employees can also be referred to as a communal relationship, which describes when both parties benefit one another (Hon & Grunig, 1999). This form of organization-public relationship can greatly benefit the organization as a whole by providing more opportunities to achieve business goals. This is attained through internal communication, which instills trust with the internal publics, adds value to their work life, and mitigates their likelihood of negative behavior towards the organization.

Employees are being recognized as one of the greatest organizational assets for their contribution in operations and advocacy (Kim & Rhee, 2011). Employees are necessary for organizational performance as they are the crucial force behind production, but their representation of the brand in today's modern world is growing in value (Men, 2014). Considering employees as "corporate ambassadors" gives the company cost-efficient marketing as they are able to exemplify the company's values, mission, and culture to key publics. As previously discussed, having a good corporate image offers many organization-enhancing opportunities to grow the business financially and socially (Kelleher, 2009). An excellent way to encourage external relations is by enacting strong internal communication to keep employees informed, promote interactivity, and form a supportive organization-employee relationship (Men, 2014).

Internal communication has grown in popularity among public relations scholars and has been deemed one of the most successful strategies for employee relations (Grunig, Grunig, & Dozier, 2002). However, scholars such as Grunig, Dozier, Ehling, Grunig, Repper and White

(1992) concluded their research with little theoretical understanding on the matter while scholars in other disciplines recognize it as a neglected tool that has the potential to benefit companies (Welch & Jackson, 2007). Commonly, researchers have taken a theoretical approach to symmetrical internal communication to understand its impact on the organization (Duthler & Dhanesh, 2018; Grunig, 1992). Grunig (1992) was one of the first researchers to take this approach by utilizing Excellence Theory. With this, he found that excellent symmetrical communication, or communication that equally benefits all parties, can lead to positive employee behaviors and perceptions towards the organization. Duthler and Dhanesh (2018) built upon Grunig's research by studying how three models of internal communication (one-way symmetrical, two-way symmetrical, and two-way asymmetrical) affected employee perceptions with the symmetrical models having the overall best results.

In addition, there are gaps in internal communication theory that makes it difficult for scholars to reach a general consensus on its specific position in business success. For example, there has been much debate on how "internal communication" should be defined as many researcher's definitions have a striking similarity to "organizational communication" as well as a disagreement on if employees at different levels should be differentiated (Forman and Argenti, 2005). Scholars such as Cheney and Christensen (2001) recognized organizational communication to integrate both external and internal communication, but given that characterization, scholars including Welch and Jackson (2007) believe internal communication should be separately recognized as an element of public relations. Furthermore, Bernstein (1984) found it to be beneficial to recognize stakeholders at all levels in a company since there are various types of interactions in employee communication. Considering these disparities, definitions such as Men and Bowen's (2017) perceive internal communication to revolve around

symmetrical, two-way communication between employees and management to build a organization-employee connection that is mutually beneficial.

Similarly, Welch and Jackson (2007) observe internal communication as the "communication between an organization's strategic managers and its internal stakeholders, designed to promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims" (p. 186). Given that there are multiple types of intra-organizational communication, Welch and Jackson (2007) identified four forms of workplace communication: internal line management communication, internal team peer communication, internal project peer communication, and internal corporate communication. These dimensions recognize that internal communication consists of strategic engagements between management various stakeholders in the organization. To briefly summarize these forms of internal communication, internal corporate communication refers to management transferring information to employees at all levels in the organization. The first three, on the other hand, allow researchers to study the relationships between employees, work teams, and employees and their direct managers and supervisors. Welch and Jackson's approach to internal communication is adopted in this study because it argues that employees' perception, loyalty, and understanding of the company's values and goals is commonly dependent on the organization's internal communication.

Internal Communication and Employee Outcomes

Public relations scholars recognize internal communication as a crucial tool to help build positive relationships in the workplace, especially among leaders and their people (Duthler & Dhanesh, 2018; Welch & Jackson, 2007; Men, 2014). Leadership is largely built around communication (Holladay & Coombs, 1993) with transformational leadership receiving a lot of

success in internal communication studies for its ability to build relationships among employees and its influence on improving employees' attitudes and empowerment at work (Shaffer, 2000). Similar to communicated relational commitment, transformational leadership focuses on openness, feedback, and relationship, which attributes to employees feeling more involved and inspired in their role (Men, 2014). Furthermore, organizations that consist of leaders that encourage open communication among their subordinates have shown to have higher levels of symmetrical communication with overall better employee sentiments towards the company.

In addition, researchers have found that internal communication fosters employee engagement (Duthler & Dhanseh, 2018; Jiang & Men, 2017). For instance, transparent communication has not only shown to be an indirect effect of employee engagement but also work-life enrichment (Jiang & Men, 2017). A variety of management and communication scholars have also demonstrated that culture, diversity, employee satisfaction, and organizational structure can also be factors of employee communication (Grunig, & Dozier, 2002). Due to the fact that employee engagement is seen as a valuable tool to boost organizations' competitive advantage (Anitha, 2013), establishing symmetrical communication in the workplace can lead to many worthwhile organizational outcomes (Duthler & Dhanseh, 2018).

CSR and Internal Communication

Social responsibility is a key factor in organization-public relationships with actions such as corporate social responsibility initiatives helping to develop a stronger relationship between the organization and their key publics. Importantly, internal CSR practices targeting employees has the ability to alter employees' perceptions of their company (Duthler & Dhanesh, 2018).

CSR has widely grown in popularity among businesses around the world in the past two decades for its acknowledgment among consumers, governments, and media for its benefits for

the company and society (Tsourvakas & Yfantidou, 2018). Likewise, scholarly interest in CSR has recently grown for its detailed process that exhibits the organization's actions, goals, and standpoint on its influence of society and the business as a whole (Aguinis 2011). Academic researchers across disciplines have utilized a variety of different definitions to describe CSR and its actions, purpose, and benefits. This study adopts the following definition by Coombs and Holladay's (2012); "the voluntary actions that a corporation implements as it pursues its mission and fulfills its perceived obligations to stakeholders, including employees, communities, the environment, and society as a whole" (p. 4).

CSR serves as a way to develop organization-public relationships (Browning et al., 2020). Participating in CSR is voluntary, but it gives organizations the opportunity to manage their reputation by publicly participating in means to support the community and environment. Companies active in corporate social responsibility is a prominent example of relationship management, specifically communicated commitment, for its deliberate action to share organizational and societal objectives with the public (Browning et al., 2020). CSR reports demonstrate advocacy, openness, and assurance to the company's societal impact all the while improving their reputation and public image.

CSR initiatives have the ability to stimulate favorable organizational behavior as it challenges the presumption that organizations' solitary idea of success to be financial gain (Coombs & Holladay, 2012). In this regard, companies must consider the implications their operations have on all of their stakeholders, including their employees, which results in many societal and organizational advantages. For example, companies that participate in CSR initiatives are societally held accountable for performing "best practices" to help maintain and improve the wellbeing of the community and environment. This can result in likeminded

organizations collaborating to take action on their social concerns. In addition, these companies benefit from a propitious reputation, often resulting in interest from investors and promising job candidates and more successful financing (Lee, Zhang & Abitbol, 2017). Similarly, Aguilera et al. (2007) found a correlation for current employees suggesting that CSR can be a tool to boost employee belonging in the company. This experience is created from a shared meaningfulness, collaboration, and comradery to create a purposeful relationship between the organization and the betterment of society. Increased meaningfulness from CSR actions has also been found to improve employee retention rates since these actions directly represent a company with a positive culture (Carnahan, Kryscnski & Olson, 2017). Furthermore, there has been empirical research demonstrating that employee-centric variables such as job satisfaction (Aguilera, Rupp, Williams, and Ganapathi, 2007), better work-life balance (Koch et al., 2019), and employee trust in the organization (Hansen et al., 2011) to be notable benefits among CSR organizations.

CSR practices and internal communication are also key to employee engagement because of their effect on the employees' perception of their company (Duthler & Dhanesh, 2018). Internal CSR practices involves the actions taken by the company to ensure the overall wellbeing of their employees, including, learning and development opportunities, diversity and inclusion initiatives, and total rewards policies. However, employee CSR participation is crucial in its success as it enhances employee performance indicators and embeds CSR actions with the company's culture and values (Chen & Hung-Baesecke, 2014). Effective internal communication on CSR initiatives serves as an organizational driver for employee participation. In many instances, employees receive both internal and external communication about their company's CSR initiatives, but research has shown that they are more likely to receive and process internal messages (Duthler & Dhanesh, 2018).

Research utilizing Carroll's (1979) CSR framework has demonstrated that internal communication not only can affect employees' perception of the company, but also modify employee performance variables such as organizational commitment. With that being said, Gill (2015) proposed that organization's with internal CSR commitment can benefit from their employees enhancing their reputation both internally and externally. An organization's reputation originates internally and can be developed by aligning the employees' personal goals with the goals of the company. By instilling the organization's CSR actions and values through internal communication, the employees can represent the organization to external stakeholders and enhance the organization's reputation. Furthermore, research by Duthler and Dhanesh (2018) found that internal communication about CSR actions benefited the organization positively when it was completed symmetrically. Asymmetrical internal communication, however, resulted in employees negatively perceiving the organization.

Employee Engagement

As previously discussed, organization-public relationships can result in a number of business outcomes when completed successfully (Hon and Grunig, 1999). Employees have been recognized as a valuable key public given their communal role in the workplace. Internal communication acts as the foundational element that uphold this relationship, which can bring about a variety of mutually beneficial business successes. Among these outcomes is increased employee engagement (Duthler & Dhanseh, 2018; Jiang & Men, 2017), which has been shown to boost a company's competitive advantage (Anitha, 2013). In view of this, employee engagement has been studied through various theories and constructs to best understand its impact on the organization.

William Kahn (1990) was the first scholar to conceptualize work engagement as a multidimensional construct. It was originally defined as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (p. 694). Kahn's study on personal engagement and disengagement at work focused on the following three psychological conditions: cognitive, emotional, and physical (Gruman & Saks, 2014). In essence, engaged employees execute their job duties with a holistic psychological approach, which contributes to a sense of fulfillment and motivation in their work. On the other hand, as a consequence of psychologically removing themselves from their work, disengaged employees lose interest in their duties having a pernicious influence on their performance.

In addition, Kahn's multidimensional construct also takes into account an individual's psychological presence when at work because those that are psychologically present are "attentive, connected, integrated, and focused in their role performances" (Gruman & Saks, 2014, p. 157). A key idea of psychological presence is "self-in-role," which refers to the extent that an employee involves themself in the performance of their role. Given this concept, he identified meaningfulness, safety, and availability as the three psychological conditions that lead to engagement. Meaningfulness refers to feeling valued, appreciated, and useful by "feeling that one is receiving a return on investment of one's self in a currency of physical, cognitive, or emotional energy" (Kahn, 1990). Psychological safety describes the experience of being one's authentic self without facing backlash or retaliation towards their career. Finally, psychological availability explains the ability to engage, which requires physical, emotional, or psychological resources.

Multiple factors influence the three psychological conditions, which in turn encourages employee engagement (Meskelis, 2017). These factors include supportive employer-employee relationships (Alfes et al., 2012; Chaurasia & Shukla, 2013), opportunities for development, and safety (Alfes et al., 2016). For instance, the employer-employee relationship has become one of the most important factors because leaders have the ability to empower their subordinates (Chaurasia & Shukla, 2013). Research has shown that employees who feel empowered by their leader(s) are likely to have more job satisfaction, dedication to the organization, and higher retention rates (Mendes & Stander, 2011). As for learning and development opportunities, studies have shown that employees build morale (Aguinis & Kraiger, 2009) and put more energy into their work (Alfes et al., 2013) when given the chance to grow their personal and work skills. In addition, previous literature has reiterated that organizational factors such as workplace well-being, policies, total rewards packages, career development, interpersonal relationships, training, leadership support, and a healthy work environment can have a direct impact on the levels of employee engagement in a workforce (Anitha, 2013).

Since Kahn's (1990) conceptualization of employee engagement, numerous studies have emerged in academia to define employee engagement, with many having similarities to other employee-related constructs (Gatti, 2016; Christian et al., 2011; Newman & Harrison, 2008; Macey & Schneider, 2008). A majority demonstrates three common characteristics, which are consistent with Kahn's findings: "(a) a psychological connection with the performance of work tasks, (b) the self-investment of personal resources in work, and (c) a "state" rather than a "trait"" (Gruman & Saks, 2014, pp. 158-159). Maslach, Schaufeli & Leiter (2001) found that most of the outcomes that link to burnout literature relate to job performance. Once an individual begins to experience job burnout, their performance is directly damaged as job satisfaction and

commitment decreases. The self-investment of personal resources refers to the psychological holistic state (physical, emotional, and cognitive condition), which requires the individual to simultaneously experience all three conditions to connect with their work (Rich & Lepine, 2010; Kahn, 1990). The third characteristic recognizes that engagement levels fluctuate between individuals and any given time (Sonnentag, 2003). This idea interlaces with Kahn's idea that engagement regularly changes rather than remaining stable throughout the workday (Kahn, 1990).

Burnout literature defines engagement as "an energetic state of involvement with personally fulfilling activities that enhance one's sense of professional efficacy" (Maslach & Leiter, 2008, p. 498). Coinciding with Kahn's theory, this concept of engagement provides a more thorough examination of the factors that promote work engagement, but its desired results are to avoid job burnout. It aims to avoid exhaustion by enhancing dedication, efficacy, and resiliency as opposed to Kahn' s (1990) framework which establishes that engagement comes from self-fulfillment and motivation in one's work. Similarly, Bakker et al. (2006) define engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 166). Researcher utilize these three dimensions of engagement to understand the levels of energy, pride, and concentration employees have while working to avoid emotional exhaustion, and in turn, burnout. However, these definitions of employee engagement were criticized for their lack of clear distinction from constructs such as job burnout and job satisfaction (e.g., Christian et al., 2011; Newman & Harrison, 2008; Saks, 2008). Therefore, this study adopts Kahn's (1990) study and definition of work engagement as it utilizes a holistic approach to employee motivation and key measurables to explore employee engagement.

Employee Engagement Strategies

Having established popular employee engagement theories, further evidence of employee engagement's importance to business success can be explored by understanding its key drivers and outcomes. It is a growing consensus among business leaders that modern times call for more efficiency and productivity in order to remain competitive (Markos & Sridevi, 2010). Workforce studies are recognizing that engagement is linked to both emotional and rational factors in the workplace to create an overall more desirable employee experience. Contrary to popular belief, creating a more productive workforce does not stem from compensation increases, but rather establishing a work environment where people are happy to be (Perrin, 2003). Perrin's study found that applicants first make an impression of the company by looking at total rewards packages and work-life balance initiatives, but their retention revolves around experiential factors that makes their daily work lives worthwhile such as development opportunities, career advancement, and the quality of their teammates. Essentially, organizations that establish a sense of community, inclusion, and opportunity for growth gives their employees meaning, which works as a catalyst for engagement (Penna, 2007). For instance, research by Development Dimensions International (2005) found that a highly engaged workforce stems from development opportunities, encouraging teamwork and collaboration, and empowering and recognizing employees for their hard work. Similarly, Robinson, Perryman and Hayday (2004) found in their engagement report that employee recognition and making employees feel valued were key drivers in addition to job advancement and employee health and well-being initiatives. A report by Perrin (2003) also found organizational interest in the employees' health as a crucial factor along with committed leadership with strengths in decision making. In summary, employee engagement can be a useful tool to keep organizations competitive, but in order to achieve this,

organizations must provide employees with the tools they need, improve organizational attributes (Vance, 2006), and adopt HR practices to help achieve organizational objectives (Anitha, 2013).

