

THE EFFECT OF CSR PRACTICES ON IMAGE AND PERCEPTIONS OF CASINO DU  
LIBAN

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A Thesis  
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at Notre Dame University-Louaize

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In Partial Fulfillment  
of the Requirements for the Degree  
Master of Science in Business Strategy

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by  
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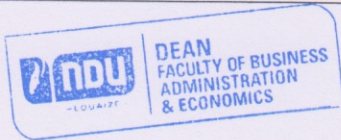
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## ABSTRACT

In the field of the application of the CSR into the Gambling industry, interests are taking recently a higher attention from researchers' perspectives for futures studies. The application of CSR practices is approached directly through the importance of customer loyalty with a revisit intention often serving as a key indicator of loyalty. In other words, customers' perceptions will be adopted in a way to understand how the Casino du Liban establishes a climate of a responsible gambling and ensure a better accountable image for its entity. The study relies on a quantitative method. Its purpose lies in the description and explanation of its causes and the prediction of its occurrence, basing its conclusions on statistical interpretation.. Therefore, to maintain its organizational legitimacy, it aims for implementing CSR practices to cope with peoples' perceptions and expectations as well as to consolidate its image over time. Adopting a social responsibility behavior aims for maximizing the objectives of the company through its profitability and also the benefit of the stakeholders. Such perspective is consolidated by the signal theory for which information concerning CSR is taken into consideration and gives a general impression of the company and influences individuals' perception about an organization. A second theoretical contribution can be understood by the stakeholder theory which emphasize that the interests of each stakeholder are intrinsic values and that firms have a moral obligation both to themselves and for shareholders. The most widely accepted view of CSR is that the company is held accountable for all short and long-term consequences of its actions, as well as ensuring that its practices are consistent with current, emerging, and future societal expectations. Moreover, rare are the studies that focus on "responsible gambling" that are considered as a main part for gambling organizations social responsibility practices development.

**Keywords:** CSR, practices, organizational image, perceptions, Casino.

## INTRODUCTION

A growing number of businesses have noticed that an increasing number of consumers and stakeholders are seeking the products and services of organizations that take responsibility for the impact of their operations on the environment, the communities in which they operate, their employees, their stakeholders, and the public in general (Jolanta, 2015).

In such perspective, CSR actions still take generic or peripheral forms that try to cope with the real signification of CSR. Adopting socially responsible practices is thus a hot topic, especially for organizations operating in disparate contexts in the absence of a unified legal or institutional framework (Smidts and al. 2001). The willingness of organizations to invest into CSR activities comes from the fact that companies care for their working environment. It seems that such organizations aim for enhancing the self-belonging, commitment and accountability of employees regarding their company (Song et al. 2015).

In such perspective, CSR was apprehended through its impact on organizational performance of contemporary firms. In this vein, different populations that impregnate from different sectors have been studied accordingly (Cai and al. 2012). The most widely held belief about CSR is that the company is held accountable for the short and long-term effects of its actions on society, as well as to ensure that its practices are consistent with current, emerging, and future societal expectations. (Genasci and Pray, 2008).

Even though CSR has been approached through different companies operating in several activity sectors rare are the studies that have focused in the Casino gambling

case. Recent studies have shed the light on the importance of the impact of CSR practices on Casino's customers' trust and satisfaction (Lee and al. 2013). Thus, from such perspective, the present study refers to the same adopted approach by Liu and al. (2014) for whom "*CSR initiatives as customer perceptions of a firm's efforts in fulfilling its obligations toward a society and its stakeholders; rather than the actual CSR activities that a firm implements*".

Other studies as of Kralj and Solnet (2010) have underlined the stress factor into gambling cases and focused mainly on dimensions that enhance a better service climate and in return impact the customer satisfaction in the case of the Casino. Such interests, in the field of the application of the CSR into the Gambling industry, are taking recently a higher attention from researchers' perspectives for futures studies. That is to say that CSR practices application is approached through the responsibility of the employees' in improving internal quality services.

In fact, as it is stipulated by Karlj and Solnet (2010): "*employees' experiences have been associated to customer experiences.*"

Going from such perspective, the application of CSR practices is approached directly through the importance of customer loyalty with a revisit intention often serving as a key indicator of loyalty (Goel & Ramanathan, 2014). In other words, customers' perceptions will be adopted in a way to understand how the Casino du Liban establishes a climate of a responsible gambling and ensure a better accountable image for its entity.

CSR does not serve an ideal; it is simply a means to a given end: the pursuit of a better image and increased profitability (Friedman, 1972). The question is thus to highlight actions described as the company's social effort. Noting that the adoption of the CSR

practices does not guarantee for the company any legitimacy or credibility on behalf of stakeholders unless those actions aim for answering directly to social concerns.

From a public health perspective, gambling is not considered intrinsically as being harmful or beneficial and gambling problems are rather seen as circumstantial and dependent on several factors. The utilitarian approach emphasizes the dual importance of CSR communication, as it informs consumers about the benefits of a product while also assisting in the development of social enterprise legitimacy (Rahim and al. 2011). In addition, *“understanding premium casino players is also important to practitioners because this group of patrons has largely been ignored in prior studies that deal with CSR practices”* (Liu and al. 2014).

Such statement leads the present study to understand: “To what extent does CSR practices affect Casino’s image and peoples’ perceptions?”

*“Several industries such as tobacco, alcohol and gambling that, although legal, are considered controversial and potentially harmful to members of a society”* (Liu and al. 2014). Accordingly, customers’ attitudes toward such industries may vary through respective perceptions and related culture. Thus, CSR refers to all implemented actions that adhere to various principles of sustainable development, regardless of whether such concerns are in the social, economic, or environmental fields. Giroux and al. (2008) have approached CSR actions implementation through helping employee’s casino by leading them for a better understanding of gambling problems and enhancement of their role in resolving such issues.

Engaging employees in CSR activities encourages them to behave ethically, assuming that their adherence to those activities/practices is perceived through their identification

with their organization's mission (Valentine and Fleischman, 2008). For the same authors, the use of CSR issues frequently refers to a return to morality within the organization. Shirodkar and al. (2016) point out that while researches and studies have been very interested in the effects of CSR on organizations; little attention has been given to the organizational level determinants of CSR strategies. From a moralistic standpoint, CSR stems directly from the company's moral responsibility: the organization must, therefore, act in a socially responsible manner. The contractual one, on the other hand, assumes that the main idea of CSR stems from the fact that the company interacts with stakeholders rather than operating independently.

In both perspectives, company's actual concern is to consider throughout its development stakeholder's expectations and well fare. Following Öberseder, Schlegelmilch and Murphy (2013) point of views: *"a stakeholder-based conceptualization of the CSR construct is developed along with a comparison of corporate practices and consumer expectations"*.

The utilitarian approach, on the other hand, investigates the concept of CSR as a factor of competitive advantage. In this regard, the company participates in a CSR initiative because it is in its own best interests (Du and al. 2010). Considering the case of the Casino du Liban, for some people or entities, it is considered as a gambling place that is strictly illegitimate and where only the main key point is to reach better financial results by encouraging players to consume more and more and in some cases to lead them for bankruptcy situations.

In such vein, it is important to take into consideration the Casino du Liban's investment in CSR activities that promote back on the one hand the legitimacy of its activities and the other hand the felt actions by enhancing the accountability of their employees.

The results of the study will shed the light on the point of views of the selected sample, as internal customers, employees, invites, relations externs and can contribute for the understanding of the relation between gambling and the responsibilities of the Casino. In such perspective, implications and recommendations will be formulated accordingly by clarifying the role and the accountability of the Casino du Liban towards his stakeholders.

The added value of the present research can be approached through two angles. The first one is related to the managerial practices that were implemented by gambling institutions and analyzed through the literature review. That perspective will help establishing the theoretical and practical framework to be tested on the Casino's du Liban stakeholders. The second angle is related for establishing the questionnaire that has to be disseminated, later, on the selected population. In other words, the added value will present an opportunity that enables customers to engage in gambling at an appropriate level. In other terms, since internal customers, employees, invite relations externs will provide that experience gambling-related harms, the empirical investigation will rely also with the option that do not consider solely on self-enactment by such internal customers.

The thesis will be structured as the following. The literature review will cover dimensions that reflect the CSR's practices and outcomes. Therefore, the research hypotheses will be established accordingly. The third chapter will revolve around the description of the adopted methodology. The fourth chapter will cover the findings, discussions and interpretations. Finally, a final chapter will highlight the study's conclusion by revealing the study's main findings, limitations, implications, and recommendations.

## CHAPTER 1

### GAMBLING AND CSR INTERVENTIONS

Corporate social responsibility (CSR) is not a new discipline. It has been the subject of debate and practice since the beginning of the 20<sup>th</sup> century, and even the end of the 19<sup>th</sup> century. In practice, CSR tends to become institutionalized. Supported by political discourse, rules, standards, charters, and references most often from the private and

associative sectors, supported by the development of organizational theories, it becomes one of the rules of the game within which SME's and big companies operate.

In recent years, the concept of CSR has become a dominant theme in managerial literature. The emergence of this concept reflects an important questioning of the role of business. The concept of CSR challenges the social acceptability of companies' self-regulation and raises the question of the self-regulatory capacity and willingness of the latter. More specifically, companies are encouraged to consider the externalities associated with their activities<sup>1</sup> as well as to pay attention to stakeholders.

