



STUDENT NAME : MARIUS MOLDOVEANU

MODULE CODE : LCBB6000

LEVEL :6

STUDENT ID : 2023028

**DISSERTATION TITLE : Community engagement
in multinational companies: A study on PwC**

SUPERVISOR NAME : DR EDU FAIZU

Abstract

The first chapter of the research has evaluated the entire background of the community engagement programs done by a multinational company named PwC. An aim and some objectives have also been set here to progress the research further. Some research questions have also been made on the basis of the objectives. The rationale of the research has further been provided here.

In this chapter basic conception about community engagement is discussed. Different processes and strategies MNCs follow in their community engagement process have also been discussed here. Like any other business body, MNCs also face issues in implementing community engagement invites. Strategies have been discussed about the way through which they can overcome it. Besides this literature gap between the research with the conceptual framework of its objectives is also presented here.

The third chapter has shown the way some particular processes and techniques have been chosen for constructing the research and collecting data. Here, Saunders research onion has been used to get a systematic approach for the research. The validity of the data collected and ethical considerations have also been discussed.

From the proposal, it is clear that primary research has been conducted for the data collection of the research. Interviews have been taken with five managers of PwC. Some random questions about community engagement have been asked to them which have close association with research objectives. Besides their conception of community engagement and their employees' support of their community engagement activity has also been analysed in the chapter by collecting data through interview style.

In this chapter collected data are analysed by getting their connection with the literature review part. Researchers have found out that MNCs are also sometimes out of finance for doing community engagement. Besides, the social culture of their host countries can create obstacles in their community engagement journey in the first phase. MNCs should gain the trust of their community through diverse cultural inclusion in their workplace. Besides this PwC will give stress liquidity maximisation for financial stability to do community engagement.

The sixth chapter has shown how the interview questions are linked with the objectives. As the data has been collected based on the research questions, links between these two have been made properly. Some suggestions to PwC in terms of community engagement have also been provided here.

Table of Contents

Chapter 1: Introduction	5
1.1 Introduction	5
1.1 Background of the Research	5
1.2 Significance of the research	6
1.3 Research Aim and Objectives	6
1.3.1 Aim	6
1.3.2 Objectives	6
1.4 Research Questions	6
1.5 Rationale of the study	6
1.6 Summary	7
Chapter 2: Literature Review	8
2.1 Introduction	8
2.1.1 Community engagement	8
2.1.2 Processes and strategies of community engagement	8
2.1.3 Theory of Community Engagement.....	10
2.1.4 Issues the MNCs face while implementing community engagement strategies	10
2.1.5 Strategies to overcome the issues	11
2.2 Conceptual Framework	12
2.3 Literature Gap	12
2.4 Summary	12
Chapter 3: Research Methodology	13
3.1 Introduction	13
3.2 Research Philosophy	13
3.3 Research Paradigm.....	14
3.4 Research Approach	14
3.5 Research Strategy.....	14
3.6 Data Collection Methods and Tools	15

3.7 Sampling	15
3.8 Data Interpretation	15
3.9 Ethical Consideration.....	15
3.10 Data Validity and Reliability	16
3.11 Summary	16
Chapter 4: Data analysis	17
4.1. Introduction.....	17
4.2. Analysis and results	17
Chapter 5: Discussion	20
Chapter 6: Conclusion and Recommendations	23
6.1 Conclusion	23
6.1.1 Conclusion	23
6.1.2 Linking with Objectives.....	23
6.2 Recommendations.....	24
References.....	25
Appendix.....	29

Chapter 1: Introduction

1.1 Introduction

The research will be based on the community engagement activities done by multinational companies. Here, PwC will be considered a multinational company based in the UK. Here, a background of the company and research will be provided. Along with that, the reason for doing the research will also be provided. PwC has been engaged in various community engagement activities. For this reason, this company has been selected for this research to understand the community engagement processes and strategies done by multinational companies.