Throughout the years, workplace engagement research has grown and has been widely used to keep organizations competitive by reaping the positive individual and organizational benefits of having an engaged workforce (Gatti, 2016). For instance, studies have shown that engaged employees have higher retention rates as well as increased job satisfaction and loyalty (Macey & Schneider, 2008), improved job performance and health (Maslach, Leiter & Schaufeli, 2001), and a growth in immersion and absorption levels (Sonnentag, 2003). Research has also found an impact on engaged employees' personal lives because employees that feel enriched with their work life are more likely to maintain a positive attitude when they return home (Rothbard, 2001). In turn, organizations with high levels of engaged employees result in positive organizational outcomes that have direct bottom line impacts (Vance, 2006). Examples of this can be found in Harter, Hayes and Schmidt's (2002) research where they discovered that companies with an engaged workforce benefit from higher customer satisfaction, lower turnover costs, increased production and efficiency, and an increased sense of safety. High levels of workplace engagement can lead to many worthwhile outcomes for both the employees and the company, but lows levels of engagement can result in an assortment of consequences (Macey & Schneider, 2008; Meskelis, 2017). For example, studies have found that low engagement leads to lower productivity and effectiveness at work (Maslack, Leiter & Schaufeli, 2001), lack of meaningfulness (Soane et al., 2013), and lower levels of performance (Macey & Schneider, 2008).

The Employee Experience Strategy

According to research by Gruman and Saks (2014), employee engagement has become one of the most popular topics in business as it plays a critical role in organizational success. In previous workplace strategies, engagement has been a key focus to improve business outcomes, but Morgan (2017) believes engagement strategies often revolve too much around perks that make employees temporarily happy, thus, a short-term fix to boost job performance. The employee experience aims to look beyond extrinsic motivators by focusing on identifying what employees want and need in the workplace to intrinsically motivate them. It is a common misconception among HR and business professionals that the employee experience strategy replaced employee engagement strategies, but the two actually work hand-in-hand. Employee engagement is a crucial concept in the employee experience because it seeks to create engaged employees by focusing on the cultural, technological, and physical design of the organization to establish a positive work environment.

Jacob Morgan created the concept known as the "Employee Experience," which encompasses a set of ideas, values and goals that leaders aim to implement and maintain to create a better environment to produce more engaged employees (Morgan, 2017). In essence, the employee experience is "the sum of all interactions an employee has with an employer, from prerecruitment to post-exit" with the goal of the organization providing them the best opportunity to develop and continually improve their wellbeing (Gallup, 2021, para. 3). This includes various factors that can make up an employee's perception of the company such as workplace relationships, technology use, and leadership. It is a strategic business initiative revolving around every aspect of employee lifecycle to increase happiness, motivation and productivity, including, but not limited to, employee engagement, diversity and inclusion, leadership development, and performance management (Deloitte, 2020).

This engagement strategy has grown in recent years for its ability to affect organizational outcomes such as employee performance, development, and retention rates (Gallup, 2021). For example, a survey conducted by Deloitte (2019) demonstrated that a vast majority of respondents rated the employee experience as an important or the most important precedence to implement in the workplace. Recent Forbes surveys also indicated that employee experience was rated a priority by HR and business leaders during COVID-19 for two consecutive years (Forbes, 2020). This priority is followed by a greater focus on technology (41%), performance management (35%), and applying people analytics across HR (32%).

The employee experience is a long-term redesign of the organization, but in order for this to take place, business leaders must thoroughly understand the relationship between the organization and its employees (Morgan, 2017). It is crucial to recognize that leaders first need to understand the day-to-day experiences their people have in order to efficiently and successfully redesign the space they operate in. To help simplify this undertaking, the concept has been broken down into three environmental designs for an organization to analyze. The three basic categories of the employee experience are the cultural, technological, and physical environment, which encompass specific variables that define them. To briefly explain each environment, the ***cultural environment*** involves the actions taken to influence employees' attitudes and perceptions of the company's values, goals, and overall image. ***The physical environment*** encompasses every aspect that involves in the surroundings on the physical work environment. Lastly, the ***technological environment*** is comprised of the tools and resources provided to employees to help them complete their job duties. The goal of each environment is to include factors that establish a workplace where people feel happy, safe, and included.

Conceptualizing Employee Experience as an Employee Engagement CSR Strategy

Morgan (2017) defines the employee experience as "the intersection of employee expectations, needs and wants and the organizational design of those expectations, needs, and wants" (p. 8). Essentially, it consists of the actions taken by the organization to construct an ongoing engagement strategy and the employees' perspective of the organization's design. According to the employee engagement concept, employees' psychological experience of work is influenced by organizational factors, which in turn, influences employees' work behavior and perception of the organization (Kahn, 1990). On that account, this study recognizes the employee experience as the accumulation of developed and implemented organizational strategies that strive to elevate the employees' day-to-day experiences throughout the employee life cycle. However, the mere implementation of this strategy cannot accurately measure its success similar to how employees coming to work does not necessarily mean they are engaged (Moletsane, Tefera & Migiro, 2019). Kahn's (1990) engagement concept explains that an employee's level of immersion and motivation in the role revolves around their experience at work. Thus, understanding the employees' perspective of the factors that make up the employee experience strategy is crucial to understanding its value to the workplace.

Following Morgan (2017) and Kahan (1990)'s conceptualizations, this study conceptualizes employee experience, consisting of the cultural, physical, and technological environment, as employee engagement CSR strategies that can increase factors such as employee satisfaction, work-life balance, development, and diversity and inclusion. This is recognized as the employee experience CSR engagement strategy in this study. It is a common misconception that CSR strategies are only developed for external public relationships, but much of the CSR initiatives are internally focused (Duthler & Dhanesh, 2018). It's valuable to emphasize that CSR engagement efforts are recognized as a morale booster and key organizational tool to motivate

and engage their employees (Peterson, 2022). These engagement strategies also have the ability to build engagement and trust with internal and external alike by not only communicating the engagement initiatives internally to employees but are also presenting them externally in CSR reports (Duthler & Dhanesh, 2018). Businesses have different needs, so it is important to recognize that organizational variables that make up the employee experience are likely to vary depending on the organization (Morgan, 2017). With that being said, this study will explore overarching variables that attribute to the three environments.

By understanding the variables that make up the employee experience strategy, business leaders can improve their employees' engagement by focusing on key factors that contribute to their happiness and wellbeing. In turn, companies that produce happy, motivated, and engaged employees have the potential to reap successful outcomes to overall improve the organization (Gatti, 2016). Throughout engagement literature, a positive correlation has been made between engagement and many of the same variables shown in Morgan's (2017) employee experience research, including, better in-role task performance (Christian et al., 2011), improved organizational finances (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009), increased employee innovation and decision-making (Albrecht, 2015), and enhanced meaningfulness, development opportunities, and work-related balance (Reio & Shuck, 2014).

The following section will define Morgan's three environments and describe how each satisfies Kahn's psychological conditions.

The Cultural Environment. A business's culture is all around the workforce whether people realize it or not because it encompasses the impression people have of the company and the actions taken to create that impression (Morgan, 2017). Organizational culture is difficult to define since it takes on various shapes and forms, but a widely accepted definition comes

from Szczepańska-Woszczyna (2014) who describes it as the "entire fundamental assumptions that a given group has invented, discovered or developed while learning to solve problems of adaptation to the environment and internal integration" (p. 29). Considering this definition, organizational culture encompasses numerous factors that must be considered when implementing business strategies, including: Employee recognition and acknowledgment, creating a sense of belonging and purpose, comradery, diversity and inclusion initiatives, and learning and development opportunities (Morgan, 2017). Additionally, it is important to remember that a culture is individually unique since it revolves around a company's values and vision, which varies from business to business (Coleman, 2013).

Organizational culture is seen as a valuable tool to accomplish the goals of the organization (Kumar Samanta, 2021). It also consists of the most variables in this study because this environment must continuously align with the vision and goals of the organization all the while communicating its purpose to its employees. For instance, a critical variable in the cultural environment is diversity, inclusion, and equity in the workplace. Organizations that foster an inclusive culture not only benefit from high-performance teamwork but also employees who bring their whole selves to work (Ferdman, 2020), which algins with Kahn's (1990) idea of employees' being holistically involved at work. This idea of being holistically involved is commonly referred to as inclusion, which describes when an individual feels they can be their authentic selves all the while contributing to the team and organization (Ferdman, 2012). Ferdman explains that inclusion greatly requires business leaders to examine their inclusion strategy to ensure engagement, involvement, safety, value, and authenticity are established throughout their employees' work experiences. With that being said, many modern businesses have integrated diversity and inclusion into their organization's mission, values, and culture to

build an environment of collaboration, innovation, and empowerment (Ferdman, 2013). In doing so, employees can experience inclusion by utilizing the cultural environment resources such as learning and development, work-life balance, and leadership to continue to grow and develop personally and professionally.

With that being said, culture and organizational success have been heavily researched and have demonstrated many beneficial outcomes. These organizational outcomes include increased employee motivation and effectiveness (Jegajothi. & Sudha, 2015), improved performance (Paramita & Lumbaraja, 2020), and enhanced employee attitudes and behaviors towards the organization (Kumar Samanta, 2021). Psychological meaningfulness is a focal condition in Kahn's (1990) engagement theory, which describes when an individual feels valued for their work. Much of the cultural environment revolves around the company investing in its employees to drive empowerment, innovation, and collaboration in the workplace (Morgan, 2017). Given this statement, this study adopts Kahn's outlook of psychological meaningfulness to reflect the organizational variables that make up the cultural environment.

Therefore, this study conceptualizes cultural environment as leadership initiatives, total rewards, diversity and inclusion, employee engagement, motivation, and empowerment, organizational culture, employee recognition, work-life balance initiatives, and learning and development opportunities. Firstly, ***leadership initiatives*** commonly pairs with relationship management given their ability to support communication among peers. However, leadership initiatives go beyond relationship management since it also involves motivating and empowering employees and aligning the goals of the organization with the goals of the employees (Inness et al., 2010). ***Employee engagement, motivation, and empowerment*** are considered driving forces in attaining organizational goals (Shahzadi, 2014), which can be attained through employee

recognition (White, 2015), including, ensuring employees feel appreciated, acknowledged, and that their value is communicated regularly. ***Work-life balance initiatives*** and ***total rewards*** are commonly found together in CSR and corporate websites. Total rewards involves any form of compensation and benefits provided to employees (SoonYew et al., 2008) while work-life balance initiatives describes organizational practices to reduce work-family conflict (Thomas, 2014). ***Learning and development opportunities*** can be used to improve personal and work skills by adopting a strategic approach to improve business performance (Foster, 2017). ***Diversity and inclusion*** is another way to improve business performance by creating an inclusive culture to network and complete decision-making processes (Jonsen et al., 2021). These initiatives recognize and appreciate differences to create a diverse workforce. Lastly, ***organizational culture*** refers to "conditions that collectively influence the work atmosphere" (Blessinger & Hrycai, 2013, p. 1). It is a broad term used to include practices, values, and policies that organizations adopt to develop an environment that reflects their goals and beliefs.

The Physical Environment. Finally, the physical environment is the environment in which employees complete their work as well as the factors that can psychologically affect the employees who work there (Morgan, 2017). Workspaces have the potential to inspire, energize, and motivate employees as they serve as a reflection of the organization's values, including, collaboration, innovation, and pride. Furthermore, workplace flexibility plays a contributing factor in this environment with the number of employees working from home rapidly increasing as a result of COVID-19 (Morikawa, 2022). The physical environment also serves as a symbol of the organization's culture as it should reflect the organization's commitment to employee success (Morgan, 2017).

Therefore, this study recognizes the physical environment as the composition of physical, psychosocial, and psychological experiences that can either improve or impair employees' sense of safety, engagement, and overall wellbeing. It encompasses all objects, surroundings, and conditions that employees encounter in their work life (Hoff & Öberg, 2015). In addition, it is important to note that the physical environment goes well beyond physical characteristics given these characteristics can affect psychosocial and psychological experience (Bergefurt et al., 2022; Hoff & Öberg, 2015). For instance, the arrangement of workspaces has shown to play a factor in collaboration and creativity among teams, which has the capability to increase productivity and efficiency (Harrington, 1999). Furthermore, research has shown that providing a positive physical work environment can support social interaction, communication (Hoff & Öberg, 2015), productivity, and engagement (Bergefurt et al., 2022). However, negative physical workplace characteristics have the potential to harm employees' wellbeing by increasing stress levels and mental health concerns.

That being said, this study conceptualizes physical environment as physical workplace, safety compliance (mental and physical), sexual harassment, discrimination, and organizational integrity. To briefly summarize, the ***physical workplace*** is a broad categorization to define how the workspace can empower employees to communicate, collaborate, and share organizational values (Men & Stacks, 2014). ***Safety compliance (mental and physical)*** refers to the company's efforts to meet safety standards and protocols to encourage a mentally and physically safe environment for their workforce (Inness et al., 2010). ***Sexual harassment*** and ***discrimination*** involve initiatives taken to diminish unwanted harassment and discriminatory advances (Paludi, Krysa & Mills, 2010; Cassino & Besen-Cassino, 2019). Lastly, ***organizational integrity***

describes the behaviors and actions taken to remain honest, truthful, and caring (AL-Abrrow, Abdullah & Atshan, 2019).

According to Kamarulzaman et al. (2011), multiple studies have explored how the physical office environment can have an impact on employees' attitude towards the organization and productivity levels. For example, the authors' research has shown that if standards are not met in the physical environment, general working conditions such as workload and employee relationships cannot be met. Anitha (2013) studied factors of a supportive working environment that make up some of the psychological variables that contribute to the physical environment of this study. Anitha found a meaningful workplace environment such as stimulating interpersonal harmony and supportive working conditions can lead to higher employee engagement. Furthermore, Reio and Shuck (2014) found that the psychological workplace climate affects the employees' performance, engagement, wellbeing and sense of safety. As previously discussed, safety, whether it's physical, emotional, and/or psychological, plays a significant role in Kahn's (1990) interpretation of engagement. Thus, if an organization establishes an environment where employees feel safe, it will positively influence their behavior towards the work climate.

The Technological Environment. Technology is the newest addition to the employee experience but is quickly gaining prominence in the workplace as it helps us to communicate, collaborate, and assist us when completing work (Morgan, 2017). It is notability demonstrated in Forbes' (2020) survey where 41% of participating HR and Business leaders said their top initiative is a greater focus on technology. In essence, the technological environment includes any tool employees use to do their job and "acts as the glue and the nervous system that power the organization" (Morgan, 2017 p. 78). Providing employees with the tools they need to perform their job duties can empower them all the while increasing

efficiency and productivity. However, not providing adequate tools and resources results in the opposite effect by mitigating efficiency, production, and accessibility. Morgan lists the following variables as palpable impacts of the technological environment that organizations should consider: Creating a modern workplace, consumer grade technology, and a commitment to driving innovation, collaboration, and communication across the organization. In summary, this environment encompasses the resources needed to help employees collaborate, communicate, and efficiently conduct their jobs.

Employee engagement literature discusses how resources and resource availability may help employees achieve work goals (Salanova, Agut & Peiró, 2005), stimulate personal and organizational development (Demerouti et al., 2001), increase motivation (Schaufeli & Bakker 2004), and be more responsive to change and growth (Kahn, 1992). In this study, the variables that make up the technological environment are adopted from Kahn's idea that the possession and availability of resources is a key determinant of employee psychological availability.

Therefore, this study conceptualizes technological environment as remote work, digital tools, innovation, tools and resources, and digital transformation. ***Remote work*** describes when an individual is able to complete their work outside of the company's office space (Ward et al., 2021). This variable has grown among companies given the impacts of COVID-19. ***Digital tools*** and the digital transformation have also recently increased in the business world due to accessibility and efficiency (Wang et al., 2010; Kretschmer & Khashabi, 2020). Digital tools, which commonly includes employee self-service systems, E-learning, and company business devices, utilizes technology to provide efficiency and accessibility to employees. ***Digital transformation*** refers to companies adopting digital technologies to create a more efficient and productive work environment. ***Innovation*** is a broad term used to describe when a company

makes the effort to create a more flexible, efficient, and modern organization (Kalmi & Kauhanen, 2008). Lastly, ***tools and resources*** describes the necessary resources employers must provide their employees for them to complete their job in the most efficient way (Koehler, 2019).

