

EMPLOYEE ENGAGEMENT – A CORNERSTONE FOR BUILDING A CULTURE OF SUSTAINABILITY

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ABSTRACT

The present paper aims to emphasize the importance of employees' engagement for supporting the goal of delivering on existing sustainability commitments and, in the end, for building a real culture of sustainability in a company. The scope of the research is to assess the truthfulness of a company's sustainability report through a survey conducted among the employees in order to determine their level of engagement in creating a sustainable culture. Also, we determined which are the opportunities and/or risks faced by the organization in this regard. We analysed the aspects related to economic conditions and systems, environmental sustainability goals, programs and performances and also details regarding workforce and community - knowledge and the interest of the employees in sustainability, employee's engagement in sustainable practices and their satisfaction with their work and the company they are working for.

KEYWORDS: *Employees, Engagement, Organizational Culture, Sustainability.*

1. INTRODUCTION

Because the current patterns of wealth creation will generate worsening environmental and social problems, pressure will continuously increase on both corporations and governments to make a transition to sustainable development (Elkington, 2004). The concept embraces the idea that the future should be a healthier and a better place for us and for the future generations. The concept is based on the growing acceptance among both academia and authorities that human actions have a serious and negative impact on our planet's ecosystems. The idea is not new and many researchers studied the phenomenon. Also, on a global scale, a lot of debates took place over this topic, as there were several hurdles and refusals along the way (Bădulescu et al., 2014; Ciocoiu, 2011; Rosca, 2017). One of the first researchers who was focused on this topic was Mahon Munasinghe who describes sustainable development as „a process for improving the range of opportunities that will enable individual human beings and communities to achieve their aspirations and full potential over a sustained period of time, while maintaining the resilience of economic, social and environmental systems. Thus, sustainable development requires both increases in adaptive capacity and opportunities for improving economic, social and ecological systems.” (Munasinghe, 2007). While there are many and different definitions of sustainability, the most frequently used and cited is the one offered by the Brundtland Report (1987), which states that sustainable development is the one that “meets the needs of the present without compromising the ability of future generations to meet their own needs” (Băc, 2013).

One of the main categories of actors on the global sustainability stage are corporations. Why corporations? According to Hart (1997), while the roots of the world's sustainability crisis are

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social and political, only corporations have the resources, global reach and motivation to achieve sustainability. Also, (Steger, 2004) emphasized the importance of large corporations and their involvement in efforts regarding sustainable development. In order to highlight the economic power owned by corporations, he presented in his paper, the results of a study which reveals that the aggregate turnover of the top 200 corporations in the world exceeds the economies of all countries of the world minus the cumulative top 10. Although, by 2015 the situation has improved and the national economies won more power over the time, the fact that 34% of the top 100 economies of the world are owned by corporations, it's still an alarming statistic. This is just one of numerous statistics that clearly indicate that active engagement of corporations is essential if the world wants to achieve changes in the patterns of production and consumption or on domestic and international laws that will be needed to align the planet on the path of sustainability. (Rosca, 2017).

(Anderson & Cavanagh, 2000) are bringing into question whether corporations are truly providing what's good for the global society. The conclusion of their research is that widespread trade and investment liberalization contributed to a climate which helped big corporations to have increasing levels of economic and political power that are out of balance compared to the real benefits they provide to society (Bădulescu & Petria, 2013).

With the public's trust in business increasingly on the decline, there is an urgent need to restore not only the faith in business but also the ability of leaders to address the larger sustainable development problems of our time (Doane, 2004).

In practice, the organisations are focused more and more on managing the 'triple bottom line' (TBL). The TBL concept was introduced by Elkington, 1997) who reinforced the view that corporations were accountable for their impact on sustainability. The TBL came at a time when privatizations, deregulation of markets, the Exxon Valdez disaster, compulsory pension investing and extraordinary corporate profits affected many people and raised heightened global awareness. TBL provided a language that made sense of the sustainability concept to a population focused on the economic bottom line. The key challenge in working towards accountability for sustainable development in business is to integrate financial, social, environmental and ethical accounting, reporting and auditing (Adams et al., 2004). This includes decision-making that takes into consideration financial, social, and environmental risks, obligations and opportunities. Sustainable businesses are resilient and create economic value, healthy ecosystems and strong communities. Sustainable businesses survive over the long term because they are intimately connected to healthy economic, social and environmental systems (Bertels et al., 2010).