1.1 Background of the Research

PwC is the second largest professional services network which is one of the Big Four firms in the field of accounting alongside EY, Deloitte and KPMG. The founder of the company is William Cooper. Samuel Lowell Price and Edwin Waterhouse. The company is providing their services in over 150 countries where they provide professional services. They provide services like crisis management, consultation, audit and assurance services, forensics, family business, legal business solutions etc. There are various processes in community engagement which are considered by multinational companies through which they can enhance their business and reputation. Therefore, it is necessary for PwC to focus more on its community engagement activities. The company has invested time and money in the community to provide education and for the purpose of skill development. Here, they have done volunteering to show their effort towards the community and people. Other than that, services like discounted products and services and the provision pro-bono have also been provided by the company. Their initiative is 'New World. New skill.' This is one of their global skills through which they want to make their company more acknowledged in the local communities. For this reason, they have invested in the growth of 15 million people to increase their efficiency in the year 2022 (PwC (2021).

Through their PwC Foundation, charitable activities have been done that enhanced their relationship with the people. Their current campaign is Together for Change where they got some charities as partners like Crisis and Hospice UK, Beyond Food etc. So, their charitable activities are also becoming more accepted in the community. The processes they follow for doing this should be enhanced more and through this way they can better their reputation in the UK (PwC, 2023). The company has also been engaged with the community and its development. They help the people in the communities to develop their skills for which they work with micro and social organisations and NGOs through which they have supported over 21 million people (PwC, 2022).

1.2 Significance of the research

Community engagement is a significant activity for the people and also for the companies. This research will be done to understand the importance of community engagement which will be beneficial for the company itself, their customers, employees and the community. The businesses can enhance employee and customer satisfaction, their employees can get a greater insight into the company's activities and the community, and the community can understand the effort and opportunities provided to them. For this reason, the research will be important for PwC and the people associated with the company as they can analyse their insights on their community engagement activities and how others are benefiting from it. Therefore, this research has great significance in order to understand the community engagement activities done by the multinational companies as it shows the activities done by PwC.

1.3 Research Aim and Objectives

1.3.1 Aim

To understand the significance of community engagement in PwC to grow their business.

1.3.2 Objectives

1. To identify the processes and strategies of community engagement that are done by PwC
2. To analyse the issues PwC faces while implementing several community engagement strategies.
3. To evaluate the PwC utilises to overcome the challenges while implementing community engagement strategies.

1.4 Research Questions

1. What are the processes and strategies of community engagement that are done by PwC?
2. What are the issues PwC faces while implementing several community engagement strategies?
3. What are the strategies PwC utilises to overcome the challenges while implementing community engagement strategies?

1.5 Rationale of the study

The research will be done to understand the way multinational companies do community engagement. As PwC is a large multinational company in the UK and has been involved with many activities of community engagement, this company has been chosen here. There are many problems in terms of the activities of community engagement like accessibility of people to the services, having adequate resources, maintaining equity, acknowledging sentiment etc (EngagementHub, 2022). Some of these problems have also been faced by the PwC which will be discussed here. This research will be therefore done to know the way problems can be

overcome by the company and it can also help other companies in the process of doing community engagement.

1.6 Summary

This chapter of the research has discussed the reasons for doing the research. Here, an overview of the multinational company PwC has been provided to show the necessity of community engagement in the companies. The background of the research has also been provided here to provide brief information about the activities the company does for community engagement. Moreover, the significance of the research has also been described. The aim of the research along with the objectives have been provided here. The research questions have been provided here for later finding the information based on the research problem. Lastly, the rationale of the research which means the reason for doing the research has also been discussed here.

Chapter 2: Literature Review

2.1 Introduction

This chapter will describe community engagement from a wider perspective. By discussing the concept of the term the chapter will make a clear analysis of different strategies which MNCs take to do community engagement. A theory will be provided to understand community engagement as a profit for the MNC through which they want to get public recognition in the name of bridging with the community. There are different kinds of issues companies suffer when implementing community engagement strategies this will be also discussed in the topic with its overcoming strategies. The gap in the research will also be analysed here with a chapter summary.