Therefore, based on the above literature, this study proposes the following research question:

RQ1: To what extent do Fortune 100 companies apply employee engagement CSR strategies?

Employee Engagement Behavior

Throughout the years, many scholars have found empirical research evidence that employee communicative actions can have a direct effect on organizational outcomes, including, customer satisfaction and profits (Kim & Rhee, 2011). Communication literature has shown that word-of-mouth networking can have a great impact on opinions and can even be more impactful than advertising. The authors found that consumers are more likely to believe information from interpersonal channels opposed to marketed messages and advertisements. A recent report by Edelman, a major U.S. PR agency, found similar results given that conversations with employees were seen as a trusted source of information about a company as much as mass media.

Megaphoning is a term used to describe external communication behaviors, which can result in positive and/or negative outcomes (Kim and Rhee, 2001). For example, an employee bad-mouthing their former employer or leaking confidential information can result in the company taking a hit to their reputation. However, current or former employees leaving positive reviews for the company can result in positive outcomes such as increased recruitment interest. Kim and Rhee's study discovered that organizations that develop a good organization-employee relationship with its employees are more likely to benefit from positive megaphoning by having

employees that are more likely to share positive messages to external publics. However, organizations that have negative relationships with their employees are more likely to face negative megaphoning from their employees who externally share negative information about the company.

To further elaborate on the importance of organization-employee relationships, studies have highly implied a link between relationships and employee engagement (Kang & Sung, 2016). For instance, MacLeod and Clark (2009) believe employee engagement to be at "the heart of workplace relationship between employee and employer," (p. 3) and Robinson, Perryman, and Hayday (2004) found similar results with two-way relationships between the employees and organization being a necessity for employee engagement. In order to develop and maintain these relationships, the employer needs to take action to keep employee trust and satisfaction (Kang & Sung, 2016).

At its core, the employee experience strategy is a compilation of human resource management practices (Morgan, 2017) with employees' engagement outcomes and attitudes towards the organization being heavily impacted by these practices (Kim and Rhee, 2001; Alfes et al., 2013). It's also important to note that Schaufeli and Bakker (2004) found that engaged employees are more likely to demonstrate organizational citizen behavior, which is similar to positive megaphoning in that both involve commitment to the organization through non-contractional means (Kim and Rhee, 2001; Alfes, et al., 2013). This has been proven through numerous studies that have focus on singular human relations practices such as training initiatives or performance management strategies (Wright and Boswell 2002; Boselie et al., 2005). However, human resource scholars are beginning to recognize the importance of human resource management bundles, which involves interrelated elements of human resource practices

based on an organization's strategic goals, culture, and business strategy (MacDuffie, 1995; Osterman 1987). MacDuffie (1995) found that motivating employees, boosting workplace knowledge, and forming relationships between leadership and employees begins with developing and implementing these human resource bundles. The author also discovered that it is the combination of human resource practices that shape organizational outcomes. This sudden interest in human resource bundles suggests that employee external communication behaviors towards the organization can be determined by the organization's overall human resource strategy to improve employee and organizational success (Alfes et al., 2013).

Research has shown a positive correlation between employee engagement and positive external communication behaviors by employees (Kim & Rhee, 2001; Kang & Sung, 2016; Alfes et al., 2013). Furthermore, scholars have demonstrated that human resource management bundles, conceptualized as the employee experience CSR strategy in this study, have the possibility of altering employees' engagement, sentiments, and communication behavior (Alfes, et al., 2013). In order to explore employees' engagement outcomes and sentiments towards organizational cultural, technological and physical actions, this study will adopt Kim and Rhee's (2001) megaphoning concept when analyzing employee sentiments on Glassdoor. Thus, negative external communication behaviors are conceptualized as employees leaving negative sentiments or submitting low reviews on Glassdoor, whereas positive external communication behaviors refer to positive sentiments or high reviews on Glassdoor.

Previous research has identified factors that reflect employee engagement outcomes (Tsourvakas & Yfantidou, 2018) that is be beneficial to employees' external communication content. This includes leadership, well-being, my manager, my team, my company, personal

growth / development, fair deal, psychological safety, and diversity and inclusion (MacDuffie, 2022; Kahn, 1990; Duthler & Dhanesh, 2018).

Tsourvakas and Yfantidou (2018) conducted a study on the influence of corporate social responsibility on employee engagement. They utilized the following variables as key drivers of employee engagement: leadership, well-being, my manager, my team, my company, personal growth / development, fair deal, and giving something back to the company. These variables originated from a Best Companies (2016) survey to measure employee engagement and organizational behavior. Consistent with previous literature (Glavas & Piderit, 2009; Ferreira & Real de Oliveira, 2014), Tsourvakas and Yfantidou (2018) found a correlation between corporate social responsibility strategies and employee engagement. Given the reliability of these key measurables, this study will adopt the engagement measurables as dependent variables of employee engagement CSR strategies. In addition, psychological safety, and diversity and inclusion were selected variables from various employee engagement studies (MacDuffie, 2022; Kahn, 1990; Duthler & Dhanesh, 2018) to further identify factors that can influence employees' sentiments of their company (Table 4).

With that being said, this study seeks to link employee experience as an employee engagement CSR strategy with employee external communication behaviors on Glassdoor. Beginning with the cultural environment, research has demonstrated that strong organizational culture enables optimal employee performance (Sandperm & Jermsittiparsert, 2019). Deeply embedded culture has also shown to improve work satisfaction, in turn, reducing turnover rates for the organization (Ramdhani, Ramdhani & Ainissyifa, 2017). Therefore, the following research question is proposed:

RQ2: What will the employee responses (in terms of Glassdoor employee rating and employee external communication behaviors) be like for companies that emphasize more on the cultural environment?

In addition, employee effectiveness and efficiency has been linked to the physical environment (Sandperm and Jermsittiparsert, 2019). In essence, providing employees with an appropriate physical work environment can affect their attitudes, which alters their productivity and performance. It is also important to note that this environment encompasses behavioral variables such as collaboration, teamwork, and creativity. Providing employees with a positive physical environment enhances their work satisfaction and their ability to accomplish workplace and personal goals (Noah and Steve, 2012). Therefore, the following research question is proposed:

RQ3: What will the employee responses (in terms of Glassdoor employee rating and employee external communication behaviors) be like for companies that emphasize more on the physical environment?

Lastly, variables that make up the technological environment have shown to boost employee motivation, satisfaction, and attitudes (Jafari Navimipour & Zareie, 2015). For example, digital learning technology, commonly referred to as E-learning, has grown in popularity due to its cost efficiency, user autonomy, and location flexibility. Scholars have also suggested that these factors play a factor in user satisfaction (Alkhalaf, Drew & Alhussain, 2012), collaboration (Yeh & Lin, 2015), and learning efforts (Kong & Yan, 2014). Therefore, the following research question is proposed:

RQ4: What will the employee responses (in terms of Glassdoor employee rating and employee external communication behaviors) be like for companies that emphasize more on the technology environment?

Aside from the employee experience environments, this study will also examine various business variables and their relationship to employee sentiments. This is being conducted based on previous literature that has demonstrated that employee satisfaction, attitudes, and turnover can be affected by organizational financials, company level, and business units (Harter, Schmidt & Hayes, 2002). Therefore, the following research questions are proposed:

RQ5: What is the relationship between company size and employee response on Glassdoor?

RQ6: Are employees in an administrative position more likely to write positive sentiments about the company than those not in an administrative position?

RQ7: Are employees that have been with a company for more than three years more likely to write positive sentiments about the company than those who have been with the company for less time?

RQ8: Are current employees more likely to write positive sentiments about the company than former employees?

Chapter III: Method

This study aimed to explore Morgan's (2017) employee experience, an engagement strategy with multiple variables in the cultural environment, physical environment, and technological environment, through a quantitative content analysis of Fortune 500 company's CSR reports and website, as well as the companies' corresponding Glassdoor reviews. Internal employee engagement initiatives reflected in the CSR reports and websites of the 2022 top Fortune 100 companies (Forbes, 2022) were analyzed.

Sampling and Data Collection

The CSR reports and websites of the top Fortune 100 companies were collected and analyzed for this study (see Table 1). The study selected top Fortune 100 companies because: firstly, their higher revenue, visibility, and stakeholders in the business world (Zhou, 2021). With that being said, the first 100 companies from the Fortune 500 list are debatably going to be more active to improve the organization, environment, and social causes as a vast majority participate in CSR initiatives (Browning et al., 2020). Secondly, Weaver, Trevino and Cochran (1999) similarly found that the organizations on this list have more internal and external pressure, which can compel similar social initiatives that can be studied across various sectors. In addition, research has shown that Fortune 500 companies encourage a culture built around diversity practices and business ethics (Bradford, 2020). Furthermore, an active company in social responsibility is key due to the likelihood that they produce a more collaborative, meaningful, and supportive environments for its employees (Lee & Chen, 2018).

Following the CSR and corporate website data collection, previous and current employee Glassdoor reviews were analyzed to explore expectations, improvements, and needs in the workplace. Glassdoor is a popular social media site among employees and job seekers for its transparency on company's perceptions (Dube & Zhu, 2021). It was selected for this study due to it having the largest database of employee reviews, which covers "over 600,000 companies worldwide and it provides employee ratings at the most disaggregated level" (Saini & Jawahar, 2019, p. 642). In addition, Glassdoor offers ratings for employment factors that are not listed on its competitors' websites as well as requiring the reviewer to include the pros and cons of working for the company. Furthermore, each submitted review has to undergo an extensive, human and technical review process to ensure data integrity (Saini & Jawahar, 2019). Zhang

(2022) demonstrates the benefits and reliability of Glassdoor in PR research with their published and award-winning article, which similarly studied external communication and internal performance perceptions.

Glassdoor Employee Review Sampling. To align with the Fortune 100 companies, the Glassdoor employee review comments of the top 100 Fortune 500 companies were sampled. The Cluster/Multistage sampling technique was used (Wimmer & Dominick, 2014). First, one company was randomly selected per industry for a total of 41 industries as a means to have all industries represented with their corresponding employee communication behavior. Next, 5% of reviews from April 1st, 2022 to September 28th, 2022 were collected through a systematic sampling technique where only every 10 reviews were selected (with a random starting point) for a total of 1,732 reviews. In addition, all of the Fortune 100 company's overall Glassdoor ratings were documented for analysis, but three of the Fortune 100 companies did not have a Glassdoor page. Therefore, 97 companies remain on the list (see Table 1).

Measurement/Coding Scheme

Independent Variables

The coding scheme for the CSR reports and corporate websites was adapted from previous employee engagement literature.

The cultural environment was measured by Leadership Initiatives, Total Rewards, Diversity and Inclusion, Employee Engagement, Motivation, and Empowerment, Organizational Culture, Employee Recognition, Work-Life Balance, and Learning and Development Opportunities.

Leadership Initiatives entails if the CSR report or corporate website mentioned anything related to leadership importance in the workplace. This definition includes but is not limited to

leadership development, leadership training, diverse and inclusive leadership programs, supportive leaders in place to empower employees, promoting from within, and leaders that align the goals of the company with the goals of the employees.

Total Rewards is defined as if the CSR report or corporate website mentions anything related to components of total rewards packages, including, compensation and wages, health benefits, health and wellness programs, work-life balance initiatives, workplace flexibility, PTO, and financial wellness programs.

Diversity and Inclusion refers to the CSR report or corporate website mentioned anything related to diversity and inclusion efforts such as promoting equity pay, diverse leadership initiatives, and diverse hiring processes. Acknowledging and appreciating different values, perspectives, and backgrounds was also considered.

The operational definition for *Employee Engagement, Motivation, and Empowerment* is defined as if the CSR report or corporate website mentioned anything related to organizational employee engagement strategies to keep their employees invested and motivated to perform their job duties. Key words that were considered are employee engagement strategies, workplace empowerment, and employee motivation.

Organizational Culture is defined as if the CSR report or corporate website mentioned anything related to a company's vision, values, and expectations to improve employee morale, organizational integrity, and happiness and productivity in the workplace.

Employee Recognition is defined as if the CSR report or corporate website mentioned anything related to the organization valuing its employees. This definition includes employee recognition through rewards, acknowledgment, and seeing the people as the company's greatest asset.

Work-Life Balance initiatives are operationally defined as if the CSR report or corporate website mentioned anything related to the company's actions and processes to ensure the workplace demands do not over prioritize the employees' personal life.

Lastly, *Learning and Development opportunities* involves if the CSR report or corporate website mentioned anything related to learning and development initiatives to train employees to best perform their job, meet organizational expectations, remain compliant, and have knowledge of cultural competencies.

The physical environment was measured by Safety Compliance (Physical), Safety Compliance (Mental), Physical Workplace, Sexual Harassment, Discrimination, and Organizational Integrity.

Safety Compliance (Physical) is operationally defined as if the CSR report or corporate website mentioned anything related to worker safety, risk reduction, risk analysis, etc. In addition, Safety Compliance (Physical) refers to prevention measures to work-related injuries as well as necessary actions to reduce or eliminate the seriousness of an event risk, including safety protocols, COVID-19 protocols, and safety best practices.

Similarly, *Safety Compliance (Mental)* is defined as if the CSR report or corporate website mentioned anything related to employee health and wellbeing, including mental health, physical health, and overall wellbeing.

Physical Workplace encompasses if the CSR report or corporate website mentioned anything related to employees having the freedom, space, and comfort to work in an innovative and supportive environment. This definition includes but is not limited workplace collaboration, creative ideas and work, and teamwork.

Sexual Harassment is defined as if the CSR report or corporate website mentioned anything related to policies and procedures for workplace sexual harassment such as unwelcome sexual advances, sexually suggestive language, and offensive gestures.

Lastly, *Discrimination* involves if the CSR report or corporate website mentioned anything related to policies and procedures for discrimination in the workplace such as employment discrimination, degrading comments or actions, and unfair treatment towards protected classes.

The technological environment was measured by remote work, digital tools, innovation, tools and resources, and digital transformation.

The operational definition for *Remote Work* is if the CSR report or corporate website mentioned anything related to working from home, flexible work arrangements, and partial remote work opportunities.

Digital Tools entails if the CSR report or corporate website mentioned anything related organizational tools through a technological means. This includes webinars, E-learning, blended learning, online educational platforms, Zoom conferences, business digital devices, and digital software.

Innovation is defined as if the CSR report or corporate website mentioned anything related to developing and implementing new practices, methods, and products.

Tools and Resources is described as if the CSR report or corporate website mentioned anything related to providing employees with the tools, resources, and opportunities necessary to best perform their job.

Finally, the operational definition for *Digital Transformation* is if the CSR report or corporate website mentioned anything related to the company adopting technology into its everyday processing to continue to succeed and thrive in the modern world.

Each variable was coded for its presence (yes=1, no=0). A detailed list of the variables with keywords, operational definitions, and examples can be found in Table 2.

Additional independent variables of the top 100 Fortune 500 companies (Table 3) were reviewed and categorized to recognize how these factors may influence the company's CSR report. The variables are Company Type, Industry, Number of Employees, Location (Country), Headquarters, Revenues, Profits, and Market Value. Listed below are the variables provided by Forbes (2022) and a brief explanation of each:

Firstly, the *Location (Country)* and *Headquarters* was documented, which refers to country that the company originated as well as the city that the headquarters is located. All of the top 100 companies originated in the United States of America, but the headquarters are located in various locations across the United States. Whether the company is privately or publicly owned was listed (1=privately owned, 2=publicly owned) under the *Company Type* along with *Industry* referring to the specific value the company provides, such as General Merchandisers, Insurance and Managed Care, and Computer Software. The company type was measured by a nominal scale with the various company types being assigned a number. *Revenues*, *Profits*, and *Market Value* were included to document the total amount of income from sales, total income after all expenses, and the total amount the company is worth. These variables provided a detailed look at the size and financial profitability of the company. Lastly, the *Number of Employees* that work for the company were provided to help determine the size and reach they have. Number of Employees was measured on an interval scale to understand the differences between the values.