The most recent definitions of CSR in the context of organizational behavior still refer to stakeholders (Morgeson and al. 2013). Freeman, Harrison and Wicks (2007) even went so far as to give the following definition of CSR: *“there is no need to think in terms of social responsibility. In fact, we might even redefine ‘CSR’ as ‘corporate stakeholder responsibilities’ to symbolize that thinking about stakeholders is just thinking about the business and vice versa”*. This therefore means that in stakeholder theory, managers must think of their activities according to the relationship with their stakeholders. Such organizational *“intention”* refers for the question of intrinsic responsibility which involves all the organizations, companies and actors who intervene in the field of game offer.

However, if the CSR concept is difficult today to define, it is undoubtedly because of its continuing evolution through both academic and practitioners' debates.

In fact, results of that double contribution, theoretical debates empirical and managerial implications on the one hand and successive and respective reorientations in the field

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<sup>1</sup> E.g. consequences on the environment, on individuals and communities.



on the other hand, were followed by an evolution for business practices. In this regard, it is understandable to see whether the dissemination of social responsibility as a sign for the emergence of a new mode of “sustainable” development is nevertheless or not.

### **1.1. CSR practices and organizational identity**

CSR as well as organizational involvement are understood as human and organizational phenomena in which human and relational dimensions are related to a subjective corporate strategy that reflects managers to initiate responsible organizational behavior. The concept of CSR is currently often evoked from a perspective of threefold result which leads to the evaluation of the company’s performance from three angles: environmental<sup>2</sup>, social<sup>3</sup> and economic<sup>4</sup>.

The CSR concept emerges from a growing social gap between populations’ expectations and organizations intentions. As it has been highlighted by Tetreva, Libena and Svědík, Jan. (2011): *“gambling providers are generally considered as entities that cannot relate to a socially responsible behavior, as well as the armaments and tobacco industries, or producers of alcoholic beverages. The reasons can be mainly seen in the negative externalities that relate to gambling”*.

Nowadays, companies are more and more obliged to fulfill their social role and to address market and state failures in the regulation of social collective interest. The most widely held belief in CSR is that businesses must account for all short and long-term consequences of their actions, as well as guarantee that their practices are in line with existing, emerging, and future society expectations. This definition forms the basis of

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<sup>2</sup> Compatibility between the company's activity and the maintenance of ecosystems

<sup>3</sup> Social consequences of the company's activity

<sup>4</sup> Financial performance

the present research since it establishes two important elements. First, it specifies that social responsibility is integrated on a voluntary basis within the company. Second, the research is concerned with the voluntary adoption of socially responsible practices and not dwells on the actions of companies that are dictated by law or that are an obligation.

Returning to morality or an explicit or tacit commitment with society when it comes to CSR concerns is common. From a moralistic standpoint, CSR stems directly from the corporation's moral responsibility: the company must act in a socially responsible manner because it is its moral duty to do so; while the contractual approach assumes that the main idea of CSR comes from the fact that the company is not considered as being a separated entity from its environment, but on the contrary it interacts with other entities as defined by its stakeholders. The utilitarian method, on the other hand, investigates CSR as a competitive advantage aspect. In this light, the corporation is launching a CSR program since it is in its best interests. CSR does not serve an ideal; it is simply a means for a given end: the search for a "clever dosage" between the preservation of its good image and ensuring certain profitability.

The question is therefore to highlight actions that are defined through organizational corporate social effort. The literature review highlights that CSR does not guarantee success for the company, it is clear that it is necessary to add a specific communication policy. The utilitarian approach emphasizes the dual importance of CSR communication, in that it informs consumers about the benefits of a product while also assisting in the development of a genuine CSR.

Indeed, the company can initiate CSR initiatives with the aim of achieving a certain identity differentiation. Organizational identity refers to what employees think and feel

about their organization. It follows that organizational identity refers to the representation that employees have of their company.

Corporate and organizational identity, although they are two separate spheres, are now increasingly interrelated. While great importance was once given to the external perception of the company (corporate identity), the literature now provides a growing place to the identity experienced by employees.

### **1.2. CSR: legitimization process and symbolic production**

With CSR, companies seem to be approaching a political function and a political decision-maker role. That approach is positioned on two levels, first it proclaims itself legitimate to assume a role of an auto-assessment, in the sense of a qualification of its responsibility, then, more directly, and it asserts its social responsibility towards its environment. In a way, the organization determines for a self-instituting approach.

Debates and discourses on CSR can be read as a production of legitimacy aimed at instituting a broader social role for organizations. Declaring themselves as being responsible towards the civic society, such organizations are considered as directly involved with the collective interest.

At that level, the CSR approach is, thus, understood by a legitimization process that engages companies in an intense work on the representations of the company within a given society and to be able to reach stakeholders expectations. In such perspective, CSR becomes part of logic of justification of an organizational institutional identity (Mahmud, 2019) and remains, for Mathews (1993), a social contract between companies and individual members of the society.

### 1.3. CSR: an accountable approach towards stakeholders

The stakeholder theory is presented as an attempt to find a new theory of the firm integrating its environment to go beyond the classic shareholder and economic vision of the firm. It aims, in fact, to demonstrate that managers have a role, obligations and responsibilities that go beyond simply taking shareholders into account, which drives the company to include in its governance the rights and interests of stakeholders. The identification of stakeholders is the starting point for company's involvement in a sustainable development process.

Carroll (1991) suggests that there is a natural relation between social responsibility and stakeholder theory as it allows the concept of social responsibility to be personalized by specifying to whom organizations should be accountable. From the 2000s, the definition of the concept and scope of CSR included the notion of stakeholders by referring to the impact of the activities of companies on their environment and on their externalities (Van Marrewijk, 2003).

Following Carroll statement, in 1991: *“stakeholder personalizes social or societal duties by identifying the specific groups or individuals that businesses should consider in their CSR strategy. Thus, the stakeholder nomenclature puts “names and faces” on the societal members who are most urgent to business and to whom it must be responsive”*.

Thus, sustainable development implies a modern vision of the role of managers, professionals, citizens, and partners as well as of the purpose of the company.

It challenges past or traditional business practices to suggest new professional and institutional uncertainties. Today, the concept of “responsible gaming” seems to have

lastingly changed the culture of the company by being gradually integrated into all of its processes (Béthoux and al. 2007). For the same authors, it also represents the operator's first investment in a more global approach to sustainable development, now classic among multinationals wishing for several years to come to terms with their environment.

Moreover, the way of approaching the addiction problem is more than a title like the way other companies try to manage their own negative externalities while maintaining profitability targets. In this new context, “*responsible gambling*” will certainly constitute for it both a competitive advantage and a benchmark of values that could apply to the entire market (Blaszczynski and al. 2004). The below figure shows stakeholders types and who might be involved directly or indirectly with the company.



Figure 1: The Stakeholder Approach to CSR

Source: (Camilleri, 2017)

Today, stakeholder theory is arguably the most appropriate theory to model the CSR concept. It provides a theoretical framework justifying the recognition of the responsibilities of the company towards its stakeholders. It is also presented as a challenging management tool, strategic and ethical, coming to the aid of managers

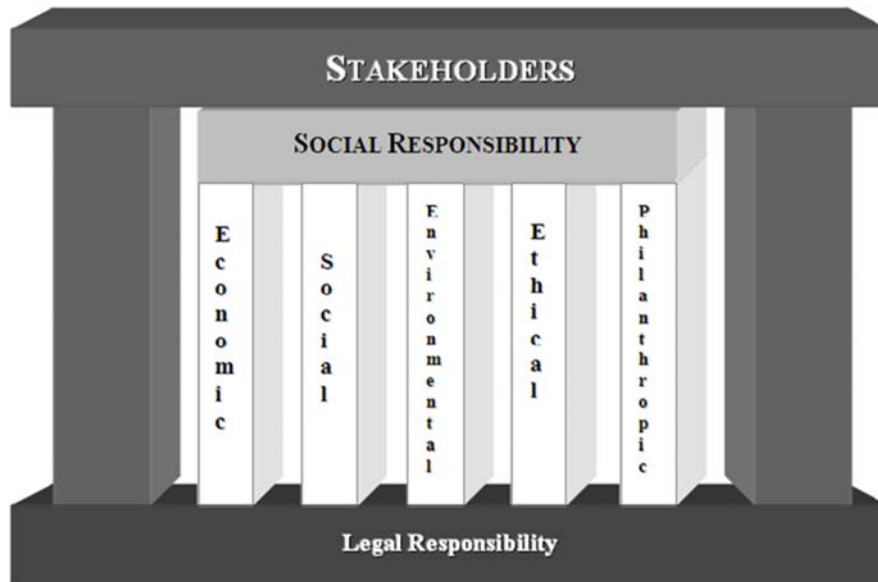
eager for financial performance. Finally, it appears as a new theory of the firm offering an alternative vision of corporate governance, while keeping in mind that the collective interest not only concerns company's shareholders but also its stakeholders.

### **1.3.1. CSR initiatives and accountability**

As defined by Carroll (2016), CSR does not only involve environmental and societal actions but also includes the economic, legal, ethical, and discretionary expectations that society expresses towards organizations. This definition seems to conceive of CSR as a multidimensional concept targeting different stakeholders.

Most of the research, relating to CSR determinants, has therefore approached CSR as a multidimensional concept that brings together both environmental responsibility and social responsibility towards the community, good governance, and product safety. The many definitions found in the literature certainly indicate that the cases are both numerous and diverse, hence the difficulty of precisely defining the concept of social responsibility.