2.1.1 Community engagement

According to Mayes *et al.* (2014) Community engagement is a simple way to strive towards improving the quality of life in a given community through both political and non-political ways. When multinational companies do community engagement it refers to the range of activities as well as strategies which the people are expected to do by the company. The entire process is specially done by those companies to reflect their sustainable image in people's eyes. Community involvement also helps people to enhance positive relationships as well as the functional capabilities of the business. Community engagement is a vital component of corporate social responsibility from private corporations which help in transforming local people's lifestyle through better improvement.

According to Lakin and Scheubel (2017) Corporate community involvement covers more details through the exploration of its origin and its related concept. Multinational companies have adopted their increasing strategic and corporate morals through community development. Companies with big customer bases are expected to be involved in more strategic philanthropy to align their charitable purpose which creates a cause that connects their core business. Thinking about the strategic focus of multinational companies through their community attachment and focused on the approach which will give them public recognition.

The concept of community development by engaging with their lifestyle reflects how it holds a positive impact for multinational business giants to give importance to their empirical work (Atsdr, 2023).

2.1.2 Processes and strategies of community engagement

There are several processes by which community engagement is done by companies. Multinational companies have a wide cultural experience. So by taking help from the experiences, they engage their surrounding community in decision-making and consultation.

Companies make careful planning by keeping in mind the inclusion and diversity of their surrounding community.

Community education programme

At the heart of community education is the ability of the individual of that particular society to become a lifelong learner, Through community education programmes. People in those particular areas can develop wisdom and knowledge to conquer the adverse challenges of their societies. If multinational companies support community education by providing them with maximum use of resources by letting them access public information for business. If companies can build partnerships with schools which are providing educational resources in their business community its social value will also increase (Fau, 2023).

Tesco is a multinational retailer in the UK which is providing grants in its business community in the UK for children's schooling. This profit-making organisation has made partnerships with local schools to provide a wide range of educational resources for needy people (Supporting Communities, 2023).

Community building programme

According to Beddewela (2019) There are plenty of areas in the UK where people live in unhealthy ways. MNCs are operating through different multinational perspectives to resolve institutional duality about community engagement programmes.

Different local CSR projects like offering a good environment for their living are getting popular in the UK day by day (Poppo, 2018).

Balfour Beatty's name is well recognised in the field of UK construction. The company has begun to build sound living places in its community and with the help of local government authorities they are offering this property in their community at cheap prices. Their planning of building in the underdeveloped area has done effective work to create daily life by getting enough space to live. The company has the plan to connect its economy by offering a sound living environment for people (Balfourbeatty, 2023).

Economic development through direct employment in the community

Successful community engagement plans can foster economic growth in multiple ways. The engagement of MNCs with local businesses, suppliers as well as entrepreneurs can create a ripple effect for the economic activity simulations within its business area. Sometimes companies make direct employment from the locality so that they can thrive in that local marketplace with the knowledge of the local employer. Besides, this edition of direct employment through the community makes people feel trust through their business operations. Employees volunteering in their company's community engagement increase their company's ethical value to the society. (Linkedin, 2023a).

To achieve the local place culture of the change management practice in EasyJet, the HR department of the company mostly hires from their local community. Initiatives of their community engagement through direct employment the company not only give its community life a revival but also lets them be the reason for the company's unbeatable reputation (Hrmagazine, 2023).

2.1.3 Theory of Community Engagement

The social capital theory of community engagement gives explanations of how the number of social relationships influences access to resources as well as information within a community. This kind of social capital can be divided into three types which are bonding, bridging and linking. Bonding of social capital refers to the ties among people who share similar characteristics from ethical and cultural perspectives. Multinational companies can tick the bridging options for their community engagement for connecting different views of the people of a particular community for sharing common interests and goals (Linkedin, 2023b). This bridge can be built through virtual implications of community development work which will improve communities to create a better relation with MNC. Social capital theory suggests that a community can enhance their development by doing reciprocal collaboration with government and corporate bodies (Warren *et al.* 2015).