Dependent Variables

Select Glassdoor reviews were manually searched for variables that concern employee sentiments of the three environments. The variables were Leadership, My Manager, My Company, Diversity and Inclusion (cultural environment), My Team, Well-Being, Psychological Safety, Fair Deal (physical environment), and Personal Growth / Development (technological environment).

Leadership is operationally defined as if the Glassdoor company review mentioned anything related to how the employee feels about their C-Suite executives.

Well-Being refers to if the Glassdoor company review mentioned anything related to the company's efforts to provide a balance between the employee's work life and personal life.

My Manager describes if the Glassdoor company review mentioned anything related to their direct manager or supervisor and their relationship.

Similarly, *My Team* entails if the Glassdoor company review mentioned anything related to comradery in the workplace. This definition includes teamwork, collaborative work environments, and supportive work environments.

My Company parallels to the organization's beliefs and values and is defined as if the Glassdoor company review mentioned anything related to the company's culture and values.

Personal Growth / Development reflects the organization's personal, level, and skill development initiatives, and is defined as if the Glassdoor company review mentioned anything related to providing employees, the opportunity to grow in the workplace. This definition included learning and development opportunities, leadership development, and role development.

Fair Deal relates towards the organization's total rewards policy and is operationally defined as if the Glassdoor company review mentioned anything related to how the employee feels towards the company's total rewards package, including paid time off, benefits, and compensation.

In addition, *Psychological Safety* describes if the Glassdoor company review mentioned anything related to feeling if they are in a safe work environment.

Finally, *Diversity and Inclusion* is operationally defined as if the Glassdoor company review mentioned anything related to the company's diversity and inclusion efforts.

Each variable was coded for its presence (yes=1, no=0), in addition to being coded for its positive, negative and neutral sentiment (yes=1, no=0). A detailed list of the variables with keywords, operational definitions, and examples can be found in Table 4.

Additional relevant variables of Glassdoor employee reviews (Table 5) were reviewed and categorized to recognize how these factors may influence the employee's communication behavior. The additional variables were obtained from Glassdoor, which provided reviewers the option to include the following factors: *Years of Employment*, which entails if an individual has been employed at a company for over three years; *Administrative Position*, which describes if an employee works in a leadership role for the company; and *Current Employee*, which is accounted for if Glassdoor lists the submitter as currently employed by the company. Each variable was coded for its presence (yes=1, no=2, NA=0).

Finally, employee ratings of the 97 companies were collected from Glassdoor. Glassdoor provided an optional survey for current and former employees to complete. A total of 10 categories of employee ratings of the companies averaged scores were collected, including Overall, Culture & Values, Diversity & Inclusion, Work/Life Balance, Senior Management,

Compensation and Benefits, Career Opportunities, Recommend to a Friend, Approve of CEO, and Positive Business Outlook. All Glassdoor employee ratings were rated on 5-point scales besides Recommend to a Friend, Approve of CEO, and Positive Business Outlook, which were rated as percentages (Table 6).

Coding Procedure and Intercoder Reliability

Intercoder reliability has been recognized as fundamental to communication research to accurately evaluate the characteristics of messages (Bracken, Lombard, Snyder-Duch, 2022). With that being said, coding guides with definitions, examples, and keywords of each CSR and Glassdoor coding category were designed. Two coders were trained to code both the independent and dependent variables with 20% of the total sample being randomly selected for intercoder reliability scoring. Throughout the process, three training and discussion sessions were completed that lasted about an hour and a half per session. Both coders independently coded *n*=346 (20%) of the total Glassdoor sample and *n*=20 (20%) of the CSR and corporate website sample to calculate intercoder reliability scores (O'Conner & Joffe, 2020). Intercoder reliability scores were calculated on the 20% sample (i.e., *n*=20 CSR/corporate website and *n*=346 for the Glassdoor reviews) by Krippendorff's alpha (Krippendorff, 2004) with all coded variable scores ranging from .71 to 1. Final intercoder reliability scores can be found on Table 7. After intercoder reliability is established, one coder coded the rest of the sample.

Chapter IV: Analysis

Three datasets were used for the analysis. The first dataset with *n*=97 contained companies' CSR employee engagement strategy scores and overall Glassdoor ratings. The second dataset with *n*=41 contained CSR employee engagement strategy scores and their corresponding employee Glassdoor ratings. The third dataset with n=1,732 contained Glassdoor's employee communication behavior, which included individual Glassdoor employee

presence and sentiment scores, overall Glassdoor rating scores, Glassdoor company location, administrative / non-administrative position, years of employment, and employment status.

In the *n*=41 sample, mean scores were calculated for each of the employee communication behaviors corresponding each of the 41 companies. The CSR employee engagement strategy scores were calculated by 1) creating a sum of all variables under each engagement strategy (i.e., cultural, technology, and physical) and then 2) a median split was conducted on the sum for each engagement strategy. Due to low variance in the CSR employee engagement strategy scores in all three environments ($\sigma^2_{cultural}$= .97, $\sigma^2_{Physical}$= 1.46, $\sigma^2_{Technology}$= 1.19), a median split was first conducted on all three CSR employee engagement strategies (i.e., cultural, technology, and physical) that turned all three sum variables into nominal variables (1 = high, 2 = low).

RQ1 asked about a descriptive summary for the extent that Fortune 100 companies apply employee engagement CSR strategies.

In response to RQ1, all of the Fortune 100 companies participated in CSR reporting *n*=97 with a majority including all of the strategies of the cultural environment *n*=45 (43.7%) and the physical environment *n*=43 (41.7%). Pertaining to the technological environment, *n*=12 (11.7%) mentioned all five variables in their CSR report with a majority n=51 (49.5%) including four out of the five environmental variables. Fortune 100 companies applied the following cultural environment variables in their employee engagement CSR strategies: Leadership Initiatives *n*=92 (89.3%), Total Rewards *n*=96 (93.2%), Diversity and Inclusion *n*=100 (97.1%), Employee Engagement, Motivation, and Empowerment *n*=87 (84.5%), Organizational Culture *n*=99 (96.1%), Work-Life Balance Initiatives *n*=51 (49.5%), and Learning and Development Opportunities *n*=94 (91.3%). Fortune 100 companies applied the following physical environment

variables in their employee engagement CSR strategies: Safety and Compliance (Physical) *n*=89 (86.4%), Safety Compliance (Mental) *n*=96 (93.2%), Physical Workplace *n*=78 (&5.7%), Sexual Harassment *n*=64 (62.1%), Discrimination *n*=79 (76.7%), and Organizational Integrity *n*=75 (72.8%). Fortune 100 companies applied the following technological environment variables in their employee engagement CSR strategies: Remote Work *n*=67 (65%), Digital Tools *n*=82 (79.6%), Innovation *n*=88 (85.4%), Tools and Resources *n*=13 (12.6%), and Digital Transformation *n*=12 (11.7%). See Table 8 for a detailed list of the Fortune 100 company's' employee engagement CSR strategy efforts.

RQ2 asked about the relationship between employee responses and CSR employee engagement strategies that emphasize more on cultural environment strategies. RQ3 was answered by using the *n*=97 companies' overall Glassdoor rating scores and *n*=41 employee external communication behaviors towards their company's cultural CSR employee engagement initiatives.

A *t*-test was conducted to answer RQ2. Pertaining to the *n*=97 companies overall Glassdoor rating scores, none of the relationships between any of the variables were statistically significant.

As for the *n*=41 employee communication behaviors, companies that emphasize more on cultural engagement strategies are more likely to have employees that write about Well-Being (M = .636, SD = .140 *vs. (*M = .550, SD = .146) (t (38.3) = 1.90, p = .032) with a marginally significant writing positive sentiments (M = .423, SD = .163 *vs.* M = .347, SD = .148) (t (36.774) = 1.57, p = .063) than companies that emphasize less on cultural engagement strategies. Positive sentiments towards Personal Growth / Development also shows a marginal significance from companies that emphasize more on cultural engagement strategies (M = .263, SD = .141) than

companies that emphasize less on the cultural engagement strategies (*M* = .334, *SD* = .157) (*t* (38.9) = -1.53, *p* = .066). In sum, companies that emphasize more on cultural engagement strategies are more likely to have employees that write positive sentiments towards Well-Being and Personal Growth / Development. None of the relationships between any of the other variables were statistically significant.

RQ3 asked about the relationship between employee responses and CSR employee engagement strategies that emphasize more on physical environment strategies. RQ3 was answered by using the *n*=97 companies' overall Glassdoor rating scores and *n*=41 employee external communication behaviors towards their company's physical CSR employee engagement initiatives.

A *t*-test was conducted to answer RQ3. Pertaining to the *n*=97 companies overall Glassdoor rating scores, results revealed that companies that emphasize more on physical engagement strategies (*M* = 80.0, *SD* = 14.2) are more likely to have employees that rank Approve of CEO at a higher score than companies that emphasize less on physical engagement strategies (*M* = 73.3, *SD* = 22.3) (*t* (92.2) = 1.79, *p* = .038). None of the relationships between any of the other variables were statistically significant.

As for the *n*=41 employee communication behaviors, results showed that companies that emphasize more on physical engagement strategies are more likely to have employees that write positive sentiments towards Leadership (*M* =.072, *SD* = .085) *vs.* (*M* = .037, *SD* = .040) (*t* (28.9) = 1.71, *p* = .049) and Phycological Safety (*M* = .169, *SD* = .144) *vs.* (*M* = .088, *SD* = .066) (*t* (28.4) = 2.32, *p* = .014) than companies who emphasize less on physical engagement strategies. In addition, companies that emphasize more on physical engagement strategies are more likely to have employees to write sentiments (*M* = .632, *SD* = .170) *vs.* (*M* =.546, *SD* =.108) (*t* (34.1) =

1.93, *p* .031) towards Well-Being that are positive (*M* = .429, *SD* = .180) *vs.* (*M* = .333, *SD* = .115) (*t* (34.2) = 2.05, *p* = .024) than companies that emphasize less on physical engagement strategies. It is also valuable to note that positive sentiments towards Fair Deal shows a marginal significance from companies that emphasize more on physical engagement strategies (*M* = .499, *SD* = .191) than companies that emphasize less on physical engagement strategies (*M* = .422, *SD* = .120) (*t* (33.8) = 1.53, *p* = .065). In sum, companies that emphasize more on physical engagement strategies are more likely to have employees that higher rate Approve of CEO, write positive sentiments towards Leadership and Psychological Safety, and Well-Being. None of the relationships between any of the other variables were statistically significant.

RQ4 asked about the relationship between employee responses and CSR employee engagement strategies that emphasize more on technological environment strategies. RQ4 was answered by using the *n*=97 companies' overall Glassdoor rating scores and *n*=41 employee external communication behaviors towards their company's technological CSR employee engagement initiatives.

A *t*-test was conducted to answer RQ4. Pertaining to the *n*=97 companies overall Glassdoor rating scores, results showed that companies that emphasize more on technological environment strategies (*M* = 4.08, *SD* = .264) are more likely to rate Diversity and Inclusion at a higher score than companies who emphasize less on technological environment strategies (*M* = 3.94, *SD* = .317) (*t* (17.8) = 1.78, *p* = .046). None of the relationships between any of the other variables were statistically significant.

Results from the *n*=41 employee external communication behavior revealed that companies that emphasize more on technological environment strategies (*M* = .519, *SD* = .0886) are more likely to have employees that write about Fair Deal than those whose emphasize less on

technological environment strategies (*M* = .666, *SD* = .166) (*t* (12.1) = -3.20, *p* = .004). In addition, companies that emphasize more on technological environment strategies (*M* = .376, *SD* = .103) are more likely to have employees that write positive sentiments towards Fair Deal than those who emphasize less on technological environment strategies (*M* = .476, *SD* = .168) (*t* (10.1) = -1.95, *p* = .039). In addition, companies that emphasize more on technological environment strategies (*M* = .226, *SD* = .072) are more likely to have employees that write about My Team than companies that emphasize less on technological environment strategies (*M* = .302, *SD* = .137) (*t* (12.9) = -1.96, *p* = .036). On the other hand, companies that emphasize more on technological environment strategies are more likely to have employees that write negative sentiments towards Well-Being (*M* = .241, *SD* = .083) *vs.* (*M* = .313, *SD* = .144) (*t* (10.9) = -1.70, *p* = .058) and My Company (*M* = .033, *SD* = .028) *vs.* (*M* = .087, *SD* = .100) (*t* (29.2) = -2.64, *p* = .007), in addition to neutral sentiments towards My Company (*M* = .001, *SD* = .004) *vs.* (*M* = .007, *SD* = .016) (*t* (34.3) = -1.82, *p* = .038) than companies that emphasize less on technological environment strategies. In sum, companies that emphasize more on technological environment strategies are more likely to have employees that write positive sentiments towards Diversity and Inclusion than companies who emphasize less on technological environment strategies. Similarly, companies that emphasize more on technological environment strategies are more likely to have employees that write about Fair Deal and My Team as well as positive sentiments towards Fair Deal. In addition, companies that emphasize more on technological environment strategies are more likely to have employees that write negative sentients towards Well-Being and My Company as well as neutral sentiments towards My Company. None of the relationships between any of the other variables were statistically significant.

RQ5 asked about the relationship between company size and employee responses on Glassdoor. RQ5 was answered by using the *n*=97 companies' CSR coding and their overall Glassdoor rating scores.

A *t*-test was conducted to answer RQ5. Results showed that company size did show to play a small factor in employee responses on Glassdoor. For instance, smaller companies (*M* = 3.87, *SD* = .267) were more likely to rank Compensation and Benefits at a higher score than bigger companies (*M* = 3.71, *SD* = .334) (*t* (89) = 2.51, *p* = .007). In addition, smaller companies (*M* = 67.00, *SD* = 10.87) were more likely to rank Positive Business Outlook at a higher score than bigger companies (*M* = 61.58, *SD* = 17.25) (*t* (78) = 1.84, *p* = .034). In sum, companies that consisted of a smaller number of employees were more likely to rate Positive Business Outlook and Compensation and Benefits at a higher score than companies that consisted of a larger number of employees. None of the relationships between any of the other variables were statistically significant.

RQ6 asked about the relationship between employees in administrative positions and positive sentiments on Glassdoor. RQ6 was answered by using the *n*=1,732 employee Glassdoor reviews.

A *t*-test was conducted to answer RQ6. Results revealed that employees in an administrative position (*M* = .99, *SD* = .103) were more likely to write positive sentiments about their company than those in a non-administrative position (*M* = .97, *SD* = .176) (*t* (1400) = 3.49, *p* = .001). Furthermore, employees in an administrative position were more likely to write positive sentiments towards Leadership (*M* = .08, *SD* = .266) *vs.* (*M* = .03, *SD* = .181) (*t* (680) = 3.15, *p* = .001), My Company (*M* = .47, *SD* = .499) *vs.* (*M* = .38, *SD* = .485) (*t* (894) = 3.19, *p* = .001), Personal Growth / Development (*M* = .38, *SD* = .485) *vs.* (*M* = .31, *SD* = .464) (*t* = (881) =

2.38, p = .009), Psychological Safety (M = .16, SD = .369) *vs.* (M = .11, SD = .314) (t (799) = 2.58, p = .005), and Diversity and Inclusion (M = .04, SD = .202) *vs.* (M = .02, SD = .133) (t (666) = 2.40, p = .008) than those in a non- administrative position. In sum, employees in an administrative position were more likely to write positive sentiments towards their overall company, in addition to Leadership, My Company, Personal Growth / Development, Psychological Safety, and Diversity and Inclusion than those in a non-administrative position. None of the relationships between any of the other variables were statistically significant.