The pyramid of social responsibility developed by Carroll in 1991 will be useful for representing CSR and it will allow distinguishing voluntary acts of social responsibility from actions prescribed by laws and social norms. Carroll's pyramid represents the four different types of responsibilities a business meets: economic, legal, ethical, and philanthropic responsibilities. As it is mentioned in figure 2, CSR, mainly, comprises different discipline into its implementation.



*Figure 2: CSR pillars*

Source: (Tetrevova and al. 2011)

CSR covers all the practices implemented in a company to respect the principles of sustainable development<sup>5</sup> and contribute to the public welfare, while involving its internal<sup>6</sup> and external<sup>7</sup>. CSR initiatives are explained by factors other than mere short-

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<sup>5</sup> conception of long-term economic growth, where the search for profits must consider the valuation of society and environment.

<sup>6</sup> employees, managers, shareholders.

<sup>7</sup> suppliers, customers, and other organizations.

term economic prospects. CSR communications are seen as a way of managing stakeholder (Du and al. 2010), a way for establishing and protecting legitimacy and corporate image.

Thus, the dissemination of information relating to CSR appears as an organization's response to social pressures to legitimize its existence. The company seeks above all to produce congruence with societal norms and values and to respond to legitimacy deficits from hostile press articles (Guthrie and Parker, 1989).

Carroll (1991), thus, argues that the degree of commitment of the company, according to the responsibilities it encounters in the CSR pyramid, is representative of the type of management that the company advocates in relation to its stakeholders. There is therefore a relation between Carroll's social responsibility pyramid and stakeholder theory since the parties forming the company are directly affected by the type of management or the level of engagement adopted by the company.

CSR tries to carry out its activities within the framework of the standards and rules accepted by the companies and to maintain a punctual adequacy with its environment. At the beginning, many companies refused to communicate outside their responsibility, either because they did not see any advantages in it or because they were afraid to communicate so-called confidential and sensitive information. Actual environmental context pushed companies to think more about an open and transparent communication. More than a defensive method against social pressures, communication on CSR and ethical strategy in general offers market opportunities to companies.

Until recently, empirical research aimed at demonstrating the existence of a direct link between CSR and social performance did not show clear results and concluded that the



CSR performance of organizations could produce both a positive and a negative impact, or neutral on financial performance (Peloza, 2009). This inability to demonstrate a tangible relationship between these two variables may be related to the few theories and definitions of key terms available, as well as to methodological differences in the research design and measurement instruments (Aguinis and Glavas, 2012).

Another explanation could be that too many studies have relied on variables that can directly explain the results, without considering the complex relationship that can exist between CSR and company performance (Carroll and Shabana, 2010). Today, the concept of “responsible gaming” seems to have lastingly changed the culture of the company by being gradually integrated into all its processes. It also represents the operator’s first investment in a more global approach to sustainable development, now classic among multinationals wishing for several years to come to terms with their environment (Lee and al. 2013).

### **1.3.2. CSR commitment and organizational actions**

Essentially, CSR refers to the moral and ethical aspects of decisions made by the company and of actions taken or supported by it (Branco and Rodrigues, 2007). Today, companies are concerned with being socially responsible (De Roeck and al. 2014).

The concept of CSR refers to the activities and commitments of the company related to the perception of its obligations towards society or the stakeholders in its activity (Luo and Bhattacharya, 2006). Within that perspective, CSR is considered as a voluntary integration of social and ecological concerns of companies into their business activities and their relationships with all internal and external stakeholders in order to fully meet the applicable legal obligations and invest in the human capital and the environment.

The responsibility, thus defined, is that for which any company must answer in its capacity as an “*organized social entity*”.

In such, companies are no longer content to act to meet the social responsibility requirements of their various stakeholders; they also communicate these commitments to make their reputation and their image a real asset.

### **1.3.3. Stakeholders and organizational identification**

The concept of organizational identity is supported by stakeholder theory since it asserts that identity within an organization is constructed by the representations of the different parts of the company. De Roeck and al. (2014), first, assumed that within the theory of social identity, the image of the organization carried by CSR initiatives can contribute to the pride of employees and their sense of self-esteem.

More specifically, they highlighted the influence of CSR on organizational pride and identification with the organization through the mediating role of perceived reputation, i.e. the way in which employees think that people external to the company see the reputation of their company.

In such, the reputation of the organization is important for employees because the admiration or contempt of external stakeholders for the image of the organization has direct implications on the employees’ own reputation, and their self-esteem. In other words, the pride of employees obtained by belonging to a prestigious and appreciated organization pushes them to remain in this kind of rewarding environment and therefore to increase the level of their organizational identification (Bartels and al. 2007).

Employees' perceptions of the social role and organizational image prompt them to see their employers as an institution that shares their own visions of society and corporate values (Rodrigo and Arenas, 2008). The study of Rodrigo and Arenas (2008) showed that CSR initiatives can be useful for the organization to define its ethical position in accordance with its moral values and therefore lead to the organizational identification of employees.

Jones & Kramar (2010) referred to employee self-improvement to demonstrate that the relationship between CSR and employee organizational identification is mediated by employee pride. It is therefore important to note that organizational identification is a key mechanism to promote employee attitudes such as job satisfaction (Van Dick and al. 2006).

Thus, stakeholders actively contribute to the constitution of organizational identity not only by the representations they have of the images of the organization, but also by comparing these representations with their perception of their own identity.

#### **1.4. Corporate responsible gambling interventions**

Problems associated with gambling are starting to become more widely known. Gambling addiction has become a phenomenon whose repercussions on society and on public health are recognized. Gambling operators or Casinos are imposed by states which then distribute the resources to ministerial or organizational beneficiaries. However, national legislation defines the types and rules of permitted gambling, the location of gambling in specific places, and the characteristics of the games and machines. On the other hand, the age limit is defined by national law.

Several European governments have tried to strike a balance between citizen gambling and the negative consequences associated with gambling, such as addiction, crime and fraud (Littler, 2007).

However, the social impacts of gambling are diverse and serious: the most widespread are financial problems<sup>8</sup>, couple problems<sup>9</sup> and family<sup>10</sup>, work-related problems and mental health issues (Reith, 2006). The player's trajectory can be broken down into three main phases. During the winning phase, it is fun to play and the player wins. During the loss phase, the player tries to recover. In the desperation phase, the player is exhausted and in pain.

In this context, the goal of public health is the creation of preventive CSR practices in this regard to educate the public about the negative consequences that consumers might encounter while playing at the Casinos. Gambling has become "*a legalized behavior*" which can however "*give rise to abuse and dependence*" or even become pathological behavior (McNeilly and Burke, 2000).

A player may be in the risk zone by playing a lot, but this fact does not yet have negative personal or social consequences (Ferris and Wynne, 2001). Culturally, the attitude towards gambling depends on corporate values of Casinos organizations, the socio-cultural environment, the community belonging and the personal beliefs of individuals.

## 1.5. Conclusion

The first chapter of the literature review part sheds the light on the foundations of CSR and its positive repercussions on organizational continuity. Such variable is conducted

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<sup>8</sup> As debt and bankruptcy.

<sup>9</sup> As separation, divorce and domestic violence.

<sup>10</sup> As negative behaviors and children's stress.

by the preservation of the organizational legitimacy which grants a certain identity for the responsible company. In such, it is important to add that investments in CSR activities are perceived by the stakeholders and enhances, in return, a certain commitment from two environments: the internal and the external one. In fact, an internal commitment can be noticed at the level of its employees, and an external one can be reflected through stakeholders respect toward the organization, and so following its responsible commitments towards the macro-environment.

## CHAPTER 2

### IMAGE AND STAKEHOLDERS GAMBLING PERCEPTION

Today, CSR is really starting to take hold in the way companies operate. CSR encompasses all of a company's policies and procedures aimed at adhering to the ideals of sustainable development<sup>11</sup>. CSR has become central and inherent in companies around the world. CSR is seen as an added value rather than an integrated strategy. As

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<sup>11</sup> Social, environmental and economic.

it has been perceived through the literature review, CSR practices can be perceived gradually all along of five environmental scopes: the workplace, the market, the community, the organizational image and the environment.

In fact, the first chapter of this thesis highlighted the relationship between CSR practices and interventions in order to cope with the external environment and to sensitize consumer about excessive consumption for services provided by gambling games. In the present chapter, the main objective refers for providing internal conviction for undertaking CSR actions. Such practices strive for building a sustainable image for organizations, help attracting new employees to the workplace once activities are perceived by the external environment.

In the same stream, organizational accountability is also perceived internally by existing employees that can enhance better commitments and satisfaction towards the company. Such employees' behaviors can be interpreted externally by stakeholders that can appreciate the authenticity of such organizational implications as they are perceived at an internal and external environment for the company.

### **2.1. CSR actions and business image sustainability**

It is clear that CSR is often related to the image of the company. Corporate identity takes into account the external image of the organization in the development of its identity (Balmer and al. 1997). Corporate identity also emphasizes on that role that executives play in shaping such image. In the case of corporate identity, identity is thought in terms of the structure of the company, its performance and its strategy (Balmer, 2001).

On the other hand, organizational identity focuses more on the relationships within the organization and refers to the values and characteristics shared within the company. The identity of the company is thus seen to be rooted in the relationships that employees have with the various parts of the company (Balmer, 2001).

Following the advancements of Bernstein (1984); Whetten and al. (1992); Bromley (2000): the organizational image is perceived of what members of an organization do or plan to do of their business in order to influence what external individuals think about it.

