

# THE IMPACT OF CORPORATE SUSTAINABILITY ON EMPLOYEE ENGAGEMENT: THE CASE OF LIXIL JAPAN

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## ABSTRACT

A growing number of studies have examined the corporate sustainability's (CS) impact on external stakeholders such as investors, partners, and customers; however, few researchers studied how employees are perceiving these activities and their relationship with employee engagement. This study aims to address the impact of corporate sustainability activities on employee engagement within the business context. Based on Eisenhardt's model of building cases from case studies, a case study approach was selected to proceed with the research with a Japanese company leading CS program. Following Eisenhardt's model, both qualitative and quantitative data were collected and analyzed to build a triangulated perspective over the research questions. In-depth interviews were conducted with the company leadership and an online survey has been distributed to company employees to hear the voice of employees with a total of 243 respondents. The research results emphasize a positive correlation between employee engagement and employees' perceptions of Corporate Sustainability activities led by their employer, and the role of internal communication in enhancing these perceptions. The research results offer a guideline to the corporate managers on how incorporating sustainable development into their mission and vision would maintain a better organizational behavior and engagement of their employees and consequently, higher productivity and profitability.