RQ7 asked about the relationship between employees that have been with a company for more than three years and positive sentiments on Glassdoor. RQ7 was answered by using the n=1,732 employee Glassdoor reviews.

A t-test was conducted to answer RQ7. To answer RQ7, overall employees that have been with the company more than three years are not more likely to write positive sentiments towards the company (M = .98, SD = .162) than those who have been with the company less than three years (M = .97, SD = .177) (t (958) = .826, p = .204). However, employees that have been with the company more than three years were more likely to write positive sentiments towards a few specific variables. For example, those with employment of more than three years were more likely to write positive sentiments about My Manager (M = .10, SD = .305) than those employed for less than three years (M = .15, SD = .355) (t (924) = -2.09, p = .018). Employees of more than three years also showed more positive sentiments towards My Team (M = .23, SD = .421) opposed to employees less than three years (M = .31, SD = .462) (t (952) = -2.83, p = .002). Lastly, employees that have been with a company more than three years were more likely to write positive sentiments towards Diversity and Inclusion (M = .03, SD = .182) than employees that have been with a company less than three years (M = .01, SD = .122) (t (978) = 2.00, p =

.023). In sum, employees that have been with the company for more than three years were not more likely to write positive sentiments towards their overall company, but they were more likely to write positive sentiments towards My Manager, My Team, and Diversity and Inclusion opposed to employees who have been with the company for less than three years. None of the relationships between any of the other variables were statistically significant.

RQ8 asked about the relationship between current employees and positive sentiments on Glassdoor Lastly, RQ8 was answered by using the n=1,732 employee Glassdoor reviews.

A *t*-test was conducted to answer RQ8. Results showed that current employees (M = .98, SD = .123) were more likely to write positive sentiments towards the company than former employees (M = .96, SD = .197) (t (894) = 2.48, p = .007). Results also demonstrated that current employees (M = .40, SD = .491) are more likely to write positive sentiments towards Wellbeing than former employees (M = .27, SD = .446) (t (1387) = 5.62, p = .001). In addition, current employees (M = .24, SD = .427) are more likely to write positive sentiments towards My Team than former employees (M = .29, SD = .452) (t (1223) = -2.05, p = .02). Results also showed that current employees (M = .43, SD = .495) were more likely to write positive sentiments towards My Company than former employees (M = .36, SD = .474) (t (1313) = 2.75, p = .003). Current employees (M = .34, SD = .474) are also more likely to write positive sentiments towards Personal Growth / Development than former employees (M = .30, SD = .458) (t (1320) = 1.82, p = .034). Lastly, current employees (M = .15, SD = .358) are more likely to write positive sentiments towards Psychological Safety than former employees (M = .08, SD = .265) (t (1599) = 4.94, p = .001). In sum, current employees were more likely to write positive sentiments towards their overall company, in addition to Wellbeing, My Team, My Company, Personal

Growth / Development, and Psychological Safety than former employees. None of the relationships between any of the other variables were statistically significant.

Chapter V: Discussion

This study explored the employee experience engagement strategy through a quantitative content analysis by examining CSR reports of the Fortune 100 companies and employee external communication behaviors through Glassdoor reviews. Overall findings indicate that there is a positive correlation between companies that implement employee experience engagement initiatives and employee external communication behaviors.

Employee Experience CSR Strategy Application in Fortune 100 Companies

The findings of this study indicated that all Fortune 100 companies actively participate in CSR initiatives, but not all aspects of the employee experience CSR engagement strategy were accounted for in many of the CSR reports and corporate websites. It's important to consider that the cultural engagement strategy was emphasized the most by the Fortune 100 companies with 45 companies (43.7%) including all cultural factors in their employee engagement strategy. The physical engagement strategy was the second-most prominent environment with 43 companies (41.7%) including all physical factors in their employee engagement strategy. However, the technological engagement strategy fell greatly behind with only 12 companies (11.7%) including all technological factors in their employee engagement strategy.

Business leaders have recognized company culture as one of the more fundamental contributions to business success (Forbes, 2021). Companies that emphasize culture not only gain more loyalty and productivity from their employees but also revenue growth. The challenges of COVID-19 have also influenced organizations' cultural strategy as employee's well-being, safety, and health are of upmost concern. This aligns with this study's prominence of the physical engagement strategy with psychological safety being recognized as necessary for

organizational learning, innovation, and success (Forbes, 2018). In addition to learning and development, psychological safety is also related to other factors of the cultural engagement strategy including diversity and inclusion.

With that being said, results suggest that many business leaders have identified the connection between the cultural and physical engagement strategy and their importance, but a majority have overlooked the technological engagement strategy's significance. A recent global survey by McKinsey & Company (2020) found a similar concern with 40 percent of respondents being behind their peers in the use of digital technologies despite technology being deemed the key factor of success during and post-pandemic. Competitive organizations have recognized that digital and corporate strategies are interconnected, therefore organizations must consider all environments of the employee experience in order to have a competitive advantage in business.

Employee External Communication Behaviors in Response to Employee Experience CSR Strategy

In spite of the variables that were not deemed significant, an overall positive relationship between employee communication behaviors and the three engagement environments was found. Kahn (1990) emphasizes the importance of a work environment built of engaged employees and the necessary conditions to develop and continue to increase engagement levels. Researchers have recognized organization-employee relationships as a vital component in employee engagement (Robinson, Perryman, and Hayday, 2004), but employers must be proactive to keep employee trust and satisfaction in the workplace (Kang & Sung, 2016). This is exhibited in the results of RQ2, RQ3, and RQ4.

The results of RQ2 indicated that the more a company applied cultural environment engagement CSR strategies, the more employees communicated externally about Well-Being.

For instance, overall presence and positive sentiments towards Well-Being was more likely among companies that emphasized more on the cultural engagement strategies. The findings are consistent with Mareunus, Marzec, and Chen (2022) by having a prominent workplace culture contributes to improved employee health, including, well-being, engagement and stress. Another notable perspective is recognizing that CSR initiatives have the ability to improve organization-employee relationships and employee-centric variables such as job satisfaction (Aguilera, Rupp, Williams, and Ganapathi, 2007) and better work-life balance (Koch et al., 2019). This is due to increased meaningfulness from CSR actions being found to directly represent a company with a positive culture (Carnahan, Kryscnski & Olson, 2017). The results of RQ2 also demonstrated that the companies that emphasize the cultural engagement strategies are more likely to have employees that write positive sentiments towards Personal Growth / Development. This aligns with Phornprapha's (2015) findings by demonstrating that developing a strong culture encourages individual growth through increased learning opportunities. Morgan (2017) also recognizes learning and development and career advancement as fundamental aspects of the cultural environment. Companies that provide their employees opportunities to develop allow their workforce to grow with the company by acquiring new skills, attitudes, values, and behaviors.

RQ3 resulted in a similar outcome. Companies that applied physical environment engagement CSR strategies were more likely to have employees that communicated externally about Psychological Safety, Leadership, and highly rate Approve of CEO. It is speculated that the effects of the three employee communication behaviors are linked to one another. Firstly, according to Morgan (2017), collaboration, trust, transparency, and honesty are often represented through the physical environment. He continues that these factors are established through

positive leadership, which aligns with the results of this study since transparency and honesty are recognized in the Psychological Safety CSR engagement strategy. Importantly, the Psychological Safety CSR engagement strategy also considered open communication in its definition. Previous research on transformational leadership found that communication openness makes employees feel more involved, inspired, and have positive perceptions of their company (Men, 2014). Therefore, higher physical engagement strategy would lead to higher ratings of leadership and CEO approval. The results of RQ3 also found that companies that emphasize more on physical environment engagement CSR strategies are more likely to have employees that write positive sentiments towards Well-Being. This result can be referred back to Morgan (2017) who lists workplace flexibility as a notable variable in the physical environment.

As for RQ4, results found that companies that applied technological environment engagement CSR strategies are more likely to have employees that communicated externally about Diversity and Inclusion. One possibility could be that companies with more progressive technology could also have more progressive values, including more diversity, equity, and inclusion in the workplace. Forbes (2021) found similar findings by demonstrating that companies with strong diversity and inclusion initiatives have increased innovation in the workplace. Deloitte (2021) also found that technology driven companies are more likely to have greater diversity and inclusion efforts since they utilize their technology to enable successful inclusion outcomes. Therefore, higher technological engagement strategy would lead to higher ratings of Diversity and Inclusion.

Despite this valuable finding, the technological environment engagement CSR strategies in this study shows the most room for improvement. Morgan (2017) writes that the technological engagement strategies encompass the tools needed to complete job duties but also improve

communication, collaboration, and relationships in the workplace. On the contrary, results showed that companies that emphasize more on technological engagement strategies are more likely to have employees that write negative sentiments towards My Company and Well-Being, neutral sentiments towards My Company, and write about My Team without any significant sentiments. Although these companies excel in supplying employees the digital tools needed to complete their work, they greatly lack in prominent cultural environment variables that can encourage intrinsic motivation at work. It is speculated that the companies that emphasize more on technological engagement strategies have failed cultural engagement strategies from a lack of effort due to the results about Fair Deal. The findings revealed that companies that emphasize more on technological engagement strategies are more likely to have employees that write positive sentiments towards Fair Deal. It is conjectured that these companies emphasize more on compensation and benefits, also known as extrinsic motivators, in attempt to make up for their lack of intrinsic motivators from cultural engagement strategies.

Additional Employee External Communication Behaviors in Response to Employee Experience CSR Strategy

Additional relevant variables of Glassdoor employee reviews were explored in RQ5, RQ6, RQ7, and RQ8.

Interestingly, RQ5 found companies that consisted of a smaller number of employees were more likely to rate Positive Business Outlook and Compensation and Benefits at a higher score than companies that consisted of a larger number of employees. An article by Forbes (2020) explains that smaller companies often experience higher levels of employee engagement. This can be a result of their size and possible less-rigid structure, but it is most importantly a result of the employees feeling valued. In smaller workforces, employees are more likely to feel

like a valuable part of the company and are recognized more for their contributions to the organization's success.

RQ6 explored the relationship between engagement sentiments and employees in an administrative position. Results revealed that employees in an administrative position were more likely to write positive sentiments towards their overall company, in addition to Leadership, My Company, Personal Growth / Development, Psychological Safety, and Diversity and Inclusion than those in a non-administrative position. An article by Pew Research Center (2014) found similar results in that managerial employees are happier in their family life, work life, and financial situation that those in a non-managerial position. Higher job safety, compensation, and personal and professional growth can contribute to administrative employees having overall positive sentiments towards their company opposed to non-administrative employees who have not benefited from administrative benefits.

RQ7 analyzed the relationship between engagement sentiments and employees that have been with a company for more than three years. Results indicated that these employees were not more likely to write positive sentiments towards their overall company, but they were more likely to write positive sentiments towards My Manager, My Team, and Diversity and Inclusion opposed to employees who have been with the company for less than three years. Employees that have stayed with a company for more than three years can be recognized as employee retention, which involves strategic efforts to keep employees motivated, happy, and engaged in the workplace (Gallup, 2020). The results of RQ7 could be that these employees are experiencing more retention efforts to continue to stay with the company. It is also possible that these employees have created more organizational relationships due to two out of the three factors involve the people that they directly work with. This can be corresponded to shared

meaningfulness, collaboration, and comradery from CSR actions, which has also shown to improve employee retention (Aguilera et al. 2007).

RQ8 found that current employees were more likely to write positive sentiments towards their overall company, in addition to My Wellbeing, My Team, My Company, Personal Growth / Development, and Psychological Safety than former employees. Similar to RQ7, RQ8's findings can be a result of the same reasoning. To reiterate, Aguilera et al. (2007) found a correlation between current employees and CSR initiatives suggesting that CSR can be a valuable resource to boost employee belonging in the company. This is subsequently from current employees creating a shared meaningfulness in their work, which produces more engagement, productivity, and happiness in the workplace.

Theoretical and Practical Implications

Theoretically, this study advances existing literature on employee engagement (Kahn, 1990), organizational-public relationships (Ferguson, 1984), external communication behaviors (Kim & Rhee, 2001), and the employee experience (Morgan, 2017). In all, the results demonstrated that a majority of the companies actively participate in many of the employee experience engagement strategies as reflected in their CSR reporting and corporate website. However, employee communication behavior revealed that employees are not successfully experiencing a majority of their company's CSR employee engagement efforts. Although externally sharing their CSR efforts may benefit their reputation and relationship with external publics, the external efforts hardly, if at all, contribute to internal efforts.

Employees not experiencing their company's CSR employee engagement efforts could be the result of two implementation failures. One possibility could be that the company did develop employee engagement initiatives, but their implementation failed from a lack of symmetrical

communication. As previously discussed, effective internal communication of CSR initiatives is vital for internal participation (Duthler & Dhanesh, 2018). The companies were externally communicating their engagement efforts, but employees are more likely to receive and process internal messages, which can lead to a more successful implementation. Another possibility could be that the companies are externally sharing their CSR employee engagement strategies to improve their reputation, but not making the effort to internally implement them. Business success is partially reliant on having a likable employer image and reputation (Lievens & Slaughter, 2016), which can be maintained and improved with CSR efforts (Tsourvakas & Yfantidou, 2018). Companies with a positive image can reap the benefits of successful financing, job candidate interests, and investor relationships (Lee, Zhang & Abitbol, 2017). However, a successful relationship-oriented company has to demonstrate both external and internal commitment because the organization and public can greatly influence one another (Bruning & Ledingham, 2009).

This study's findings closely parallel to Duthler and Dhanesh's (2018) research in that employees absorb CSR initiatives primarily through successful internal communication. An employee can receive external messages, but they are far less likely to be implemented internally without positive employer-employee relationships and internal communication. Positive internal communication has been recognized as a valuable tool in public relations studies for its wide range of benefits. Successful internal communication primarily keeps employees aware of organizational efforts and promotes organization-employee relationships (Men, 2014), but it is also used to benefit external relations (Kelleher, 2009). Key publics acknowledge employees as a representation of their company so companies can benefit both financially and socially by having happy and engaged employees (Men, 2014).

Furthermore, research has shown that organizational relationships and communication can influence employee engagement, in turn, influencing organizational commitment, trust, and employee behaviors (Krishna, 2022). It has been shown that companies who are proactive in developing positive employee-organization relationships and establishing symmetrical internal communication have increased employee engagement and performance in the workplace. It's important to note that benefits from external organization-public relationships can eventually become overshadowed if not enough effort is directed towards internal organization-public relationships. For example, a lack of an employer-employee relationship can result in lower employee engagement, which can lead to lower productivity and effectiveness (Maslack, Leiter & Schaufeli, 2001), which will hinder organizational productivity, finances, and retention rates. Based on this study's results, it is important to note that internal and external communication is essential to business success. Although externally communicating CSR initiatives can improve the company's image and reputation, internal communication is vital to improve employees' organizational perceptions, engagement, and behaviors.

In addition, this study validates Kim and Rhee's (2001) external communication behavior concept. Employees that were engaged and happy in the workplace were more likely to participate in positive megaphoning by writing positive sentiments towards the company and their engagement efforts. On the other hand, employees that were less engaged in the workplace were more likely to participate in negative megaphoning by writing negative sentiments towards the company and their engagement efforts. Furthermore, Alfes et al. (2013) demonstrated that human resource management bundles have the ability to alter employees' engagement, sentiments, and communication behaviors. This study conceptualized the employee experience strategy (Morgan, 2017) as a human resource management bundle, which was shown to alter

employees' external communication behaviors. For instance, the companies that emphasized more on the cultural, physical, and technological environment were more likely to have employees that write positive sentiments towards the company and the variables that make up the engagement strategy.

Furthermore, the results from this study are consistent with Kahn's (1990) employee engagement theory. Kahn's research found that employees that are engaged in the workplace are not only happier and more motivated but are also more likely to stay with the company longer. This study found many significant results on positive sentiments towards the company and their engagement efforts as well as a plethora of positive sentiments from current employees and from employees that have been with a company for more than three years.