In such regard, the organizational image can be conceptualized from the following indicators: the way the organization considers and treats its employees and its customers, the competitiveness of the company in its activity sector, and the nature of public comments and reviews (Scheu, 2000). For example, Scheu (2000) included the following aspects in the organizational image indicators: corporate responsibility and interest in the community, the quality of products and delivered services as well as the treatment of employees. Since CSR is based on voluntary activities, it is of crucial importance to use the notion of “corporate responsibilities to society” to refer for a corporate behavior, and for deliberate actions towards society expectations’. In such vein, public ethics aligns itself with constructivism and pragmatism, which leads it to defend the idea that one must analyze social phenomena as if they were seeking to influence the way in which social actors approach social reality and give it meaning.

Thus, public ethics wants to bring executives to face up to their responsibilities, since they are brought to materialize their social practices through a positive influence over public actions that will enhance positively an organizational image. In sum, public

ethics intervenes in a context of regulatory system that is, more likely, considered likely to prevent consumer from excessive behavior towards gambling.

## **2.2. CSR actions and organizational attractiveness**

Nowadays, organization intent is to act as being socially responsible. Organizational attractiveness is defined as a positive affective attitude towards an organization which is associated with the motivation to build a relationship with that organization and to be part of its staff (Lis, 2012). The concept of CSR refers to the activities and commitments of the company linked to the perception of its obligations towards society or the stakeholders in its activity (Luo and Bhattacharya, 2006).

While research is carried out in the field of human resources management on CSR has long considered the organization as a level of analysis, in recent years, studies dealing with the influence of CSR on the attitudes and behaviors of employees is growing (Gond and al. 2010). By implementing a CSR approach and communicating information on this subject, organizations are sending signals to the job market that will strengthen their attractiveness. Indeed, in accordance with signal theory, this information concerning CSR is taken into consideration, gives a general impression of the company as a potential employer and influences individuals' perception about an organization (Luce and al. 2001). Recent studies have shed the light on the importance of the impact of CSR on Casino's employees' trust and satisfaction (Lee and al. 2013). Others as Song and al. (2015) have centered their approach on: *“the role of CSR and responsible gambling in casino employees' organizational commitment, job satisfaction, and customer orientation.”*



Going from such perspective, the following sub-section will take into consideration the employees and their behavior following the implementation of CSR actions into the organizational development as it is stipulated by Kralj and Solnet ( 2010): *“the experiences that employees have of an organization have been linked to customer experiences of the same organization.”*

### **2.3. Engaging employees into CSR actions**

CSR has emerged as a lever for creating value for stakeholders. The creation and implementation of CSR initiatives, in response to the expectations of stakeholders, therefore, allow the company to create value for them. Indeed, even if companies have for a long time neglected the impact of their activities on society, it is in the face of criticism that has arisen following irresponsible actions that CSR has imposed itself and developed. It occupies an increasingly important place in the strategy of companies, even in the definition of their mission which refers to the criteria of CSR. The introduction of CSR into the business strategy responds to growing demand from consumers as well as other stakeholders. CSR-oriented companies therefore have a reputation for quality and reliability for consumers (Siegel and Vitaliano, 2007). However, it is obvious that, like any differentiation, significant costs are supported by the company which is willing to invest into CSR actions. In a similar approach, Stawiski, Deal & Gentry (2010) presented another way of approaching CSR, in order to maximize the benefits and advantages that it can produce: employees should take part in decision-making that affects the environment, the community and the employees themselves. Also, according to these authors, the more employees are imbued and influenced by CSR actions, the more their organizational commitment will be strong, which will improve their productivity and consequently organizational performance.

Therefore, Stawiski, Deal and Gentry (2010) assert that CSR has a favorable influence and effects on the organization performance and so through the development of a positive reputation among its stakeholders. This reputation also allows them to obtain many competitive advantages which further affect organizational performance in a positive way (Ali and al. 2010). That competitive advantage remains dependent from CSR corporate strategy as seen in the following figure.



Figure 3: CSR Corporate strategy

Source: (Galbreath, 2009)

### 2.3.1. CSR perceptions by the employees

Mechanisms of the organizational identification theory provide a theoretical basis that strives to understand why employees are interested in socially responsible initiatives developed by the company to which they belong: they are proud to belong to such an organization and feel respected by it.

Of course, it is also possible that employees prefer identification with socially responsible companies, especially when their values correspond to their own values. In

addition, the attractive image and good reputation these companies can earn with the public will allow employees to feel proud for belonging to and to work for companies that are recognized for their positive contribution to society and customers. The below figure shows the key determinants that interact between organizational service climate and customer satisfaction in the gambling field.

However, employees would like to work in such companies and be citizens who cooperate in the well-being of society instead of being simple employees who only care about their own interests. In addition, efficient human resources practices help anchoring the values advocated by CSR. By reflecting the intention that the company has for its employees, human resources methods are a great factor of organizational identification.

Based on previous scientific works in the field, it appears useful to explore the question of the perception of CSR by the organization stakeholders. This approach categorizes employee perceptions of CSR based on how the company treats its stakeholders. Aside from the importance that management literature gives to stakeholder theory (Parmar and al. 2010), there is obviously arguments to justify this attention. In a more descriptive approach to the stakeholder theory, Freeman, Harrison and Wicks (2007) emphasize that the interests of each stakeholder are intrinsic values and that firms have a moral obligation both to themselves and to shareholders.

El Akremi and al. (2015) have highlighted the fact that it is not the reactions of employees that are particularly important, but rather their perceptions regarding CSR activities (Aguinis and Glavas, 2012).

Therefore, such perceptions have implications for the behaviors and attitudes of employees (Dijksterhuis and van Knippenberg, 1998). Bhattacharya, Sen and Korschun (2008) believe that a company's CSR initiatives help reveal a company's value and more specifically the values perceived by its employees. This is what recent studies indicate for what managers must view management today (Bhattacharya and al. 2008). Managers take up the various difficulties that arise during the implementation of CSR practices in a company at an internal level. The same authors added the fact that employees often show a real lack of involvement and awareness in terms of their company's CSR practices and they know little or nothing about the activities in which their company is engaged.

In their survey, Bhattacharya, Sen & Korschun (2008) realized that among the 90% of respondents who said that CSR is important in a company; only 50% of them clearly understood it. The often encountered problem is related to the fact that CSR decisions are usually taken at the top management level, which can create misunderstanding among employees. This top-down implementation should be improved to allow employees to be the initiators of CSR policies and practices in their company in the same way as top managers.

### **2.3.2. CSR projects and employee's development**

Employee motivation is central to the functioning of the business, and understanding the phenomenon of organizational identity, which leads to motivation, can provide important knowledge to both academia and the professional world. Bhattacharya, Sen and Korschun (2008) pointed out that CSR practices make it possible to satisfy important psychological needs of employees and promote a certain personal development. Indeed, involvement in CSR would allow them to be less stressed and

more responsible for the needs of their families when they feel that their work encourages them to adopt a responsible behavior. The same authors, therefore, showed that employees identify with the company when they consider it socially responsible.

Giroux and al. (2008) have approached the implementation of CSR actions through employee's training programs. In other words, the same authors have underlined that helping casino employees can lead for a better understanding of gambling problems and enhancement of their role in resolving such issues. According to Bhattacharya, Korschun and Sen (2009), CSR initiatives influence the attitudes of stakeholders by bringing them gains in terms of needs satisfaction.

Indeed, CSR projects allow employees to get out of their working rituals by developing new skills that can then be beneficial for their professional development. It also fosters the creation of a strong, long-term bond with the organization. The below figure highlights the key determinants that interact with promoting a CSR framework and employee development.



Figure 4: CSR framework

Source: (Mazurkiewicz, 2004)

### 2.3.3. CSR and employee's satisfaction

The definition of Locke (1976) for a job satisfaction is stated as: *“a joyful or positive emotional state coming from a positive evaluation of one’s work or work experiences”*. Thus, employees, as stakeholders in the company, are interesting subjects to study and the impacts of CSR on the organizational identity that is shared must not be neglected to understand the organization in which they operate. It therefore makes it possible to provide a strong prediction on employee behavior, such as work performance, organizational citizenship behaviors, absenteeism, and employee turnover (Wegge and al. 2007). In addition, it has been shown that employees have different attitudes towards several aspects of their work, career, and organization and job satisfaction have been identified as providing the most useful result for analyzing the impact of the perception of CSR on employee attitudes (De Roeck and al. 2014). Previous research has shown that employees have greater job satisfaction when they consider their employer to be

ethical (Koh and Boo, 2001). Organizational ethics refer for the adoption of ethical standards and business practices by the organization (Chun, Shin, Choi and Kim, 2011).

As CSR addresses stakeholder requirements in addressing societal issues, this provides an internal and external satisfaction (De Roeck and al. 2014). In addition, CSR initiatives meet the personal needs of employees and therefore influence satisfaction and other attitudes at work (Shen and Jiu Hua Zhu, 2011).

#### **2.4. Conclusion**

The second chapter of the literature review part centers on the CSR actions in light with the image preservation and the reputation of the company. In such regard, corporate executives strive for implementing CSR practices internally in order to enhance employees' commitment and the latter to be perceived directly by consumers at the workplace and indirectly by stakeholders' identification for organizational accountability. Based on the two first chapters of the literature review, most common CSR activities that influence the employee's accountability have been revealed through the two following research hypothesis.