Sustainability efforts should be measured and now that so much attention was brought upon the issues related to it, all the stakeholders are paying more and more attention to SCP (sustainable corporate performance). Although the SCP concept was defined in many ways, the key point is that there is a need to separate the environmental performance from the social performance, and to extend the concept of performance measures focusing on the three „Ps”: profit, people, planet which are exactly the domains that sustainable development is attempting to reconcile: economic, social and environmental (Ștefan et al., 2016). TBL as SCP is derived from the interface between these three measurement elements as illustrated in Figure 1. If any of them are neglected or insufficient, the TBL as SCP will contain inherent and troublesome flaws (Fauzi, 2010).

Regarding the reporting matter, the TBL captures a simple but important idea: if an organization is indeed a social and environmental entity, then it needs to report upon its social and environmental activities in the same way as it reports upon its financial activities. The result of a TBL report would be an annual report containing equal sections on financial, social and environmental accountability (Gray & Milne, 2004).

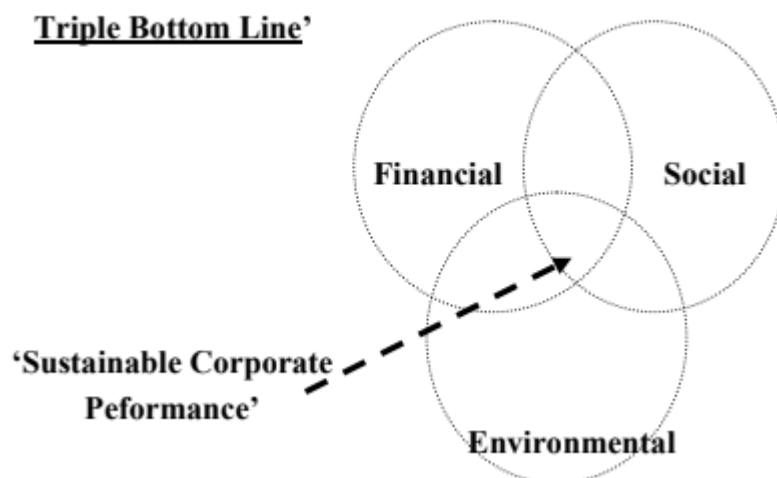


Figure 1. TBL as SCP (sustainable corporate performance).

Source: adapted from Fauzi et. al (2010)

As a conclusion, corporate sustainability practices can be defined as activities that contribute to the economic, social, and environmental fields of sustainability by meeting the stakeholders' needs in the present without compromising the requirements of future generations (Carroll & Buchholtz, 2014). The economic domain refers to the financial bottom-line under the consideration of creating long-term economic prosperity through efficient use of resources and the productive capacity of organizations. The social domain reflects a company's impact on social justice in terms of knowledge, skills, motivation, and loyalty of employees, as well as its social impact on and trust of its business partners, communities, and society as a whole. The environmental domain refers to a company's ecological integrity and its efforts to reduce the size of its environmental footprint (Miska et al., 2018).

2. EMPLOYEE ENGAGEMENT AND ITS ROLE IN CREATING A SUSTAINABLE CULTURE

Now that sustainability became a goal, something that many companies are striving toward, one key element of this journey is embedding sustainability into the organizational culture of the company. Similar to sustainability, the concept of organizational culture is also defined in many different ways. Some of the definitions make reference to shared values or assumptions as well as expected behaviours. The culture of an organization usually guides the decisions of its members by establishing and reinforcing expectations regarding what is valued and how things should be done. Organizations are often described as a sum of human and organizational resources, capabilities or competences (Bădulescu & Bădulescu, 2008) and therefore, they build up their own culture and provide a sense of identity to its members about 'who they are' and 'what they do.' In terms of sustainability, the organizational culture should be one in which members hold shared assumptions and beliefs related to the importance of balancing economic efficiency, social equity and environmental accountability. „Organizations with strong cultures of sustainability strive to support a healthy environment and improve the lives of others while continuing to operate successfully over the long term” (Bertels et al., 2010).