From a practical perspective, this study provides implications for commandment and improvement in employee engagement initiatives in the workplace. As demonstrated in the results, employees are more likely to participate in positive external communication behavior, also referred to as positive megaphoning in this study, if their company successfully developed and maintained engagement efforts. Employees left a variety of positive sentiments on Glassdoor, which exemplified the Fortune 100 company's' CSR employee engagement efforts. In addition, this study found promising employee engagement efforts towards employee retention, which was exhibited in RQ7 and RQ8. The analyses revealed that current employees and employees that have been with the company for a longer amount of time were more likely to write positive sentiments towards the company. To continue these efforts and increase retention efforts, companies need to begin retention initiatives during the beginning of the employee life cycle (i.e., recruitment, hiring, and onboarding) to keep employees that have been with the company for a shorter amount of time engaged and happy in their work life (Morgan, 2017).

However, the findings also shed light on the cultural, physical, and technological environment engagement strategies that need to be significantly improved in the workplace. Although the Fortune 100 companies did excel in a handful of variables throughout the employee experience concept, there is still much room to enhance the employees' experience in their day-to-day work life. The lack of significant results could be the outcome of having a small variance, but the results that were significant were nonetheless seldom given that a vast majority of the Fortune 100 companies participated in nearly all of the employee experience variables in their CSR report and corporate website. In order to reap the benefits of the employee experience engagement strategy (Morgan, 2017), organizations must be proactive in successfully developing, implementing, and maintaining engagement initiatives from all three environments. If not, companies will be overcompensating in one environment to try to make up for insufficiency in the other environments.

It is also important to note that companies need to make more of an effort in the technological environment. The challenges of COVID-19 have changed workplace dynamics, employee expectations, and needs. Many businesses have shifted to hybrid or remote operations with much of job duties requiring proficient workplace technology to complete. In order to stay competitive, businesses need to adopt technology into their day-to-day practice to meet the demands of the post-pandemic workplace.

To emphasize this growing concern, a global survey by McKinsey & Company (2020) found that the challenges of COVID-19 has rapidly increased the adoption of digital technologies in the workplace by historic proportions. Surveyed executives say theses technology-related changes are applied with the long term in mind as more than half plan to remodel their entire business operation around digital technologies. The effects of COVID-19 have catapulted digital

adoption, and operational and employee needs are recognizing technology as a necessary demand in the workplace.

Limitations and Future Research

Despite all efforts, this study has several limitations that must be considered. Firstly, Glassdoor can be questioned for its reliability since the website does not require users to verify employment. Furthermore, Glassdoor is completely anonymous, which can lead to individuals negatively venting about their experience or potentially employers incentivizing their people to post a positive review. To combat this concern, future research could collect a larger sample size to better control the risk of documenting false findings. In addition, this study took place during the COVID-19 pandemic, which has placed employee stress at an all-time high and employee engagement and well-being numbers strikingly low (Gallup, 2022). Future research could benefit from reanalyzing this subject again once companies have had more time to make organizational changes to address the challenges of the pandemic.

People's experiences of their company's efforts are going to differ, which is a common limitation with content analysis. It's important to acknowledge in this study that employees with different backgrounds and experiences can have different perceptions of the same engagement strategy. In addition, dealing with a large amount of data can potentially result in subjective interpretation, which can be avoided in the future by utilizing a different methodology.

Lastly, this study encountered many insignificant results due to the small sample size of n=41 of the Fortune 500 companies. Only the CSR reports of the first 100 companies of the Fortune 500 and only n=41 of the 100 companies' employee reviews were coded, which created a small variance and reduced statistical power. This effected the results with a majority of the variables being insignificant or marginally significant. Future research could improve from

creating a larger variance by collecting a bigger sample size. Future research could also benefit from utilizing a different method such as a survey or experimental design to further investigate employees' perceptions of their company's employee experience CSR engagement strategy efforts.

Chapter VI: Conclusion

Despite the limitations, this study provides meaningful insight into employee engagement initiatives by analyzing the Fortune 100 company's' CSR employee engagement efforts and their employee's external communication behaviors from Glassdoor reviews. Employee engagement is fundamental to organizational success as it promotes motivation, productivity, and efficiency. However, many companies still lack successful engagement efforts in spite of the empirical research of organizational benefits of having an engaged workforce. This study found that external messages of engagement initiatives were not a reliable indicator of a company's employee engagement. Much of the results found from the employees contradicted the CSR efforts, which demonstrates that development and implementation is often subpar internally.

In order to benefit from the employee experience strategy, companies must emphasize cultural, physical, and technological ambitions internally to establish and maintain an engaged workforce. Morgan's (2017) employee experience is a vast engagement strategy, but its design has been proven to produce positive perceptions of the company. Employees are an organization's greatest asset and cultivating a workplace of engagement creates worthwhile opportunities that benefit both the employee and the organization.

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TABLE 1

Fortune 500 Companies Included in the Study

#	Company name	Industry	Company Type	Employees
	Walmart	General Merchandisers	Public	2,300,000
	Amazon	Internet Services and Retailing	Public	1,608,000
3	Apple	Computers, Office Equipment	Public	154,000
4	CVS Health	Health Care: Pharmacy and Other Services	Public	258,000
5	UnitedHealth Group	Health Care: Insurance and Managed Care	Public	350,000
6	Exxon Mobil	Petroleum Refining	Public	63,000
7	Berkshire Hathaway	Insurance: Property and Casualty (Stock)	Public	372,000
8	Alphabet*	Internet Services and Retailing	Public	156,500
9	Mckesson	Wholesalers: Health Care	Public	67,500
10	AmerisourceBergen	Wholesalers: Health Care	Public	40,000
11	Costco Wholesale	General Merchandisers	Public	288,000
12	Cigna	Health Care: Pharmacy and Other Services	Public	72,963
13	AT&T	Telecommunications	Public	202,600
14	Microsoft	Computer Software	Public	181,000
15	Cardinal Health	Wholesalers: Health Care	Public	46,827
16	Chevron	Petroleum Refining	Public	42,595
17	Home Depot	Specialty Retailers: Other	Public	490,600
18	Walgreens Boots Alliance	Food and Drug Stores	Public	258,500
19	Marathon Petroleum	Petroleum Refining	Public	17,700
20	Anthem	Health Care: Insurance and Managed Care	Public	98,200
21	Kroger	Food and Drug Stores	Public	420,000
22	Ford Motor	Motor Vehicles & Parts	Public	183,000
23	Verizon Communications	Telecommunications	Public	118,400

24	JP Morgan Chase	Commercial Banks	Public	271,025
25	General Motors	Motor Vehicles & Parts	Public	157,000
26	Centene	Health Care: Insurance and Managed Care	Public	72,500
27	Meta Platforms	Internet Services and Retailing	Public	71,970
28	Comcast	Telecommunications	Public	189,000
29	Phillips 66	Petroleum Refining	Public	14,000
30	Valero Energy	Petroleum Refining	Public	9,804
31	Dell Technologies	Computers, Office Equipment	Public	133,000
32	Target	General Merchandisers	Public	450,000
33	Fannie Mae	Diversified Financials	Public	7,400
34	UPS	Mail, Package, and Freight Delivery	Public	400,945
35	Lowe's	Specialty Retailers: Other	Public	270,000
36	Bank of America	Commercial Banks	Public	208,248
37	Johnson & Johnson	Pharmaceuticals	Public	141,700
38	Archer Daniels Midland	Food Production	Public	39,979
39	FedEx	Mail, Package, and Freight Delivery	Public	484,000
40	Humana	Health Care: Insurance and Managed Care	Public	95,500
41	Wells Fargo	Commercial Banks	Public	247,848
42	State Farm Insurance	Insurance: Property and Casualty (Mutual)	Private	53,586
43	Pfizer	Pharmaceuticals	Public	79,000
44	Citigroup	Commercial Banks	Public	221,768
45	PepsiCo	Food Consumer Products	Public	309,000
46	Intel	Semiconductors and Other Electronic Components	Public	121,100
47	Procter & Gamble	Household and Personal Products	Public	101,000
48	General Electric	Industrial Machinery	Public	168,000
49	IBM	Information Technology Services	Public	297,800
50	Metlife	Insurance: Life, Health (Stock)	Public	43,000
51	Prudential Financial	Insurance: Life, Health (Stock)	Public	40,916

52	Albertsons	Food and Drug Stores	Public	300,000
53	Walt Disney	Entertainment	Public	171,000
54	Energy Transfer	Pipelines	Public	12,558
55	Lockheed Martin	Aerospace & Defense	Public	114,000
56	Freddie Mac	Diversified Financials	Public	7,301
57	Goldman Sachs Group	Commercial Banks	Public	43,900
58	Raytheon Technologies	Aerospace & Defense	Public	174,000
59	HP	Computers, Office Equipment	Public	51,000
60	Boeing	Aerospace & Defense	Public	142,000
61	Morgan Stanley	Commercial Banks	Public	74,814
62	HCA Healthcare	Health Care: Medical Facilities	Public	244,000
63	AbbVie	Pharmaceuticals	Public	50,000
64	Dow	Chemicals	Public	35,700
65	Tesla	Motor Vehicles & Parts	Public	99,290
66	Allstate	Insurance: Property and Casualty (Stock)	Public	54,500
67	AIG	Insurance: Property and Casualty (Stock)	Public	36,600
68	Best Buy	Specialty Retailers: Other	Public	81,375
69	Charter Communications*	Telecommunications	Public	93,700
70	Sysco	Wholesalers: Food and Grocery	Public	57,710
71	Merck	Pharmaceuticals	Public	67,500
72	New York Insurance*	Insurance: Life, Health (Mutual)	Private	14,344
73	Caterpillar	Construction and Farm Machinery	Public	107,700
74	Cisco Systems	Network and Other Communications Equipment	Public	79,500
75	TJX	Specialty Retailers: Apparel	Public	340,000
76	Publix Super Markets	Food and Drug Stores	Private	232,000
77	ConocoPhilips	Mining, Crude-Oil Production	Public	9,900
78	Liberty Mutual Insurance Group	Insurance: Property and Casualty (Stock)	Private	45,000

79	Progressive	Insurance: Property and Casualty (Stock)	Public	49,077
80	Nationwide	Insurance: Property and Casualty (Mutual)	Private	24,134
81	Tyson Foods	Food Production	Public	137,000
82	Bristol-Myers Squibb	Pharmaceuticals	Public	32,200
83	Nike	Apparel	Public	73,300
84	Deere	Construction and Farm Machinery	Public	75,550
85	American Express	Diversified Financials	Public	64,000
86	Abbott Laboratories	Medical Products and Equipment	Public	113,000
87	StoneX Group	Diversified Financials	Public	3,242
88	Plains GP Holdings	Pipelines	Public	4,100
89	Enterprise Products Partners	Pipelines	Public	6,911
90	TIAA	Insurance: Property and Casualty (Mutual)	Private	15,065
91	Oracle	Computer Software	Public	132,000
92	Thermo Fisher Scientific	Scientific, Photographic and Control Equipment	Public	129,000
93	Coca-Cola	Beverages	Public	79,000
94	General Dynamics	Aerospace & Defense	Public	103,100
95	CHS	Food Production	Private	9,941
96	USAA	Insurance: Property and Casualty (Stock)	Private	37,335
97	Northwestern Mutual	Insurance: Life, Health (Mutual)	Private	7,585
98	Nucor	Metal	Public	28,800
99	Exelon	Utilities: Gas and Electric	Public	31,518
100	Massachusetts Mutual Life Insurance	Insurance: Life, Health (Mutual)	Private	10,052

Note: companies with * was not included in the analysis due to insufficiency of Glassdoor page

TABLE 2

CSR and Corporate Website Variables

Cultural Environment Variables	Academic Definitions	Operational Definitions	Examples
Leadership Initiatives Keywords: Leadership training, diverse leadership, leadership development, leadership development programs, transformational leadership, organizational leadership, and inclusive leadership	"can motivate superior employee task and performance by creating a positive vision of the organization's future, empowering employees, and placing importance on their needs" (Inness, Turner, Barling & Stride, 2010, para. 6).	If the CSR report or corporate website mentions anything related to leadership importance in the workplace. This definition includes but is not limited to leadership development, leadership training, diverse and inclusive leadership programs, supportive leaders in place to empower employees, promoting from within, and leaders that align the goals of the company with the goals of the employees.	#12 We are also committed to elevating the next set of diverse leaders and have set aspirational goals to increase gender equality in our leadership pipeline #2 continually improve our workplace experience, empowering individuals to voice concerns and have them directly addressed by leadership
Total Rewards Keywords: Compensation, wages, benefits, employee health, wellbeing and employee wellness	"any form of compensation provided by the organization other than wages or salaries that are paid for in whole or in part by the employer" (SoonYew, LaiKuan, Zaliha & Kamaruzamanp, 2008, 147).	If the CSR report or corporate website mentions anything related to components of total rewards packages, including, compensation and wages, health benefits, health and wellness programs, work-life balance initiatives, workplace flexibility, PTO, and financial wellness programs.	#12 We are committed to fairness in pay and opportunity for all of our employees. #2 offering competitive starting wages in locations around the world, and continues with benefits, support, and opportunities to help employees #24 Promoting employee health and well-being,

			particularly through employee benefits
Diversity and Inclusion Keywords: Workforce diversity, inclusion, inclusive, welcoming environment, belonging, sense of belonging	"refers to the way individuals are included in networks and in decision-making processes" (Jonsen, Point, Kelan & Grieble, 2021, para. 1).	If the CSR report or corporate website mentions anything related to diversity and inclusion efforts such as promoting equity pay, diverse leadership initiatives, and diverse hiring processes. Acknowledging and appreciating different values, perspectives, and backgrounds is also considered.	#12 Championing a diverse and inclusive workplace improves our ability to innovate and create solutions that resonate with all customers, partners and communities #2 we continued to make progress on our diversity goals #24 Creating an engaging and inclusive culture by providing equal opportunities
Employee Engagement, Empowerment, and Motivation	"Employee motivation is considered as a force that drives the employees toward attaining specific goals and objectives of the organization" (Shahzadi, Javed, Pirzada, Nasreen & Khanam, 2014, p. 159).	If the CSR report or corporate website mentions anything related to organizational employee engagement strategies to keep their employees invested and motivated to perform their job duties. Key words to consider are employee engagement strategies, workplace empowerment, and employee motivation.	#12 we empower employees to be responsible corporate citizens and support the dignity of workers across our value chain #2 employee engagement is fundamental to our success
Organizational Culture	"Workplace culture refers to conditions that collectively influence the work atmosphere. These can include policies, norms, and	If the CSR report or corporate website mentions anything related to a company's vision, values, and expectations to improve employee morale,	#12 Cigna actively builds an inclusive culture that is powerfully diverse, strives for equity and values

	unwritten standards for behavior" (Blessinger & Hrycaj, 2013, para. 1).	organizational integrity, and happiness and productivity in the workplace.	unique differences and talents. #2 Our culture is built around solving seemingly impossible problems, which is why we take a different, more hands-on approach than most #24 At Verizon, we are defined by our values: integrity, respect, performance excellence, accountability and social responsibility
Work-Life Balance Initiatives	"Deliberate organizational changes—in policies, practices, or the target culture—to reduce work–family conflict and/or support employees' lives outside of work" (Thomas, 2014, para. 5).	If the CSR report or corporate website mentions anything related to the company's actions and processes to ensure the workplace demands do not over prioritize the employees' personal life.	#2 Mental health support, with free confidential counseling and work-life services for employees, their families, and members of their households
Learning and Development Opportunities Keywords: Blended learning, e-learning, workplace training, development opportunities, employee growth opportunities	Focuses on "developing a strong learning culture, adopts a strategic approach to learning and development, and focuses on organizational change and suitable business performance" (Foster, 2017, p. 6).	If the CSR report or corporate website mentions anything related to learning and development initiatives to train employees to best perform their job, meet organizational expectations, remain compliant, and have knowledge of cultural competencies.	#12 Our online learning platform and career development tools offer a broad range of training, education and development resources to all employees #2 Empowering Employees Through Training and Education #24 Our people are an important line of defense,

			so we invest heavily in training our employees

TABLE 2 Cont.