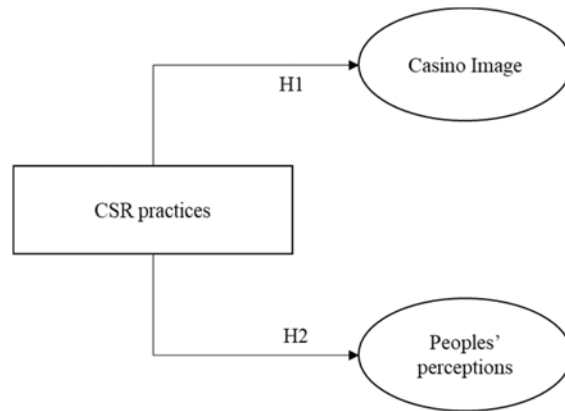
H1: CSR practices positively affect Casino's image.

The first research hypothesis aims for understanding the relationship between CSR practices and the organizational image components.

H2: CSR practices positively affect peoples' perceptions.

The second research hypothesis aims for understanding the relationship between CSR practices and people's perceptions. In such CSR practices are measured through the

impressions and perceptions of persons belonging to the external environment of the Casino. The following conceptual model reflects these kinds of relationships.



*Figure 5: Conceptual model*

*Source: (our analysis)*



## CHAPTER 3

### RESEARCH METHODOLOGY

The aim of the present chapter is to illustrate the research method framework that the study will be referring to. In a first part, the research methodology type will be approached as well as the reasoning that complies with the adopted scientific logic. In a second part, the research context and the research hypotheses will be illustrated. In that part, a brief overview regarding the literature review is stated in order to remind about the research hypotheses.

A third part, a description and definition related for the independent and dependent variables of the study are reflected through the categorization for each observed variable. A fourth part will focus on the data collection strategy while identifying at the same time the sample size as well as the sampling technique.

While concluding that third chapter, the data analysis procedures are explained by adopting a confirmatory factor analysis and a structural equation model for the conceptual model validation.

### **3.1. The quantitative method**

Several are the scholars that question the traditional postulates of scientific argumentation and its purposes for a universal knowledge of reality generation. Paradigms are built and emerge to apprehend increasingly complex realities. In such perspective, a new rationality emerges for measuring the reality as a systemic ontology, and as a holistic approach to offer a new perspective on sciences philosophy (Bergman and al. 2010). Quantitative methods or quantitative research are the set of strategies for obtaining and processing information that use numerical magnitudes and formal and / or statistical techniques to carry out their analysis, always framed in a cause and effect relationship.

In other terms, a quantitative method is one that investigates a phenomenon using numerical numbers. As a consequence, the researcher obtains conclusions that can be expressed mathematically. Quantitative research methods are useful when there is a set of data that can be represented by different mathematical models in the problem to be studied. As a result, the investigation's elements are obvious, defined, and constrained. The outcomes are numerical, descriptive, and predictive in some circumstances.

Quantitative research is considered the opposite form of qualitative research, and its use is frequent in the field of exact sciences and in many social sciences. It's also known as the positivist method and the empirical-analytical technique.

The quantitative method is characterized, above all, because it requires numerical variables in order to express the research problem. In other words, the data analyzed must always be quantifiable, that is, expressible in a quantity. Among its techniques, surveys, experiments and even predictions are usually used, once a first result has been

obtained, since quantitative data are usually generalizable. Another important feature is that it is an objective method, or at least it aspires to be.

This means that interpretation and points of view have no place in it, but demonstrable relationship between relationships and conceptual models. For this, inference is your most usual logical procedure. Its starting point is always a hypothesis or some theory that is being tested.

There are different types of quantitative research, such as:

- Descriptive research. It tries to specify important properties, characteristics and features of the phenomenon studied, through objective dynamics of observation, analysis and demonstration. They are usually the first step in any scientific investigation.
- Analytical research. More complex than the descriptive one, it consists of the comparison or comparison of variables determined between control and study groups, recording the way in which the results are given in practice in order to be able to verify or refute any previously established hypothesis.
- Experimental research. They are related to investigations based on experimentation, that is, on the replication in a controlled environment of the phenomenon studied, in such a way as to be able to understand and eventually manipulate the variables that determine its result.
- Quasi experimental research. These are experimental procedures that cannot randomly distinguish between control and study groups, thus differentiating themselves from the properly experimental ones.

### 3.2. The deductive reasoning

In the process of scientific research, various methods and techniques are used according to a particular science and according to the specific characteristics of the studied object. There are, however, methods that can be considered general for all branches of science insofar as they are procedures that are applied in different stages of a research process with greater or lesser emphasis, depending on the moment in which it is developed. Such methods are analysis and synthesis, induction and deduction. In other words, those methods refer to the adopted scientific reasoning by a researcher to investigate about his undertaken research.

Reasoning is the mental process and its subsequent methodology<sup>12</sup>. Deductive, for its part, is what comes from deduction<sup>13</sup>. In other words, testing method by deduction is above all a means of demonstration; its purpose is to make a hard judgment on the relevance of the hypothesis initially formulated, to validate or not a conceptual model (Halford and Andrews, 2004). The deduction is characterized by the fact, that if the premises are true, then the conclusion must necessarily be true. So deduction proceeds from rules to facts, from general to particular, it confronts theory with reality.

The formal definition of deductive reasoning consists on a well-defined sequence of formulas, among which the last one is designated as the conclusion of the whole argument and the rest can be axioms or premises, or also direct inferences that start from inference rules (Simon, 1996).

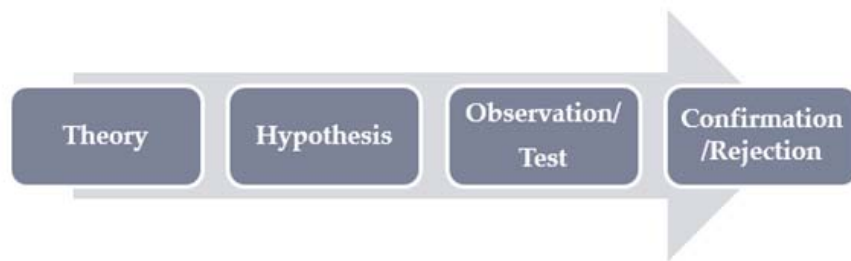
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<sup>12</sup> The activity that consists on organizing and structuring ideas to reach a conclusion.

<sup>13</sup> The logical method that leads from the universal to the particular.

However, hypothesis confirmation is not decisive evidence. It is up to the correlation between the independent and the dependent variables for a tested conceptual model that a research is about to provide plausible interpretations. The researcher formulates a set of hypotheses at the start of a deductive investigation. The appropriate research methods are then chosen and used to test the hypotheses and determine whether they are valid or not. In other words, the research must provide proper empirical findings discussion that converges with previous scientific findings in order to validate the study's results.

The figure below highlights the deductive reasoning sequences:



***Figure 6: Deductive reasoning***

Source: author analysis.

The researcher must bear in mind that, in any area of scientific knowledge, the interest lies in being able to propose hypotheses, laws and theories to achieve a broader and

deeper understanding of the origin, development and transformation of phenomena and not just stay with the empirical facts captured through sensible experience.

In addition, science is interested in confronting its truths with concrete reality since knowledge, as has been said, cannot be considered finished, definitive, it has to be continuously adjusted, to a lesser or greater degree depending on the area in question, to the concrete reality which is evolving through a permanent change (Du Plessis, 2005). In this process of going from the particular to the general and back, the researcher is found at the confluence of two methods: induction and deduction.

Induction refers to the movement of thought that goes from particular facts to statements of a general nature. This implies going from the results obtained from observations or experiments<sup>14</sup> to the formulation of hypotheses, laws and theories that cover not only the cases from which it was started, but also others of the same kind.

In other words, it generalizes the results<sup>15</sup> and by doing this there is an overcoming, a leap in knowledge by not remaining in the particular facts but rather seeking their understanding in a deeper rational syntheses<sup>16</sup>.

This generalization is not achieved only from empirical facts, since from a knowledge that is already achieved, new knowledge can be obtained, which will be more complex. In order to think about the possibility of establishing laws and theories based on induction, it is necessary to start from the principle of the regularity and interconnection of the phenomena of nature and society, which allows the researcher to move on from

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<sup>14</sup> It always refers to a limited number of cases.

<sup>15</sup> This generalization is not mechanical; it relies on the theoretical formulations existing in the respective science.

<sup>16</sup> Hypotheses, laws and theories.

the description<sup>17</sup> at other levels of science: explanation and prediction through laws and theories. It can be said that the conclusions obtained through induction have a probable character, which increases as the number of particular facts that are examined increases. The procedures of induction only allow to establish relations between empirical facts and laws; in order to formulate theoretical laws that explain them, it is necessary to rely on other theoretical approaches existing in the frameworks of science in question.

A comparative approach is reflected between both inductive and deductive reasoning into the below figure.

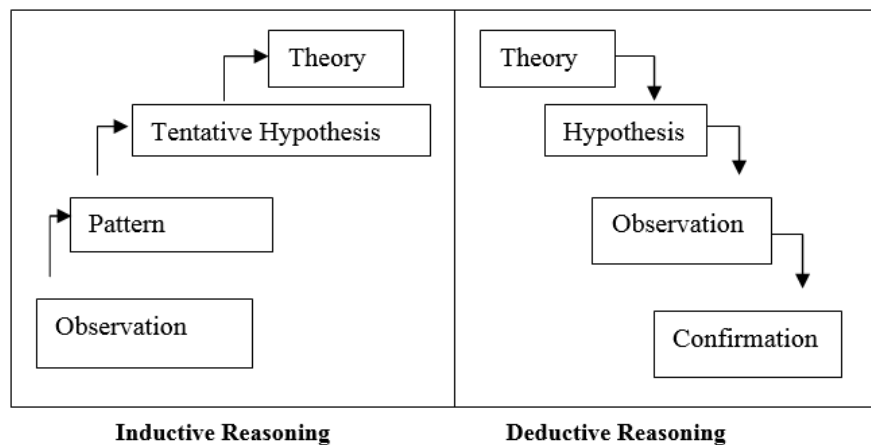


Figure 7: Inductive and deductive reasoning

Source: Aliyu and al. (2015)

### 3.3. Research context and research hypotheses

Gambling and betting is fully integrated into societies. There are many people who dedicate time and money to the activity of the game looking to pass the time and to look for entertainment. The profile of the player would be that of a male between 25 and 34 years old, or with an older age between 55 and 64 years old.