In a detailed and complex research, (Bertels et al., 2010) structured the practices for integrating sustainability in the organizational culture taking into account the following two dimensions: intent („what are you trying to accomplish?") and approach („how are you going about it?"). Regarding the intent, they identified 2 different sustainability goals: fulfilment (Practices for delivering on

current sustainability commitments) and innovation (Practices that move the organization further along the path to sustainability) while in terms of approach, the practices can be classified as formal (that establish rules and procedures) or informal (that affect values and behaviours).

Engaging is one of the informal practices meant to foster commitment and aimed at fulfilment along with „signal”, „communicate”, „manage talent” and „reinforce”. At the moment, due to the complexity of the topic, we focused our research only on one basic and essential practice: engaging employees as the foundation for a real and meaningful organizational culture of sustainability.

(Bhattacharya et al., 2011) have found that sustainability practices provide not only financial benefits (e.g. energy conservation) but also indicators like employee retention, productivity, and overall engagement all go up. It is hard for companies to operationalize sustainability goals, even when the employees (including their leaders) care about sustainability and the problems that human kind is facing nowadays. The main concern is that not enough companies have yet figured out how to link their employees' values and involvement in the sustainability matters with the employees' daily tasks and the company's operations (Polman & Bhattacharya, 2016).

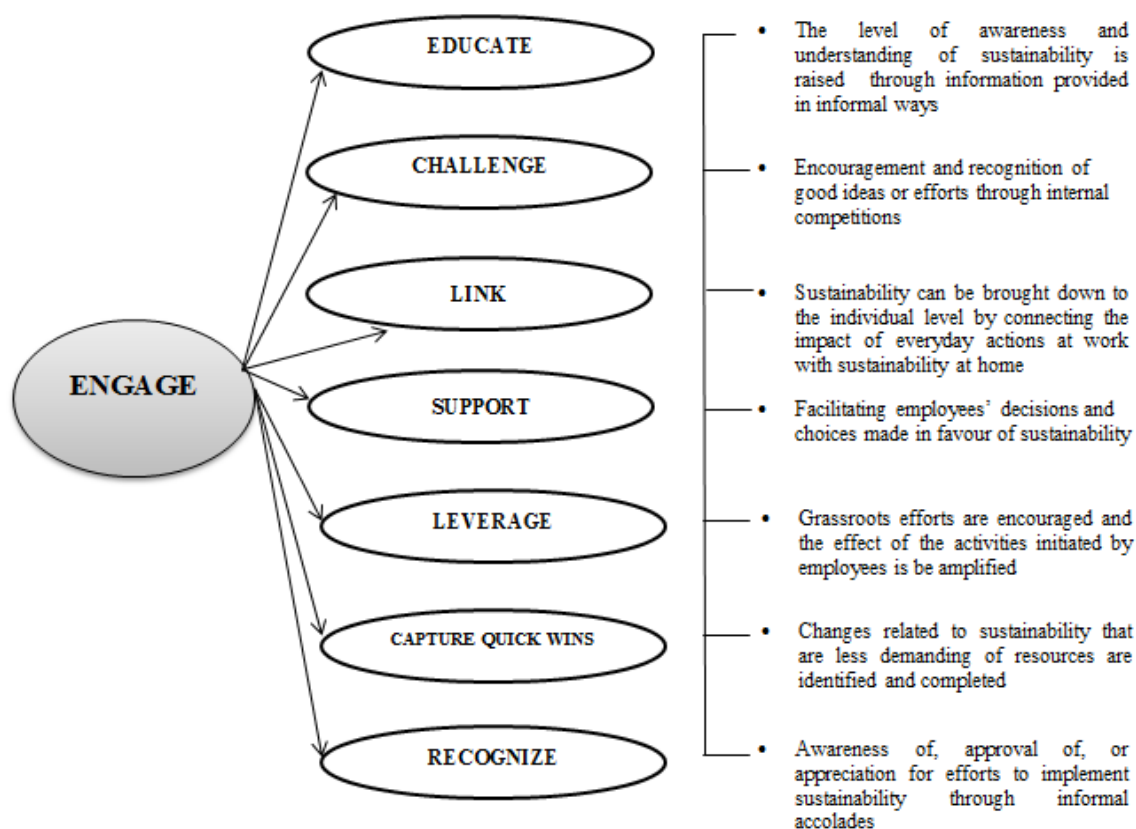


Figure 2.: Informal practices for raising the level of employee engagement throughout the organization