CSR and Corporate Website Variables

Physical Environment Variables	Academic Definitions	Operational Definitions	Examples
Safety Compliance (Physical) Keywords: Workplace safety, safety compliance, workplace violence, hostile work environment, emergency processes, crisis protocols, and emergency safety initiatives, Covid protocols, and Covid initiatives	"Safety compliance refers to behaviors focused on meeting minimum safety standards at work, such as following safety procedures and wearing required protective equipment" (Inness, Turner, Barling & Stride, 2010, para. 3).	If the CSR report or corporate website mentions anything related to worker safety, risk reduction, risk analysis, etc. In addition, safety compliance (physical) refers to prevention measures to work-related injuries as well as necessary actions to reduce or eliminate the seriousness of an event risk. Also consider if the CSR report or corporate website mentions anything related to organizational safety measures in response to a tornado, hurricane, earthquake, fire crisis. COVID-19 protocols such as masking, social distancing, vaccination requirements, and remote working are also considered.	#12 Cigna is committed to the health, safety and well-being of all our employees #2 Another way Amazon obtains feedback and input from employees is through Associate Safety Committees. #12 Cigna took early and decisive action to help our stakeholders navigate the uncertainties created by the COVID-19 pandemic

Safety Compliance (Mental) Keywords: Mental health, employee wellbeing, overall health, health values, health initiatives, and employee healthcare	“To improve the health of their employees, businesses can create a wellness culture that is employee-centered; provides supportive environments where safety is ensured and health can emerge; and provides access and opportunities for their employers to engage in a variety of workplace health programs” (Centers for Disease Control and Prevention, 2016, para. 5).	If the CSR report or corporate website mentions anything related to employee health and wellbeing, including mental health, physical health, and overall wellbeing.	#12 We provide mental health benefits for our employees as part of our comprehensive benefits offerings #2 convenient access to high-quality and affordable primary and mental health care
Physical Workplace Keywords: Teamwork, creative work environment, collaborative work environment, and supportive work environment	"empowers two or more people to interact toward a common purpose" (Jiang, DeHart-Davis & Borry, 2022, para. 8). "A central process in which employees share information, create relationships, make meanings, and construct organizational culture and values" (Men & Stacks, 2014, p. 301). “all marketing activities directed towards establishing, developing, and maintaining successful	If the CSR report or corporate website mentions anything related to employees having the freedom, space, and comfort to work in an innovative and supportive environment. This definition includes but is not limited workplace collaboration, creative ideas and work, and teamwork. Also consider if the CSR report or corporate website mentions anything related to processes in place to build positive relationships in the workplace, increase	#12 Cigna empowers our employees to work in a flexible and collaborative manner #24 One of our foremost objectives as an organization is to create a collaborative, inclusive and diverse environment #12 Supporting positive relationships at home, at work and in the community

	relational exchanges" (Morgan & Hunt, 1994, p.22).	morale, and encourage open communication among peers.	
Sexual Harassment	"The EEOC defines sexual harassment as unwelcome sexual advances, requests for sexual favours and other verbal or physical harassment of a sexual nature" (Cassino & Besen-Cassino, 2019, p. 2).	If the CSR report or corporate website mentions anything related to policies and procedures for workplace sexual harassment such as unwelcome sexual advances, sexually suggestive language, and offensive gestures.	#2 risks related to other human capital management matters, including workplace safety, culture, diversity, discrimination, and harassment. #2 receives detailed quarterly updates on any allegations of unlawful harassment and discrimination against employees
Discrimination	"Behavioral examples of discriminatory treatment include the following: racial slurs or epithets, unwelcome sexual advances, sexual graffiti, telling jokes pertaining to protected categories, sexually suggestive posters and engaging in threatening, and intimidating or hostile acts toward an individual because that person belongs to or is associated with any protected categories" (Paludi, et al. 2010, p. xvii)	If the CSR report or corporate website mentions anything related to policies and procedures for discrimination in the workplace such as employment discrimination, degrading comments or actions, and unfair treatment towards protected classes.	#12 we launched a Health Equity Enterprise Employee Toolkit to provide foundational knowledge to establish awareness, sensitivity and advocacy for health equity among employees, including a working knowledge of racism, discrimination, disparities, cultural sensitivity and social justice. #2 Our senior leadership team receives regular updates on any allegations

			of unlawful harassment and discrimination
Organizational Integrity Keywords: Honest and trusting	"integrity is defined as the appropriate behaviours of organisational members as honest, faithful and caring" (AL-Abrrow, Abdullah & Atshan, 2019, para. 13).	If the CSR report or corporate website mentions anything related to organizational integrity as it relates to trusting, honest, and respectful manners to meet organizational fulfillments and goals.	#12 We strive to meet consistent standards of integrity in everything that we do. #24 Grounded in our core values of integrity

TABLE 2 Cont.

CSR and Corporate Website Variables

Technological Environment Variables	Academic Definitions	Operational Definitions	Examples
Remote Work	"work done by an individual while at a different location than the person(s) directly supervising and/or paying for it" (Ward, Sivunen, Blomqvist, Olsson, Ropponen, Henttonen & Vartiainen, 2021, p. 3).	If the CSR report or corporate website mentions anything related to working from home, flexible work arrangements, and partial remote work opportunities.	#12 the team continued to provide support to Cigna employees working remotely and those returning to the office #2 Some teams continue working mostly remotely, others work a combination of remotely and in the office, and others work mostly in the office.

Digital Tools Keywords: E-learning, Zoom, online training, computers, equipment, and digital needs	“the use of computer network technology, primarily over or through the internet, to deliver information and instructions to individuals” (Wang, Ran, Liao, & Yang, 2010, p. 167).	If the CSR report or corporate website mentions anything related to organizational training through a technological means. This includes webinars, E-learning, blended learning, online educational platforms, and Zoom conferences. This definition also considers other digital tools the company provides its employees to perform their job. Examples include, computers, business phone,	#24 Extending high-quality access to communications services regardless of ability, specifically to underserved locations and populations with digital inclusion. #24 support distance learning
Innovation	"workplace innovations are work practices aiming at a more flexible organization” (Kalmi & Kauhanen, 2008)	If the CSR report or corporate website mentions anything related to developing and implementing new practices, methods, and products.	#12 We’ll continue to lead with innovation and with commitment so that we can support the healthy growth of individuals #2 With our relentless culture of innovation #24 enable innovation, drive growth and ultimately differentiate our brand
Tools and Resources	“allocating *resources* in order for a company to complete its *work* in	If the CSR report or corporate website mentions anything related to providing employees	#12 provide them with tools and

	the most efficient way possible" (Koehler, 2019, para. 13).	with the tools, resources, and opportunities necessary to best perform their job.	resources to support behavior change #24 provide employees with guidance and tools to operate in a manner that is consistent with our commitment
Digital Transformation	"The process of rapid and widespread adoption and application of digital technologies in commercial settings is commonly referred to as digital transformation" (Kretschmer & Khashabipara, 2020, p. 1).	If the CSR report or corporate website mentions anything related to the company adopting technology into its everyday processing to continue to succeed and thrive in the modern world.	#12 To foster affordability, predictability and simplicity, we focus on creating a digital-first experience for our customers – leveraging innovative digital technology to reimagine business processes and deliver powerful experiences across the customer journey

TABLE 3

Additional Coded Variables of Fortune 100 Companies

Variables	Operational Definitions
Industry	Refers to the specific value the company provides, such as General Merchandisers, Insurance and Managed Care, and Computer Software.
Company Type	Identifies whether the company is privately or publicly owned.
Employees	The number of employees that work for the company.
Location (Country)	The country the company originated in.
Headquarters	The state the corporate headquarters are located.
Revenues ($M)	The amount of money earned from sales.
Profits ($M)	The amount of money earned after business expenditures.
Market Value ($M)	The amount of money the company can be sold for.

TABLE 4

Glassdoor Employee Sentiments Variables and Glassdoor Survey Variables

Variables	Academic Definitions	Operational Definitions	Examples
Leadership	Measures how people feel about the senior management and head of their company (Tsourvakas & Yfantidou, 2018, p. 129)	If the Glassdoor company review mentions anything related to how the employee feels about their C-Suite executives and/or CEO of the company.	#1 Good communication between team leaders and their team members (positive) #12 Impressive actuarial leadership develop program (positive)
Well-Being	Measures the balance between work and personal life (Tsourvakas & Yfantidou, 2018, p. 129)	If the Glassdoor company review mentions anything related to the company's efforts to provide a balance between the employee's work life and personal life. This can include the employee feeling overworked, overwhelmed, and stressed as a negative presence.	#1 Flexible hours (positive) #12 Work from home was flexible (positive) #1 Overworked all the time (negative)
My Manager	Measures how people feel about their immediate manager (Tsourvakas & Yfantidou, 2018, p. 129)	If the Glassdoor company review mentions anything related to their direct manager/ supervisor and their relationship.	#1 Well organized management and team #12 Excellent support #1 Many team leads don't know how to manage people (negative)
My Team	Measures how people feel about the other members of their team, whether they care	If the Glassdoor company review mentions anything related to comradery in the	#1 Friendly environment (positive)

	or have fun with them (Tsourvakas & Yfantidou, 2018, p. 129)	workplace. This definition includes teamwork, collaborative work environments, and supportive work environments.	#12 Great people to work with (positive) #1 Some of the staff are disrecptful and had me working in certain condtions that I shouldn't have been working at (negative)
My Company	Indicates how much employees value their company and feel proud to work for them (Tsourvakas & Yfantidou, 2018, p. 129)	If the Glassdoor company review mentions anything related to the company's culture and values. This definition includes company goals, vision, and mission.	#1 Good people, Good environment, Good overall (positive) #12 friendly culture (positive) #1 treat their elderly like crap (negative) #1 toxic culture, politics everywhere (negative)
Personal Growth / Development	Measures whether employees feel that their work leads to the kind of the future career that they want, if their skills are used (Tsourvakas & Yfantidou, 2018, p. 129)	If the Glassdoor company review mentions anything related to providing employees, the opportunity to grow in the workplace. This definition can include learning and development opportunities, leadership development, role development, personal	#1 Ability to grow your knowledge base and create a wide impact (positive) #12 lots of promotion potential (positive) #1 no opportunity for advancement (negative)

		development, and career opportunities.	
Fair Deal	Measures how people feel about their compensation and benefits (Tsourvakas & Yfantidou, 2018, p. 129)	If the Glassdoor company review mentions anything related to how the employee feels towards the company's total rewards package. This definition can include compensation, benefits, workplace flexibility, and bonuses.	#1 Great pay! (positive) #12 Great salary and Benefits (positive) #1 They don't let u work around doc visits (negative)
Psychological Safety	The sense of being able to show and employ one's self without fear of negative consequences to self-image, status, or career (Kahn, 1990 as cited in Fox, Terry, Greene, Mendoza, Bisel & Gabert,2017, p. 25)	If the Glassdoor company review mentions anything related to feeling if they are in a safe work environment. This definition includes, safety protocols, feeling safe to be oneself, and feeling safe to communicate openly.	#1 Walmart is great at safety practices (positive) #1 More security (negative)
Diversity and Inclusion	Describes the composition of groups or the workforce, such as demographic differences or observable and non-observable characteristics" (Jonsen, Point, Kelan, & Grieble, 2021, para. 1)	If the Glassdoor company review mentions anything related to the company's diversity and inclusion efforts. This definition includes a sense of belonging, feeling included, feeling welcomed, and the company valuing differences.	#1 committed to Diversity and Inclusion #12 Cigna has a culture of diversity and inclusion

TABLE 5

Additional Coded Variables of Glassdoor Employee Sentiments

Variables	Operational Definitions	Presence 1=yes, 0=no
Location	If the Glassdoor review mentions the location of their employment.	
Administrative Position	If the Glassdoor review lists that the submitter is in an administrative position.	
Years of Employment	If the Glassdoor review mentions that the submitter has been employed at the company for over 3 years.	
Current Employee	If the Glassdoor review lists the submitter as currently employed by the company.	

TABLE 6

Collected Glassdoor Data

#	Variables
J1.	Overall
J2.	Culture & Values
J3.	Diversity & Inclusion
J4.	Work/Life Balance
J5.	Senior Management
J6.	Compensation and Benefits
J7.	Career Opportunities
J8.	Recommend to a Friend*
J9.	Approve of CEO*
J10.	Positive Business Outlook*

Note: variables with * were measured with a percentage rating whereas the rest were measured on 5-point scales

TABLE 7

Intercoder Reliability Scores

CSR and Corporate Website Variables	Intercoder Reliability Scores	Glassdoor Review Variables	Intercoder Reliability Scores
K1b.	1.00	G1a.	.841
K1c.	1.00	G1b.	.919
K1d.	1.00	G2a1.	.731
K1e.	1.00	G2a2.	1.00
K1f.	1.00	G2a3.	.726
K1g.	1.00	G2a4.	1.00
K1h.	1.00	G2b1.	.761
K1i.	1.00	G2b2.	.761
K1j.	1.00	G2b3.	.761
K1k.	1.00	G2b4.	.834
K1l.	1.00	G2c1.	.827
K1m.	1.00	G2c2.	.817
K1n.	1.00	G2c3.	.832
K1o.	1.00	G2c4.	.856
K1p.	1.00	G2d1.	.866
K1q.	1.00	G2d2.	.929
K1r.	1.00	G2d3.	.710
K1s.	1.00	G2d4.	1.00
		G2e1.	.816
		G2e2.	.843
		G2e3.	.758
		G2e4.	1.00
		G2f1.	.825
		G2f2.	.839
		G2f3.	.882
		G2f4.	1.00

		G2g1	.760
		G2g2	.827
		G2g3	.743
		G2g4	1.00
		G2h1	.745
		G2h2	.755
		G2h3	.721
		G2h4	1.00
		G2i1	1.00
		G2i2	1.00
		G2i3	1.00
		G2i4	1.00

TABLE 8

Fortune 100 Company CSR Reports Based on Main Variables

Coded Variables	Environment	N (%)
K1b. Leadership Initiatives	Cultural Environment	92 (89.3)
K1c. Total Rewards	Cultural Environment	96 (93.2)
K1d. Diversity and Inclusion	Cultural Environment	100 (97.1)
K1e. Employee Engagement, Motivation, and Empowerment	Cultural Environment	87 (84.5)
K1f. Organizational Culture	Cultural Environment	99 (96.1)
K1g. Work-Life Balance Initiatives	Cultural Environment	51 (49.5)
K1h. Learning and Development Opportunities	Cultural Environment	94 (91.3)
Cumulation of all coded variables	**Cultural Environment**	**45 (43.7)**
K1i. Safety Compliance (Physical)	Physical Environment	89 (86.4)
K1j. Safety Compliance (Mental)	Physical Environment	96 (93.2)
K1k. Physical Workplace	Physical Environment	78 (75.7)
K1l. Sexual Harassment	Physical Environment	64 (62.1)
K1m. Discrimination	Physical Environment	79 (76.7)
K1n. Organizational Integrity	Physical Environment	75 (72.8)
Cumulation of all coded variables	**Physical Environment**	**43 (41.7)**
K1o. Remote Work	Technological Environment	67 (65)
K1p. Digital Tools	Technological Environment	82 (79.6)
K1q. Innovation	Technological Environment	88 (85.4)
K1r. Tools and Resources	Technological Environment	85 (82.5)
K1s. Digital Transformation	Technological Environment	13 (12.6)
Cumulation of all coded variables	**Technological Environment**	**12 (11.7)**