<sup>17</sup> Which fundamentally refers to empirical facts

The starting age would be 19 years old and they would do it through gaming machines, being the main source of their problems. Addiction is a physical and psycho-emotional disorder that causes a dependency or desire for a substance, activity, or relationship, according to the World Health Organization (WHO). It is characterized by a set of signs and symptoms, in which biological, genetic, psychological and social factors are involved.

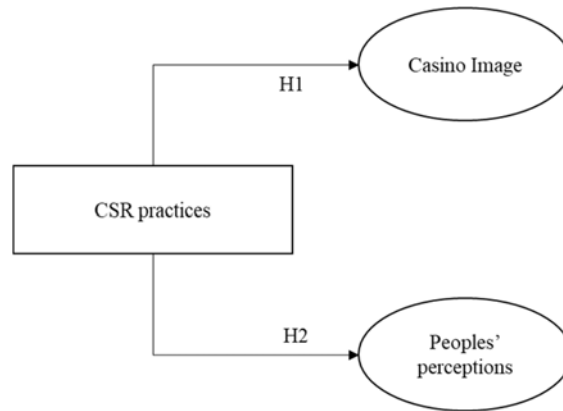
It is a progressive disease, characterized by continuous episodes of lack of control and distortions. Addicted people to gambling are characterized by not controlling their gambling behavior: they spend a lot of time and money on gambling behavior, they have difficulty stopping gambling; they fail in the attempt to abandon, permanently, their gambling behavior. However, despite negative consequences, customers continue to play and may put at risk, not only their psychosocial well-being, but also their family, work, social relationships, etc.

The context of the present study impregnates from such realities and circumstances where it reverts to the Casino to provide awareness practices that are reflected through its investments in CSR activities that promote back on the one hand the legitimacy of its activities and the other hand the felt actions by enhancing the accountability of their employees. In such, not only the Casino du Liban aims for sensitizing the civic society about the negative repercussions of gambling addiction but also on the preservation of its image and legitimacy.

The literature review analysis has helped developing the research hypothesis as well as the conceptual model for the study.

The below figure illustrate the said conceptual model.





The research hypotheses of the study are stated as the following:

H1: CSR practices positively affect Casino’s image.

H2: CSR practices positively affect peoples’ perceptions.

### 3.4. Dependent and independent variables definition

Variables are a fundamental aspect of any investigation or experiment. The way to determine the relationship between the variables that concern the research study, that is, to propose the beginning of the investigation, will be known as hypotheses and consists of particular statements. For each variable, dependent and independent, a definition illustrates purposes for each category of questions (items).

*Table 1: « CSR practices » variable*

<ol style="list-style-type: none"> <li>1. The casino regulates gambling rule games so as to limit customers’ deviant behavior.</li> <li>2. Practices concerning social responsibility promotion are conveyed through Casino’s employees’ trainings.</li> <li>3. I was trained to monitor and to prevent customers’ from deviant behaviors.</li> <li>4. Social responsibility practices should be applied a long time ago as long as they correspond to moral and ethical aspects for Casino’s corporate values.</li> </ol>	<p>Variables from 1 to 5 are related to investment into CSR practices that enhance a better accountability towards stakeholders and considering in that way moral and ethical</p>
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<p>5. Social responsibilities practices are reviewed periodically in light with new encountered issues and customers' problems.</p>	<p>aspects towards the civic society.</p>
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*Table 2: « Peoples' perceptions » variable*

<p>6. I, as an employee at the Casino du Liban, have the feeling that customers are being satisfied when I show them how much we care for their well-being.</p> <p>7. I, as an employee at the Casino du Liban, express a sense of guilt for Casino's du Liban customers when they show an excess for spending money into gambling games.</p> <p>8. I, as an employee at the Casino du Liban, am aware of what gambling addiction can cause as negative consequences on customers' health and social issues.</p> <p>9. I usually intervene for retaining customers' from excessive gambling and help them diminishing their losses.</p> <p>10. Customers' always feel thankful once I show them to be reasonable through gambling sessions.</p>	<p>Variables from 6 to 10 consider stakeholders' perceptions' towards the visibility if CSR practices held by the Casino du Liban. In such way, employees assess such practices as if they do converge with the beliefs and values of customers.</p>
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Table 3: « Casino image » variable

<p>11. I believe that investing into social responsibilities reinforce Casino's reputation.</p> <p>12. I believe that investing into social responsibilities reinforce Casino's image.</p> <p>13. Casino du Liban is an organization that cares for the well-being of its customers and of its accountability.</p> <p>14. New customers, at the Casino du Liban, show their appreciation for identified social responsibilities practices.</p> <p>15. The aim of adopting corporate social responsibility's initiatives aligns with a long-term customer's sustainability.</p>	<p>Variables from 11 to 15 reflect the perceived image of the Casino du Liban. While investing into CSR practices, the aim of such actions is to enhance a better reputation and image of the organizational entity and its awareness towards an avoidance of an excessive gambling and towards the preservation of customers' psychosocial well-being.</p>
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### 3.5. Data collection strategy

The research design provides a framework for data collection and analysis. It defines guidelines for the generation of evidence adapted both to the set of criteria determined and to the research questions. The choice of research design reflects the decision-making of the researcher, the aspects that prioritize from the wide range of options to carry out the research. Items that appear in the questionnaire (Appendix -1) will be reflected in statements to which survey respondents will respond following the examination of the literature study (Likert scale measurement, 1 to 5).

In other words, such items are latent variables, a construct that depicts both the dependent and independent variables. The questionnaire will be mainly constructed

with Likert scale items sought to capture the dimensions of both dependent and independent variables. Collected data will be treated under SPSS software.

### **3.6. Data sample size and sampling technique**

Sampling techniques are a set of statistical techniques that study how to select a representative sample of the population, that represents, as faithfully as possible, the population to which it is intended to extrapolate or infer the results of the research. When a researcher wants to study some characteristic of a population to obtain the maximum of truthful information, he is faced with a related problem with the choice of individuals. Since a study cannot cover an entire population, and so for various reasons, the researcher must choose to study a sample that is representative and that allows him to extrapolate the results from the referred population. In this regard, the researcher should consider the use of sampling techniques.

To carry out a research project, the researcher must obtain data from a target population, which is defined as the set of elements of which he needs to know certain aspects of the main research statement. The study will have the necessary validity and reliability if this subset is representative of the target population and the results obtained can be extrapolated to it. Several and different techniques refers for the selection procedures of a sample. In this regard, the necessary sample size must be defined in the study design; its calculation is related to certain issues studied by statistical inference and which will allow the population to lead towards scientifically valid conclusions.

A sample can be obtained of two types: probabilistic and non-probabilistic. Probabilistic sampling techniques allow knowing the probability that each individual under study has been included in the sample through a random selection. On the other

hand, non-probabilistic sampling technique refers to the situation where the researcher selects his samples based on subjective judgment rather than random selection.

Employees at Casino's du Liban will be given a questionnaire to fill out in order to collect data. Non-probability purposive sampling is used in this situation. More specifically, a judgmental (purposive) sampling is chosen because it is thought that the chosen population will respond to the survey more accurately if the selected individuals are compared to others in the same company. As a result, the sample is purposefully chosen because it may provide reasonable answers for the examined subject from an empirical standpoint. The selected sample will take into consideration peoples' who are directly involved with the casino gambling games. The sample of the study consists of 170 respondents.

### **3.7. Data analysis**

Quantitative data rely on two steps for their analysis. The first one is related to an Exploratory Factor Analysis (EFA). EFA examines relationships between observed variables and latent constructs (factors). The second one is related to Pearson's correlation coefficient which is used to examine the research hypothesis of the study.

## CHAPTER 4

### FINDINGS

The present chapter is divided into two main sections. The first covers the statistical treatment and analysis of the obtained quantitative data. That section illustrates the sociodemographic statistics, the exploratory factor analysis and the correlation one. In light with the main research statement, “to what extent does CSR practices affect Casino’s image and peoples’ perceptions?” the second main section focuses on the results interpretation and discussions.

#### **4.1. Statistical treatment and analysis**

The subject of the present section consists on illustrating the socio-demographic with reference to the “Gender” variable. The aim of such illustration is to shed the light on the partition of the sample following the gender variable, age, income and educational level.

#### 4.1.1. Socio-demographic statistics

170 participants answered and duly completed the research survey. 170 respondents filled the requested demographic data. Table 4 illustrates the partition of age portions with the gender variable. From the female participants, 3 are between 18 and 25 years old, 13 between 26 and 35 years old, 16 between 35 and 45 years old, and 18 between 46 and 70 years old, cumulating a number of 50 from the 170 respondents. From a male perspective, 20 are between 26 and 35 years old, 43 between 36 and 45 years old, and 57 between 46 and 70 years old, cumulating a number of 120 out of 170.