Source: created by authors based on Bertels et. al. (2010)

To build a foundation for an engagement strategy, the management specialists are advising companies and providing guidelines on how to involve the employees in sustainability practices/activities. FairRidge Group (2009) presents four main directions in order to achieve this goal: providing direction, building competencies, creating opportunities and motivating. On the other hand, (Polman & Bhattacharya, 2016) mention in their paper eight ways to engage employees in the company's sustainability culture, expressed as pieces of advice: „(1) Define the Company's

long-term purpose, (2) Spell out the economic case for sustainability, (3) Create sustainability knowledge and competence, (4) Make every employee a sustainability champion, (5) Co-create sustainable practices with employees, (6) Encourage healthy competition among employees, (7) Make sustainability visible inside and outside the company, (8) Showcase higher purpose by creating transformational change”.

Figure no. 2 shows a summary of the main informal practices presented by (Bertels, 2010) which are meant to support the goal of delivering on existing sustainability commitments. These practices aim to reinforce the significance of sustainability for the organization, to motivate the employees to get involved and to support those who are making efforts to embed sustainability in the organizational culture.

NetImpact (2012) conducted a study which revealed the connection between general engagement of employees and Sustainability. The research results concluded that employees who felt their company was taking sustainability issues seriously were twice as likely to say they were motivated in their role as those employees who thought their company wasn't. Therefore, engaging employees in Sustainability programmes can act as a gateway towards wider motivation at work. Also, other studies have shown that companies that take Sustainability seriously attract and retain the best employees. However, there are authors (Kane, 2017) arguing that without a change in behaviour, the sustainability performance of the company will remain on a business-as-usual trajectory. The main concern is the fact that people who don't "get" Sustainability are filtering out all sustainability messages.

3. THE EMPLOYEES ENGAGEMENT FOR SUSTAINABILITY. CASE STUDY AT CELESTICA ROMANIA: THE EMPLOYEES' PERCEPTION VS THE COMPANY'S DISCLOSURES

3.1 Research methodology

The research goal is to identify opportunities/gaps regarding the integration of sustainability in the organizational culture and to determine the employees' engagement in process of integration. For this case study, we used two main tools (a survey among the employees and a public sustainability report) and compared the results obtained from the survey with the information provided by the company through its official sustainability report. The company we used as subject of the research is Celestica Romania, located in Oradea. This is one of the 29 locations of the Celestica Company - a publicly held corporation headquartered in Toronto, Canada. Celestica delivers innovative supply chain solutions globally to customers in the following end markets: Advanced Technology Solutions (comprised of consumer, industrial, aerospace and defence, healthcare, smart energy and semiconductor equipment) and Connectivity and Cloud Solutions (comprised of enterprise communications, telecommunications, servers and storage (Celestica, 2016). The first instrument we used for our research is Celestica Sustainability Report issued in 2017 and available online. The report contains in its 120 pages detailed information regarding its sustainable culture, initiatives, goals, management approach, achievements and improvements made since the last reporting. The second research instrument was a survey conducted among the indirect employees of Celestica Romania. We created a questionnaire containing 20 questions as follows: 6 open questions, 3 rating scale questions, 1 staple scale question and 10 multiple selection questions. The questionnaire was applied to 82 subjects (from a total of 481 indirect employees) from different departments: 8% Engineering, 7% Treasury, 7% HR, 25% Accounting, 8% Customer Program Management, 12% SCM, 7% Logistic, 14% Finance, 7% IT, 5% Commodity. 56% of the respondents were females and 44% were males. Regarding the age of the respondents, 46% of them are between 20 and 30 years old, 39% are between 30 and 40 years old while 15% are over 40 years old. In terms of experience, 14% of them are working for Celestica for less than 1 year, 65% have a record between 1 and 5 years of experience with the company while the rest of 21% have more than 5 years of work