Company CSR Report and Website Codebook

Unit of analysis = each company

A. Company name: _____

A1. Company #: _____

B. Location (Country): (1=US, 2=international)

C. Headquarter location: _____

D. Company type (1=privately owned, 2=publicly owned)

E. Company industry type: _____

1=General Merchandisers
2=Food and Drug Stores
3=Food Production
4=Food Consumer Products
5=Wholesalers: Food and Grocery
6=Beverages
7=Specialty Retailers: Other
8=Specialty Retailers: Apparel
9=Information Technology Services
10=Internet Services and Retailing
11=Computers, Office Equipment
12=Computer Software
13=Telecommunications
14=Network and Other Communications
15=Health Care: Pharmacy and Other Services
16=Health Care: Insurance and Managed Care
17=Healthcare: Medical Facilities
18==Medical Products and Equipment
19=Wholesalers: Healthcare
20=Pharmaceuticals
21=Insurance: Life, Health (Mutual)
22=Insurance: Property and Casualty (Stock)
23=Insurance: Property and Casualty (Mutual)
24=Insurance: Life, Health (Stock)
25=Commercial Banks
26=Diversified Financials
27= Petroleum Refining
28=Mining, Crude-Oil Production
29=Pipelines
30=Utilities: Gas and Electric
31=Metal
32=Chemicals
33=Motor Vehicles & Parts
34=Scientific, Photographic and Control Equipment

35=Semiconductors and Other Electronic Components
36=Industrial Machinery
37=Construction and Farm Machinery
38=Mail, Package, and Freight Delivery
39=Household and Personal Products
40=Entertainment
41=Aerospace & Defense

F. Revenues: _____

G. Profits: _____

H. Market values: _____

I. Number of employees: _____

J. Overall Glassdoor employee ratings (on a scale of 5)

J1. Overall: _____

J2. Culture & Values: _____

J3. Diversity & Inclusion: _____

J4. Work/Life Balance: _____

J5. Senior Management: _____

J6. Compensation and Benefits: _____

J7. Career Opportunities: _____

J. Overall Glassdoor employee ratings (percentage)

J8. Recommend to a Friend: _____

J9. Approve of CEO: _____

J10. Positive Business Outlook: _____

K. Employee experience variables

Cultural Environment Variables	Operational Definitions	Examples	Presence 1= yes, 0=no
Leadership Initiatives Keywords: Leadership training, diverse leadership, leadership development, leadership development programs, transformational leadership, organizational leadership, and inclusive leadership.	If the CSR report or corporate website mentions anything related to leadership importance in the workplace. This definition includes but is not limited to leadership development, leadership training, diverse and inclusive leadership programs, supportive leaders in place to empower employees, promoting from within, and leaders that align the goals of the company with the goals of the employees. All synonyms of "leadership" are included, such as management, C-suite, lower-level management, supervisors, and managers.	#12 We are also committed to elevating the next set of diverse leaders and have set aspirational goals to increase gender equality in our leadership pipeline #2 continually improve our workplace experience, empowering individuals to voice concerns and have them directly addressed by leadership	
Total Rewards Keywords: Compensation, wages, and benefits.	If the CSR report or corporate website mentions anything related to components of total rewards packages, including, compensation and wages, health benefits, health and wellness programs, work-life balance initiatives, workplace	#12 We are committed to fairness in pay and opportunity for all of our employees. #2 offering competitive starting wages in locations around the world, and continues with benefits,	

	flexibility, PTO, and financial wellness programs.	support, and opportunities to help employees #24 Promoting employee health and well-being, particularly through employee benefits	
Diversity and Inclusion Keywords: Workforce diversity, inclusion, inclusive, welcoming environment, belonging, sense of belonging.	If the CSR report or corporate website mentions anything related to diversity and inclusion efforts such as promoting equity pay, diverse leadership initiatives, and diverse hiring processes. Acknowledging and appreciating different values, perspectives, and backgrounds is also considered.	#12 Championing a diverse and inclusive workplace improves our ability to innovate and create solutions that resonate with all customers, partners and communities #2 we continued to make progress on our diversity goals #24 Creating an engaging and inclusive culture by providing equal opportunities	
Employee Engagement, Motivation, and Empowerment Keywords: Empowering employees, employee empowerment, acknowledgment, appreciation, support, value of employees and employee rewards.	If the CSR report or corporate website mentions anything related to organizational employee engagement strategies to keep their employees invested and motivated to perform their job duties. Key words to consider are employee engagement strategies, workplace empowerment, and employee motivation. "Empowering our employees" is commonly used in this factor. In addition, If the CSR report or corporate website mentions anything related to the organization valuing its employees. This definition can include employee recognition through rewards, acknowledgment, and seeing employees as the company's greatest asset.	#12 we empower employees to be responsible corporate citizens and support the dignity of workers across our value chain #2 employee engagement is fundamental to our success #18 To further recognize team members	

Organizational Culture	If the CSR report or corporate website mentions anything related to a company's vision, values, and expectations to improve employee morale, organizational integrity, and happiness and productivity in the workplace. “Our Culture” is a common section in CSR reports and company websites. Also consider “our values,” “our goals,” and “our mission.”	#12 Cigna actively builds an inclusive culture that is powerfully diverse, strives for equity and values unique differences and talents. #2 Our culture is built around solving seemingly impossible problems, which is why we take a different, more hands-on approach than most #24 At Verizon, we are defined by our values: integrity, respect, performance excellence, accountability and social responsibility	
Work-Life Balance Initiatives Keywords: Flexible, remote work, scheduling, work-life, and personal life.	If the CSR report or corporate website mentions anything related to the company's actions and processes to ensure the workplace demands do not over prioritize the employees' personal life. This can overlap with Remote Work.	#2 Mental health support, with free confidential counseling and work-life services for employees, their families, and members of their households	
Learning and Development Opportunities	If the CSR report or corporate website mentions anything related to learning and development initiatives to train employees to best perform their job, meet organizational expectations,	#12 Our online learning platform and career development tools offer a broad range of training, education	

Keywords: Blended learning, e-learning, workplace training, development opportunities, employee growth opportunities, role development, and knowledge of cultural competencies.	remain compliant, and have knowledge of cultural competencies. This definition also considers "learning experiences," "learning opportunities," and "development opportunities." "Providing employees opportunities to grow and develop" is a common phrase in this factor. This also considers if the company is providing opportunities for employees to grow professionally and personally within the company (role development).	and development resources to all employees #2 Empowering Employees Through Training and Education #24 Our people are an important line of defense, so we invest heavily in training our employees	

Physical Environment Variables	**Operational Definitions**	**Examples**	**Presence 1= yes, 0=no**
Safety Compliance (physical) Keywords: Workplace safety, safety compliance, workplace violence, hostile work environment, emergency processes, crisis protocols, and emergency safety initiatives, COVID-19 protocols, and	If the CSR report or corporate website mentions anything related to worker safety, risk reduction, risk analysis, etc. In addition, safety compliance (physical) refers to prevention measures to work-related injuries as well as necessary actions to reduce or eliminate the seriousness of an event risk. Also consider if the CSR report or corporate website mentions anything related to organizational safety measures in response to a tornado, hurricane, earthquake, fire crisis. COVID-19 protocols such as masking, social distancing, vaccination requirements, and remote working are also considered.	#12 Cigna is committed to the health, safety and well-being of all our employees #2 Another way Amazon obtains feedback and input from employees is through Associate Safety Committees.	

COVID-19 initiatives.			
Safety Compliance (mental) Keywords: Mental health, employee wellbeing, overall health, health values, health initiatives, and employee healthcare.	If the CSR report or corporate website mentions anything related to employee health and wellbeing, including mental health, physical health, and overall wellbeing.	#12 We provide mental health benefits for our employees as part of our comprehensive benefits offerings #2 convenient access to high-quality and affordable primary and mental health care	
Physical Workplace Keywords: Teamwork, creative work environment, collaborative work environment, and supportive work environment.	If the CSR report or corporate website mentions anything related to employees having the freedom, space, and comfort to work in an innovative and supportive environment. This definition includes but is not limited workplace collaboration, creative ideas and work, and teamwork. Also consider if the CSR report or corporate website mentions anything related to processes in place to build positive relationships in the workplace, increase morale, and encourage open communication among peers.	#12 Cigna empowers our employees to work in a flexible and collaborative manner #24 One of our foremost objectives as an organization is to create a collaborative, inclusive and diverse environment	
Sexual Harassment	If the CSR report or corporate website mentions anything related to policies and procedures for workplace sexual harassment such as unwelcome sexual advances, sexually suggestive language, and offensive gestures.	#2 risks related to other human capital management matters, including workplace safety, culture, diversity, discrimination, and harassment.	

		#2 receives detailed quarterly updates on any allegations of unlawful harassment and discrimination against employees	
Discrimination	If the CSR report or corporate website mentions anything related to policies and procedures for discrimination in the workplace such as employment discrimination, degrading comments or actions, and unfair treatment towards protected classes.	#12 we launched a Health Equity Enterprise Employee Toolkit to provide foundational knowledge to establish awareness, sensitivity and advocacy for health equity among employees, including a working knowledge of racism, discrimination, disparities, cultural sensitivity and social justice. #2 Our senior leadership team receives regular updates on any allegations of unlawful harassment and discrimination	
Organizational Integrity Keywords: honest and trusting	If the CSR report or corporate website mentions anything related to organizational integrity as it relates to trusting, honest, and respectful manners to meet organizational fulfillments and goals. "Organizational Integrity" is often its own section in CSR reports.	#12 We strive to meet consistent standards of integrity in everything that we do. #24 Grounded in our core values of integrity	

Technological Environment Variables	**Operational Definitions**	**Examples**	**1= yes, 0=no**
Remote Work	If the CSR report or corporate website mentions anything related to working from home, flexible	#12 the team continued to provide support to Cigna employees	

	work arrangements, and partial remote work opportunities.	working remotely and those returning to the office #2 Some teams continue working mostly remotely, others work a combination of remotely and in the office, and others work mostly in the office.	
Digital Tools Keywords: E-learning, Zoom, online training, computers, equipment, and digital needs.	If the CSR report or corporate website mentions anything related to organizational training through a technological means. This includes webinars, E-learning, blended learning, online educational platforms, and Zoom conferences. This definition also considers other digital tools the company provides its employees to perform their job. Examples include, computers, business phone, and digital meeting software.	#24 Extending high-quality access to communications services regardless of ability, specifically to underserved locations and populations with digital inclusion. #24 support distance learning	
Innovation	If the CSR report or corporate website mentions anything related to developing and implementing new practices, methods, and products. “Innovation” needs to specifically be stated.	#12 We’ll continue to lead with innovation and with commitment so that we can support the healthy growth of individuals #2 With our relentless culture of innovation #24 enable innovation, drive growth and ultimately differentiate our brand	
Tools and Resources	If the CSR report or corporate website mentions anything related to providing employees with the tools, resources, and opportunities necessary to best perform their job. Tools and Resources and Digital Tools can overlap.	#12 provide them with tools and resources to support behavior change #24 provide employees with guidance and tools to operate in a	

		manner that is consistent with our commitment	
Digital Transformation	If the CSR report or corporate website mentions anything related to the company adopting technology into its everyday processing to continue to succeed and thrive in the modern world. This definition must specifically say "digital transformation."	#12 To foster affordability, predictability and simplicity, we focus on creating a digital-first experience for our customers – leveraging innovative digital technology to reimagine business processes and deliver powerful experiences across the customer journey	

Glassdoor Employee Review Codebook

Unit of analysis = each employee review

A. Company name: _____

A1. Company #: _____

B. Employee location: _____

C. Administrative position (0=NA, 1=yes, 2=no)

D. 3 years of employment (0=NA, 1=yes, 2=no)

E. Current employee (0=NA, 1=yes, 2=no)

F. Individual Glassdoor employee ratings (on a scale of 5)

F1. Overall: _____

F2. Work/Life Balance _____

F3. Culture & Values: _____

F4. Diversity & Inclusion: _____

F5. Career Opportunities: _____

F6. Compensation and Benefits: _____

F7. Senior Management: _____

G. Employee Glassdoor variables

Employee Glassdoor Variables	Operational Definitions	Examples	a. Presence 1= yes, 0=no	b. Sentiments 1=positive, 2=negative 0=neutral
Leadership	If the Glassdoor company review mentions anything related to how the employee feels about their C-Suite executives and/or CEO of the company. Must specifically mention C-Suite, executives, leadership, CEO, Senior Management, and upper management. In addition, this definition also considers company decisions that are led by upper management, including hiring, firing, and budget cuts.	#1 Good communication between team leaders and their team members (positive) #12 Impressive actuarial leadership develop program (positive)		
Well-Being	If the Glassdoor company review mentions anything related to the company's efforts to provide a balance between the employee's work life and personal life. This can include comments about scheduling, expectations, the work environment, stress, and motivation. A review that mentions having a flexible work schedule can apply to both Well-Being and Fair Deal.	#1 Flexible hours (positive) #12 Work from home was flexible (positive) #1 Overworked all the time (negative)		
My Manager	If the Glassdoor company review mentions anything related to their direct manager / supervisor and their relationship. This definition also	#1 Well organized management and team #12 Excellent support		

	counts presence as a 1 if the review includes a comment in the "Advice to Management" section.	#1 Many team leads don't know how to manage people (negative)		
My Team	If the Glassdoor company review mentions anything related to comradery in the workplace. This definition includes teamwork, collaborative work environments, supportive work environments, co-workers, and teammates. In addition, My Team accounts for broad terms such as "people," "they," "friendly workplace," and "great people." Broad terms like the examples previously discussed can overlap with My Company.	#1 Friendly environment (positive) #12 Great people to work with (positive) #1 Some of the staff are disrespectful and had me working in certain conditions that I shouldn't have been working at (negative)		
My Company	If the Glassdoor company review mentions anything related to the company's culture and values. This definition includes company goals, vision, and mission. It also considers if the workplace as a positive environment with keywords being "good," "fun," "respectful," and "friendly." My Company also accounts for broad terms such as "people," "they," "friendly workplace," and "great people." Broad terms like the examples previously discussed can overlap with My Team. It is important to include	#1 Good people, Good environment, Good overall (positive) #12 friendly culture (positive) #1 treat their elderly like crap (negative) #1 toxic culture, politics everywhere (negative) #11 Toxic work environment (negative)		

	that this definition also considers any broad term that is discussing the company as a whole.			
Personal Growth / Development	If the Glassdoor company review mentions anything related to providing employees, the opportunity to grow in the workplace. This definition can include learning and development opportunities, leadership development, role development, personal development, career opportunities, opportunities to move up in the company. In addition, this definition also considers the tools and resources needed to do their job including the workplace software, equipment and machinery, and digital tools.	#1 Ability to grow your knowledge base and create a wide impact (positive) #12 lots of promotion potential (positive) #1 no opportunity for advancement (negative)		
Fair Deal	If the Glassdoor company review mentions anything related to how the employee feels towards the company's total rewards package. This definition can include compensation, benefits, workplace flexibility, scheduling, remote work, and bonuses.	#1 Great pay! (positive) #12 Great salary and Benefits (positive) #1 They don't let u work around doc visits (negative)		
Psychological Safety	If the Glassdoor company review mentions anything related to feeling if they are in a safe work environment. This definition	#1 Walmart is great at safety practices (positive) #1 More security (negative)		

	includes, safety protocols, feeling safe to be oneself, and feeling safe to communicate openly. Covid-19 protocols, equipment safety, and bullying are also considered in this factor. Psychological Safety can overlap with Well-Being for comments like feeling stressed and overwhelmed.			
Diversity and Inclusion	If the Glassdoor company review mentions anything related to the company's diversity and inclusion efforts. This definition includes a sense of belonging, feeling included, feeling welcomed, and the company valuing differences only as it pertains to the protected classes in the workplace (race, gender, age, sexual orientation, etc.).	#1 committed to Diversity and Inclusion (positive) #12 Cigna has a culture of diversity and inclusion (positive)		