Table 4: Age

**Gender: \* Age: Crosstabulation**

Count

		Age:				Total
		18-25	26-35	36-45	46-70	
Gender:	Female	3	13	16	18	50
	Male	0	20	43	57	120
Total		3	33	59	75	170

Table 5 illustrates the partition of income portions with the gender variable. From the female participants, 14 are between 1M and 2.5M, 16 between 2.5M and 4.5M, 14 between 4.5M and 7.5M, and 6 greater than 7.5M, cumulating a number of 50 from the 170 respondents. From a male perspective, 11 are between 1M and 2.5M, 31 between 2.5M and 4.5M, 39 between 4.5M and 7.5M, and 39 greater than 7.5M, cumulating a number of 120 out of 170.

Table 5: Income (LBP)

**Gender: \* Income (in LBP): Crosstabulation**

Count		Income (in LBP):				Total
		1,000,000 - 2,500,000	2,500,000 - 4,500,000	4,500,000 - 7,500,000	> 7,500,000	
Gender:	Female	14	16	14	6	50
	Male	11	31	39	39	120
Total		25	47	53	45	170

Table 6 illustrates the partition of educational level with the gender variable. From the female participants, 16 hold a baccalaureate degree, 20 a BA, 14 for an MBA one. From a male perspective, 29 hold a baccalaureate degree, 65 a BA, 25 an MBA, and 1 for Ph.D. one, cumulating a number of 120 out of 170.

Table 6: Educational level

**Gender: \* Educational Level: Crosstabulation**

Count		Educational Level:				Total
		BA	Baccalaureate	MBA	Ph.D.	
Gender:	Female	20	16	14	0	50
	Male	65	29	25	1	120
Total		85	45	39	1	170

**4.1.2. Descriptive statistics**

Descriptive statistics as the name suggests are used to analyze and describe data to obtain a final rendering. These are simple mathematical calculations which make it possible to identify from the data a real positive or negative trend of the results. From these figures, graphs are added to support the statistical analysis. Descriptive statistics are the basis of all data analysis. Indeed, before going deeper into the analysis in details, an overall description, using these statistics, is preferable.



### 4.1.3. Exploratory factor analysis

The analysis starts with exploratory factor analysis (EFA) which is utilized to extract the factor structure and to assess the validity of the measurement model. EFA also provides a measurement of sampling adequacy through Kaiser-Meyer-Olkin statistics which exhibits a value of .831 indicating that the sample size is adequate for the measurement model. This measurement model is a reflective model, i.e. the three main variables of this study are measured as constructs where each is reflected by several manifest variables measured at the Likert scale.

In this regard, these manifests should exhibit a significant correlation to show that it is possible to extract a factor structure from them. In order to test that fact, Bartlett's test of Sphericity is reported in table 7, where a significant test indicates a significant correlation among the manifest variables. It is clearly evident that Bartlett's test of Sphericity is significant with  $\chi^2(91) = 1048.006$  and  $p = .0001$ .

Table 7: KMO and Bartlett's Test

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.831
Bartlett's Test of Sphericity	Approx. Chi-Square	1048.006
	df	91
	Sig.	.000

After two runs only, EFA successfully extracted three factors as reported in table 8. It is important to mention that the extraction method is the maximum likelihood method used with the Promax rotation. Sometimes, EFA results in the exclusion of one or more manifest variables because they hinder the validity of the measurement model. Here, VAR00008 is excluded.

Table 8 reports a pattern matrix where factor loadings are shown. These will help in examining the convergent validity; which happens when the manifest of the same construct are highly correlated. As a rule of thumb, the convergent validity of a sample of 170 respondents is met when the loadings are greater than .400.

Table 8 clearly shows that all the loadings are greater than .400 which means that convergent validity is supported.

EFA also enables the assessment of discriminant validity which is the extent which factors are distinct. Discriminant validity is supported when there are no cross-loadings. Table 8 shows no cross-loadings.

Therefore, discriminant validity is supported.

EFA also helps in making sense of the extracted factors, i.e. it enables the researcher to check whether the manifests loading on the same construct are similar in nature. This is called face validity. Looking at factor 1, it is clearly evident that VAR00001, VAR00002, VAR00003, VAR00004 and VAR00005 all load on it. In the initial measurement model, these manifests variables were sought to reflect CSR practices. Then, it is expected that they load on the same factor. Therefore, factor1 represents CSR practices.

Looking at factor 2, it is clearly evident that VAR00006, VAR00007, VAR00009 and VAR00010 all load on it. In the initial measurement model, these manifests variables were sought to reflect peoples' perceptions. Then, it is expected that they load on the same factor. Therefore, factor2 represents peoples' perceptions.

Looking at factor 3, it is clearly evident that VAR00011, VAR00012, VAR00013, VAR00014 and VAR00015 all load on it. In the initial measurement model, these

manifests variables were sought to reflect Casino image. Then, it is expected that they load on the same factor. Therefore, factor3 represents Casino image.

Seeing that all extracted factors make sense, one can advocate that the validity is supported. After confirming the validity of the measurement model, it becomes necessary to examine its reliability. This is possible through Cronbach's alpha which values between 0.6 and 0.7 indicates an acceptable reliability, while values greater than 0.7 indicate a strong reliability.

Table 8: Pattern Matrix

**Pattern Matrix<sup>a</sup>**

	Factor		
	1	2	3
VAR00002	.823		
VAR00003	.772		
VAR00004	.771		
VAR00005	.725		
VAR00001	.708		
VAR00007		.670	
VAR00006		.658	
VAR00009		.919	
VAR00010		.917	
VAR00012			.621
VAR00011			.607
VAR00013			.671
VAR00014			.612
VAR00015			.650

Extraction Method: Maximum Likelihood.  
 Rotation Method: Promax with Kaiser  
 Normalization.

a. Rotation converged in 5 iterations.

#### 4.1.4. Reliability analysis

Reliability Analysis allows studying the properties of a measurement scale and its constituent elements. The reliability analysis procedure provides several results

frequently used to estimate internal consistency (ability of the items used to measure the same phenomenon or the same dimensions of a scale) and also provides information on the relationships between the different elements composing a variable. Internal consistency, based on the scores between each item and the sum of all the others is reflected through Cronbach's Alpha coefficients. If the coefficients are:

- Between 0 and .50, then the values are insufficient.
- Between .50 and .70, then the values reach their limit.
- And between .70 and 99, values are considered as high or very high.

The following tables reflect the Cronbach alpha for each variable of the conceptual model. Table 9 shows a .817 Cronbach's alpha which indicates that the internal consistency among the latent variables of "CSR practices" is very high.

Table 9: Cronbach's alpha « CSR practices » variable

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.817	5

Table 10 shows a .580 Cronbach's alpha which indicates that the internal consistency among the latent variables of "People's perception" is very acceptable.

Table 10: Cronbach's alpha « Peoples' perceptions » variable

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.580	5

Table 11 shows a .753 Cronbach's alpha which indicates that the internal consistency among the latent variables of "Casino image" is high.

Table 11: Cronbach's alpha « Casino image » variable

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.753	5

Table 12 illustrated the internal consistency among all the latent variables of the survey and shows a coefficient of .839 which is considered as highly reliable construct.

Table 12: Cronbach's alpha

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.839	15

#### 4.1.5. Correlation analysis

The correlation coefficients make it possible to give a synthetic measure of the intensity of the relationship between two variables and of its meaning when this relationship is monotonic. Pearson's correlation coefficient allows analysis of linear relationships.

CSR practices and Casino image are positively correlated,  $r(170) = 0.241$  and  $p = 0.002$ . CSR practices and Peoples' perception are positively correlated,  $r(170) = 0.351$  and  $p = 0.000$ . These two correlations indicate that there is a linear trend between the independent and dependent variables.

In other words, when either independent variable level increases, the level of the dependent variable tends to increase too. Therefore, when CSR practices levels increase, levels of peoples' perception and Casino's image tend to increase.

**Correlations**

		CSR Practices	People's perception	Casino Image
CSR Practices	Pearson Correlation	1	.351**	.241**
	Sig. (2-tailed)		.000	.002
	N	170	170	170
People's perception	Pearson Correlation	.351**	1	.126
	Sig. (2-tailed)	.000		.100
	N	170	170	170
Casino Image	Pearson Correlation	.241**	.126	1
	Sig. (2-tailed)	.002	.100	
	N	170	170	170

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Figure 8: Correlations table**

#### 4.2. Results discussion

Being socially responsible therefore implies developing a process of self-regulation thereby initiating the bases of cultural change. Going from the research findings, it appears that Casino du Liban's organization is concerned by its reputation and image. Therefore, in order to maintain its organizational legitimacy, it aims for implementing CSR practices to cope with peoples' perceptions and expectations as well as to consolidate its image over time.

This section covers the interpretation following the validation of both research hypotheses. Therefore, that section will lead for the final conclusion of the present document while highlighting the main findings, the research limitations, the theoretical and managerial implications, future perspectives of the study and its recommendations.

#### ***4.2.1.1. Relationship between CSR practices and Casino's image***

Since Bowen (1953) works, corporate social responsibility has been at the heart of debates and issues of sustainable development and the future of our world. Thus, the largest companies are vital centers of power and decision-making and their action affects the lives of citizens and those of employees in many areas. From this follows the assertion that companies are responsible for the consequences of their actions to a greater extent than the mere financial sphere of profit and loss.

CSR concerns bring environmental and social issues to the fore. In developed countries, it tends at present to go beyond the mere sphere of discourse and intentions to impose itself through normative devices at the organizational level. This translates into quantified and verifiable commitments from companies in relation to the various stakeholders on social and environmental levels.