experience. In terms of time frame, the survey was applied during 2 days and the completion time is estimated at 10 minutes. We established the following limits of our research: (1) the sample may not be representative for all the company since we interviewed only indirect employees which represents approximately a quarter of the total number of employees, (2) the results cannot be extend to the entire Celestica as we captured only Celestica Romania not all the sites and there are significant differences between locations, (3) the sustainability report was issued in 2017 and contains data for 2016 while the survey was conducted in June 2018 and since the last sustainability report, changes may have taken place which couldn't be captured here, (4) the sustainability report doesn't present each site with its particularities (only examples) but contains its global vision, goals, policies, achievements, (for all Celestica entities), so the comparison may not meaningful from all the perspective presented (e.g. maybe, overall, the energy consumption was reduced due to the improvements made at some of the sites but for Celestica Romania it may have increased or stagnate).

3.2 Research results regarding the company's sustainability practices and employees' engagement

3.2.1 Economic conditions and systems

From an economic perspective, as an element of the sustainability strategy, the company report states its priorities, systems and achievements. According to the company's disclosures we observe a focus on investments, profitable growth and evolving and diversifying the customer portfolios in order to drive long-term consistency. If we turn our attention to the financial implication due to climate change, the company carries insurance to cover damage to the sites and interruptions to the operations. Also, regarding corruption, Celestica also has a global anti-bribery policy as well as information in our BCG Policy. 100% of the company's employees have received a form of anti-bribery training. From a supply chain perspective, Celestica is evaluating suppliers focusing on measuring quality, delivery, technology, service, pricing and flexibility. Celestica has a global network of over 4,000 active suppliers, and the preferred suppliers are aligned in close proximity to our Centres of Excellence. Celestica complies with industry standards to ensure that working conditions in the supply chain are safe and the manufacturing processes are environmentally responsible. As a recognition for its efforts, the company has received EcoVadis' gold rating, being on the Top 7% regarding sustainable Procurement and on top 5% at Fair Business Practices category (of suppliers assessed by EcoVadis in the category Manufacture of electronic components and boards) (Celestica, 2016).

From an employee perspective, regarding the sustainability areas that are missing from the company strategy or containing gaps, we noticed that the economic field wasn't the main concern. Therefore, there were only a few employees who identified collaboration with suppliers/customers, resource efficiency and sustainability procurement as gaps related to the economic sustainability area.

Also, according to the interviewed employees, only 19% of them think the company should prioritize its sustainability goals through the financial means: payback/cost savings/positive margin impact, investment, ROI etc. while most of them (37%) incline toward social: supports offered to the communities in which the company operates, educates and/or empowers employees, makes the workplace healthier/safer, makes a meaningful contribution etc. More than that, only 12% of the employees consider financing and investing as a major risk in the company's industry related to sustainability.

3.2.2 Environmental sustainability goals, programs and performances

Celestica is an environmentally oriented company and according to its formal disclosures, it is committed to being a responsible partner in the communities in which it operates by: ensuring a safe, efficient and environmentally conscious operating and manufacturing working place, planning,

implementing and involving all employees in the environmental activities and supporting the customers' environmental programs and goals (Celestica, 2016). The company is aligned with the Global Environmental Policy, most of its sites have registration to ISO 14001 and have environmental, health and safety (EHS) representatives. The management is focused on achieving full conformance with the EICC Code, local regulatory requirements and sustainability goals and it has implemented robust management frameworks that assist the sites in attaining these objectives. The sustainability report presents, apart from the commitment, goals and strategies, the results obtained in this area over the last years. The main fields are: greenhouse gas emissions, electricity consumption from renewable sources, reducing energy consumptions, waste diversion, water consumption etc.

Regarding the major risks in the industry related to sustainability, most of the employees (30%) rated that climate change as being the most important. Also, more than 80% of the questioned employees rated areas like waste & recycling, resource energy and certifications as important for the company's sustainability program. When we asked the employees in which areas of sustainability is their company performing well or making valuable progress, we found that most of the answers were related the environmental performance of the company (mostly waste recycling with specific examples, energy consumption and obtaining certification for its environment achievements and compliance). Regarding the sustainable gaps of the company, the answers related to environment were only a few (20%) and mentioning aspects like clean and renewable energy and lack of focus on reducing waste and recycling in the office area. We conclude that the answers given by the employees confirm the company is making efforts in delivering the commitments made regarding the environmental responsibility.

3.2.3 Workforce and community - social goals and reported achievements

The Social section on the company sustainability report presents areas focused on the employees and the community, like: Talent attraction programs, Performance Management, Global Learning and Development, statistics related to workforce (new hires, turnover, distribution, typology), employment practices, labour conditions, Occupational Health and Safety, Recognition Programs, Reducing Excessive Working Hours, Diversity and Inclusion, sustainability programs and employees engagement, philanthropic programs etc. We analysed a few of these elements also through the employees' perception and structured the results by the following criteria: (1) employee knowledge and interest in sustainability, (2) employee engagement in sustainable practices, (3) employee satisfaction.

Table 1. Employees' knowledge and interest in sustainability

Topic	Celestica statements	Our findings
Knowledge	In order to inform the employees regarding the benefits of a sustainable business and behaviour and how they can contribute to the company's goals, Celestica created a special tool designed to "encourage Celestica employees to re-examine their behaviours on a daily basis and learn about what they can do to positively impact the environment and improve their well-being. When joining the community, employees are also encouraged to take a pledge in their local language and make a	We asked the employees what does it mean to them for a business to be "sustainable". We evaluated all the answers and can confirm that more than 80% of the respondents targeted one way or another the three elements of a sustainable business: economic, social, environmental and we conclude the audience is informed and has a certain knowledge about sustainability. More than 50% rated sustainability as important and very important to the company's overall business success while only a small percentage (14%) asserts it's

	commitment to increase their sustainability efforts. Employees are encouraged to understand how their behaviours and actions can positively influence better social and environmental outcomes”.	not important at all. Regarding information and communication, 75,6% of the respondents asserts that the company effectively communicates relevant roles, responsibilities, and accountabilities to them, as employees, in support of the company's long-term sustainability commitment while 19% declare they don't know/remember.
Interest	The participation to sustainability workspace program increased to 37% in 2016 compared to 3% in 2014. Also, the “Time Off to Volunteer” (TOV) participation rate also increased in the last few years, getting at 38% (Europe).	Regarding the personal interest in sustainability, 73,2% declared themselves “enthusiastic” and only 7% admitted they do not have enough knowledge.

Source: comparison created by authors based on Celestica Sustainability Report (2016) and the own research conducted among the company's employees;

Our conclusions regarding the employees' knowledge and interest in sustainability matters are that the company is making efforts to inform the employees about the benefits of a sustainable business and to engage them in specific programs and activities. As a consequence, or not (the dependence of the employee's knowledge on the company's efforts to inform wasn't determined in this research), most of the employees have certain knowledge and interest on the sustainability topic.

Table 2. Employees' engagement in sustainable practices

Topic	Celestica statements	Our findings
Education	“Many courses have been rolled out to the employees, including global anti-bribery, mutual respect, conflicts of interest, diversity and inclusion, business integrity, ethical leadership, Lean Six Sigma, EHS etc.” Celestica is using internal communications, employee surveys, open-door policy, Sustainability Workspace Program in order to inform and educate the employees.	Our research reveals that more than 90% of the employees interviewed saw (at least sometimes) sustainability information on company newsletters/memos/bulletin boards; regarding the participation on internal workshops/conferences/trainings on sustainability topics, more than 30% said they were never involved in such activities while 25% chose the option “yes, but not that often”;
Challenges	At least in the sustainability report there is no mention of competitions/contests on sustainability topics	More than half (56%) of the employees didn't participate on any kind of competition on sustainability topics; 34% participated sometimes, but not that often
Support	Celestica is committed to empowering employees to fulfil their potential and to build a healthy, productive and engaged culture. “We foster commitment, creativity, courage and innovation	41% of the employees believe the company is always encouraging and providing the necessary tools to get involved in sustainability issues; 7% believe it's not and the rest of 52% thinks the company is providing these resources but not that