Adapting the concept of CSR for companies necessarily implies a better understanding of people's perceptions for consolidating organizational image. Research findings deepens the concepts of consumer-citizen, ethics, socially responsible consumer but remains focused on a utilitarian approach aimed at detecting new consumer profiles, their sources for consumption and respective outcomes.

This instrumental orientation attempts to demonstrate that better management of stakeholders improves the image of the company, in that case the Casino du Liban. In a normative approach, stakeholder theory specifies the moral obligations of an organization. The work in this last stream questions the nature of the company's responsibility towards stakeholders and the way in which the company should behave.

#### ***4.2.1.2. Relationship between CSR practices and peoples' perceptions***

The signal and the stakeholder theories, applied to CSR, show that the content of CSR practices are influenced by both organizational conviction and corporate culture. CSR can take very different directions depending on the culture. In addition, the implementation of a CSR policy cannot be optimally achieved if the company does not adapt. CSR is therefore the opportunity for change.

Moreover, corporate culture is dynamic. Every person in an organization leads to cultural changes by coping with their desired conduct. Indeed, by being part of an organization culture in an integrated manner, and therefore in behavior, CSR can influence, at first glance, orient a certain organizational culture. CSR is therefore a considerable issue between a back and forth of cultural influences.

Sustainable development and CSR practices presuppose an optimization of the quality of the product or service. If the consumer seeks above all to be assured of the quality of what he consumes, it goes without saying that the quest for quality goes hand in hand with a coherent response to the latter's expectations. However, in the case of a Casino, implemented CSR practices aim for preserving the welfare of consumers'. Such practices can be perceived at different levels as:

- Preventing excessive or pathological gambling and protect minors;
- Ensuring the integrity, reliability and transparency of gaming operations;
- Preventing fraudulent activities as well as the money laundering;
- Ensuring a balanced and equitable development of different types of game to avoid financial destabilization of the concerned gaming sectors.



## CHAPTER 5

### CONCLUSION

#### **5.1. Main findings**

In the area of responsibility, society remains the first victim of non-compliance with the standards in effect. The most important objective that companies should take into account is to understand that CSR is not limited to strategic donations, but that companies should be more responsible internally (employees, customers, suppliers, shareholders, ...) and externally (stakeholders and society). Thus, they would move from a philanthropic paradigm of simple donations to CSR integrated throughout the organization and for a long term perspective. In the case of the Casino du Liban, findings showed that CSR practices positively affect people's perceptions and Casino's image. In summary and to conclude, we are convinced that CSR is more a process than a goal in itself. Indeed, it can lead the company to provide both global and local solutions and be a transforming agent of society and its imbalances.

To achieve this, CSR will need to be more ambitious in its implications and become a corrective mechanism for corporate culture and its decision-making process. In addition, CSR has the potential to become a tool promoting sustainable development and consolidating the role of the company in relation to its environment in a more harmonious way. From a national perspective, CSR practices in Lebanon are still very spontaneous and are therefore not incorporated into the culture or into the priorities of Lebanese companies.

## **5.2. Research limitations**

This research study presents several limitations. As the present research concerns Casino du Liban, it is also conceivable to extend the empirical investigation on companies from different activity sectors in order to estimate the degree to which they consider the relationship between CRS practices, peoples' perceptions and the organizational image. In such, a more generalization for the obtained results generates a better external validity. In addition, it is important to undertake a qualitative approach as to understand the reasons for which Lebanese companies invest into CSR practices developments all along their organization.

That phase seems interesting as to estimate the reasons and the intentions of managers behind the adoption of CSR practices.

## **5.3. Theoretical and Managerial Implications**

If a company decides to adopt this or that behavior when it comes to CSR, it is mainly because it faces different pressures. But to know and assess such pressures, it will be a question of identifying the various stakeholders of the company, determining which are the most influential or the priorities, and initiating a dialogue concrete and open with them. But adopting a behavior of social responsibility also means responding to the need to maximize the objectives of the company through its profitability, always for the benefit of the shareholder, but also of his other partners.

Such perspective is consolidated by the signal theory for which information concerning CSR is taken into consideration and gives a general impression of the company and

influences individuals' perception about an organization (Luce, R. A., Barber, A. E., & Hillman, A. J., 2001).

Moreover, a second theoretical contribution can be understood by the advancements of the stakeholder theory (Freeman, R. E., Harrison, J. S., & Wicks, A. C., 2007) which emphasize that the interests of each stakeholder are intrinsic values and that firms have a moral obligation both to themselves and for shareholders.

#### **5.4. Future perspectives of the study**

The external environment of the company can generate a lot of pressure. An increased demand for higher standards in ethics, governance and accountability can be witnessed in the coming years. Fitting with a better culture of CSR is one of the most important challenges for the coming years, and thus reflects awareness or a desire for change. Socially responsible businesses could be agents of a new culture and social change that produces value for the society.

To go further in our research, we would now like to raise some new avenues for reflection. First, when a company implements an integrated CSR strategy, it is important, before any modification or adaptation, to consider the organizational culture when choosing a certain CSR policy. The cultural audit then becomes interesting and necessary in order to harmonize the culture with the strategic objectives.

Second, the organizational learning model should be encouraged insofar as culture gives meaning to the company. CSR, through the implementation of an integrated policy, can also be considered to create meaning. For example, it gives meaning to human resources management and allows all employees of a company to feel concerned. In addition, organizational learning allows for decentralization of CSR,

facilitates ownership by operational staff and enables certain good practices to be respected in very different environments.

Likewise, CSR may vary depending on the culture and identity of the company, its environment and competition, its business and its skills. It is therefore the appropriation and interpretation of employees that will also make sense.

Finally, this work remains above all a first approach, a preparatory work, and it opens the way to other questions, ideas and projects. Thus, it would be interesting to carry out a study of concrete cases in relation to the influence of CSR on the culture of companies, that is to say to develop interviews with a certain number of companies on the organizational culture before and after the implementation of CSR. Another continuum of this work would also be the development of a cultural audit method adapted to CSR and its integration into business strategy.

## **5.5. Recommendations**

Likewise, the social contributions of a company often arise from personal initiatives of the management and are not realized in a systematic way. There is also a lack of cooperation between companies and employees responsible for social activities; these are not specialized or may not be sufficiently trained. Thus, by not institutionalizing their activities, companies can be affected by the lack of transparency and visibility, which are very important to overcome the mistrust of public opinion.

Also, the choice of a CSR policy can influence or modify the organizational culture. In addition, the corporate culture is something dynamic; every person in an organization leads to cultural changes through their conduct. We can then assume that responsible and integrated conduct can lead to a cultural change in the company.

In addition, the integrative method allows a cultural change just as it opens a process of lasting change. We can then list some key points and some management methods that can facilitate cultural adaptation and the integration of good CSR. This would be:

- Favoring the organizational learning method;
- Adopting a proactive approach conducive to innovating into CSR practices;
- Open to change and adaptation;
- Improving communication, coordination, cooperation and transparency;
- Detecting and promoting elements of favorable structures: informal communication, information on social results, coordination.
- The establishment of procedures and structures that determine the conditions for exercising social responsibility and creates the formal conditions for consistency between the various objectives of the company;
- Setting up organizational contexts allowing a good implementation of CSR within the company;
- Fostering a process of social interaction extending from the bottom up;
- Need for coordination, for example between social activities and the core business or main activity of the organization;
- Establishing clear values, ethics and social capital before any attempt at change. It will also be a question of strengthening the legal and ethical responsibility of the company, in particular by the development of codes of conduct;
- And extending CSR to all spheres of the company so as not to reduce it to a simple division or a department isolated from others so that employees feel concerned by CSR.

## APPENDIX

### Appendix 1- Questionnaire

Gender:	<input type="checkbox"/> Male	<input type="checkbox"/> Female			Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Age:	<input type="checkbox"/> 18-25	<input type="checkbox"/> 26-35	<input type="checkbox"/> 36-45	<input type="checkbox"/> 46-70					
Income (in LBP):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>					
	1,000,000 – 2,500,000	2,500,000 – 4,500,000	4,500,000 – 7,500,000	> 7,500,000					
Education level:	<input type="checkbox"/> Baccalaureate	<input type="checkbox"/> BA	<input type="checkbox"/> MBA	<input type="checkbox"/> Ph.D.					
The casino regulates gambling rule games so as to limit customers' deviant behavior.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practices concerning social responsibility promotion are conveyed through Casino's employees' trainings.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was trained to monitor and to prevent customers' from deviant behaviors.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social responsibility practices should be applied a long time ago as long as they correspond to moral and ethical aspects for Casino's corporate values.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social responsibilities practices are reviewed periodically in light with new encountered issues and customers' problems.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I, as an employee at the Casino du Liban, have the feeling that customers are being satisfied when I show them how much we care for their well-being.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I, as an employee at the Casino du Liban, express a sense of guilt for Casino's du Liban customers when they show an excess for spending money into gambling games.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I, as an employee at the Casino du Liban, am aware of what gambling addiction can cause as negative consequences on customers' health and social issues.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I usually intervene for retaining customers' from excessive gambling and help them diminishing their losses.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customers' always feel thankful once I show them to be reasonable through gambling sessions.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that investing into social responsibilities reinforce Casino's reputation.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that investing into social responsibilities reinforce Casino's image.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Casino du Liban is an organization that cares for the well-being of its customers and of its accountability.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New customers, at the Casino du Liban, show their appreciation for identified social responsibilities practices.					<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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