	by creating a supportive environment”	often.
Active participation	<p>37% participation in the Sustainable Workspace; 38% of employees indicated that they bus, cycle or carpool to work; Over 500 swimmers participated and raised money for a variety of local charities; A total of 7,266 employees reported taking a Celestica organized shuttle for their daily commute. This represents an estimated 17,700 MT of CO2 emissions avoided “Critical Mass” event (riding bike to work) which was aimed at promoting the importance of using alternative transportation. The 140 participants had a combined estimated reduction in CO2 emissions of 3.6 MT Other success stories regarding the participation of employees in sustainable activities are available on the sustainability report</p>	<p>More than 50% never had sustainability ideas while the rest of 49% have ideas but only 7% declared that were always implemented; however, their ideas or not but more than 70% participated in at least one sustainability project. More than 80% of the employees feel they are making an impact by taking part of sustainable actions organized by the company (31% always, 51% sometimes). These respondents are also the same that are encouraging other colleagues to participate (45% replied with “always”)</p>
Recognition	<p>“Celestica’s goal is to create an environment of engaged employees who feel acknowledged for their contributions. Celestica’s Bravo! program was created to foster employee engagement and all employees are invited to recognize those who support Celestica’s strategic goals” “The Spark Change Award honours an individual or team who has driven significant improvements in sustainability and made a positive impact at their site and in their community. The nominees have demonstrated successes in one or more of Celestica’s sustainability elements.”</p>	<p>The employees who declared they weren’t involved in sustainability projects replied with “never” when it came to “recognition” However, the ones which were involved in sustainable activities/projects were at least, sometimes, rewarded; regarding publicly recognition, more than 20% declared they were recognized (e.g. at staff meetings) for their effort</p>

Source: comparison created by authors based on Celestica Sustainability Report (2016) and the own research conducted among the company’s employees;

It’s clear that sustainability is drawing more and more attention and the employees are getting engaged in the sustainable practices promoted by the company and are even encouraging other colleagues to get involved. In conclusion, our research results prove that the information stated in

the sustainability report matches with the employees responses to questions, which were aimed at determining their engagement. However, although a great part of the employees are engaged in sustainable activities, only a tiny fraction have ideas or personal projects, wither big or small. The employees think that benefits, diversity of sustainable activities/projects and more time would increase their motivation and encourage them to engage more.

Table 3. Employee satisfaction

Topic	Celestica statements	Our findings
Performance, learning and development	Celestica promotes employees' personal and professional growth and develops employees to achieve their full potential by making learning and development programs available in areas of technical and soft skills training, and learning on the job. Employees can access 150 courses through Skillsoft Courseware and the Skillsoft Leadership Advantage Portal to help them increase their knowledge and capabilities. Learning programs: Leadership Essentials, Women in Action, Talent Academy, Information Technology, Supply Chain Management Learning Academy etc.	46% of the employees declared they had opportunities to learn and grow at least once per quarter or more; the rest of them chose "rarely" (22%) or "occasionally" (29,3%)
Pay Equity and Remuneration	"Celestica's compensation philosophies and practices are designed to attract, motivate and retain leaders and employees who will drive the success of the business. Celestica embraces a pay-for performance culture by recognizing and rewarding employees for achieving corporate performance goals as well as individual goals and objectives."	In terms of remuneration, only 17% believe they are always paid in compliance to the quality of their efforts while 15% are completely dissatisfied with their salary; the rest are only partially satisfied with their remuneration.
Labour conditions and overtime	Related to labour conditions, the report provides details regarding slavery, human trafficking and child labour which is strictly prohibited. Also, Celestica is committed to maintaining a safe and healthy workplace for all the employees. "Celestica believes in promoting a well-balanced life for the employees. When management approves overtime, employees may agree to additional hours but are not obligated to work beyond their regular scheduled hours. Celestica continued to identify root causes of overtime and develop and implement specific site action plans to improve excessive overtime in the affected sites; 1,56% of the employees worked over 60 hours/week."	More than 60% of the respondents feel stressed and overload at work (10%-always, 50% sometimes); only a tiny fraction of employees (8%) declared they are never working extra hours; the majority confirmed they are working, sometimes, over 8h/day. Most of the respondents know what is expected of them at work, and have the materials/tools/resources to do what's expected.
Respect and equity	"Celestica supports an environment that is free from discrimination and harassment; it recognizes talented and diverse workforce as	75% of the employees said they were never discriminated at work; 21% feel no encouragement from

	<p>a key competitive advantage. Each employee brings their own unique capabilities, experiences and characteristics to their work and that the wide array of perspectives that results from such diversity promotes innovation and business success. Celestica is committed to ensuring our employees are treated with dignity and respect and are provided with a safe environment in which to work.”</p>	<p>their manager while 25% are always feeling encouraged; more than a half are in a comfort zone being partially satisfied with the encouragements received. 39% believe that the company they are working for values them and their work but not that often while 7% feel they are not appreciated enough</p>
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Source: comparison created by authors based on Celestica Sustainability Report (2016) and the own research conducted among the company’s employees;

More than 63% of the interviewed employees, feel that at work, they have the opportunity to do what they do best which reveals their satisfaction and commitment to the company and to their day to day job. Also, this statistic is strengthened by the overall satisfaction with the company, as most of them (63%) declared they are “satisfied”. Only 10% are very satisfied with their work while 5% are dissatisfied, the rest of 22% being in a neutral zone. The results regarding the employee satisfaction reveals some discrepancies between their perceptions and feelings and the company disclosures. For example, although the report mentions the employees’ wellness as being central to the employee sustainability strategy, more than 60% of the employees are feeling overloaded and stressed at work. More than that, Celestica considers 60 hours/week as a target for excessive working hours and states that it believes in promoting a well-balanced life. However, a regular employee’s work schedule consists of 8h/day which means 40h/week so the difference of 20 hours is considered excessive overtime for the employees and it’s not contributing to a well-balanced life. A small percentage of the employees are completely satisfied with their salaries and a high number of the interviewed persons are not confident that the company values them and their work. Also, the research reveals a certain problem at a middle management level as we notice that the employees from a particular team obtained better results at the “encouragement received from managers” than others. Overall, the employees are in a certain comfort zone. Regarding the employee professional development, we conclude the results of the research confirms the information provided by the company through the sustainability report.

4. CONCLUSIONS

Nowadays, sustainability is more than a goal. It is a requirement and companies are the ones who can and should make a change in their strategies, in the way they do things in order to achieve their goals. Profit should not be the only priority, but also the environment (the pressure they put on it) and the people (the community and what are they giving back to it). The awareness was raised a long time ago and now, companies are striving to integrate financial, social, environmental and ethical accounting, reporting and auditing because sustainable businesses are resilient and create economic value, healthy ecosystems and strong communities. An important step in building a sustainable business is embedding sustainability into the organizational culture and engaging employees to have a special role in order to achieve it. The case study presented in this paper reveals the level of engagement of one of the globally awarded and recognized company in terms of sustainability. We can conclude that the level of employee engagement in sustainable practices is high and confirms the company’s statements retrieved in the sustainability report. We identified a high degree of interest and enthusiasm for sustainability matters and also a high participation rate at some of the sustainable projects developed by the company. However, there are only a few initiatives and ideas that came from the employees as most of these ideas are oriented from the

company to the employee as an option to do something good for the environment/community. We noticed that some certain incentives would motivate people to engage more (benefits, more time available for these activities etc.). Since a significant percentage of the employees are complaining about overtime and about being stressed, it's somehow understandable that they don't engage in activities which will take up more of their time. As a proposal for improvement, at least from a social perspective, Celestica should be more focused on the well-being of its own employees and after that, they will engage and have more sustainable initiatives. As we mentioned on the methodology, the research goal was to identify opportunities/gaps regarding the integration of sustainability in the organizational culture and to determine the employees' engagement in process of integration. We conclude that our goals were achieved and we managed to analyse the employees' engagement for a sustainable culture and to identify the cases where the employees' perception was aligned with the sustainability report and also the cases where we noticed differences. This paper could be a starting point for a further and more ample research by applying the questionnaire to employees from other Celestica sites (direct and indirect) in order to extend the research and obtain more relevant results, at a corporate level. Also, this research could be extended to multiple corporations at a local/regional level in order to identify the differences between companies regarding the level of engagement for embedding a culture of sustainability. The present paper is focused on engagement but another future area of research could be to study the other formal and informal practices for integrating sustainability in the organizational culture (e.g.: manage talent, audit, raise awareness, learn/develop).

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