According to Claridge (2018), the concept of Social capital theory is fundamentally flawed and is widely criticised for its theoretical ambiguity as well as variability. If development activity providers cannot find enough potential for their recognition from a certain area they will not socially attach with it. The Term social capital sometimes refers to social inclusion which does not clarify the actual object of the theory. Community engagement which is formed upon the basic teehee types of social capital investment through corporate and governing bodies sometimes fails to gain collective action among all its stakeholders.

2.1.4 Issues the MNCs face while implementing community engagement strategies

Multinational companies especially do community engagement to increase their customer reach. But for doing community engagement they face different types of issues like managing the budget, volatile support from customers, uncertainty and complexities within organisation culture can harm their community engagement activities.

Lack of financial resources

It may sound rigid but MNCs also go through financial disbalance due to the lack of skillful employees in managing the budget. Financial management of multinational companies is associated with many issues like exchange risks, and complying with local tax laws as well as regulations of their host countries. Managing all of this is sometimes not easy for their big

business and creates obstacles in their way of community engagement investment for society's development (Linkedin, 2023c).

volatile support from customers

MNCs go-ahead for community engagement if their business in a certain area is doing well. If a business gets full customer support in social innovation they go for the next step by contributing to the life cycle development of their community. But this brand - consumer social value sharing will be dismissed if the customer does not show an interest in the brand's social engagement activity. The contribution of the gratitude-based route from the customer perspective helps MNCs to do more community engagement. However, the volatile view of customers about the company's social activity spoils their positive mood to do something better for society (Simon and Tossan, 2018).

Uncertainty and complexities within organisation culture

Multinational companies have to do business in different countries. Cultural differences between different countries create a direct impact on its subsidiary business. If a company is not able to put diversity as the inclusive characteristic of their organisational culture they cannot be well mingled with their surroundings and community life. Uncertainties as well as complexities in their organisational culture will negatively affect their community engagement in the surrounding area (Paijo and Vonheim, 2017).

2.1.5 Strategies to overcome the issues

Liquidity maximisation for financial stability

MNCs should go for liquidity maximisation to gain financial stability. If the MNCs can create a balance between their inbound and outbound cash flow then their financial resources will come to a stable position. If they have enough support of financial capital there will be less trouble for them for raising cash for their community engagement activity (AKBULUT, and AKTAŞ, 2013).

Express their humanistic view through social media channels about community engagement to gain steady support from consumer

Many customers think Community engagement is only done for MNCs' business growth. It is only an extended component of their CSR activities behind which their business interest of maintaining positional authority is hidden. However, this is the half-truth. A fact of the company's humanistic view to improve their customer life is also associated with it. So companies should do more social media involvement to understand the importance of community engagement for gaining steady support from them (Ann, 2023).

Promoting diverse cultures to make their community safe

If multinational companies can follow a diverse culture in their all-country subsidiary business, communities of the surrounding area will get a social safety message from it. It will be easy for the company then to do work for their community's lifestyle improvement through their value uprisings.

2.2 Conceptual Framework

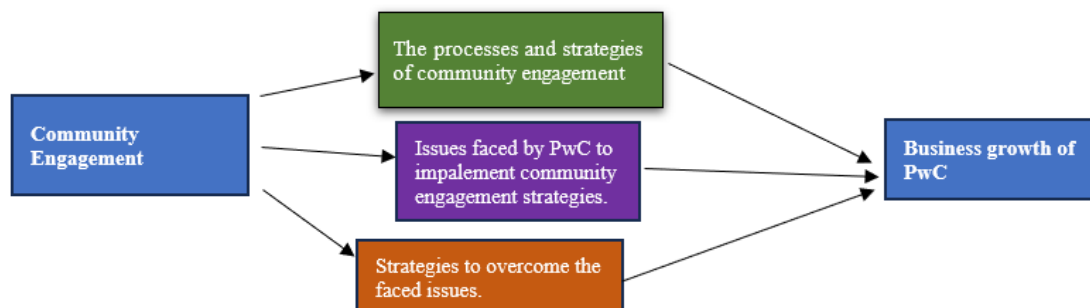


Figure 1: Conceptual framework

Source: (Selfmade, 2023).

2.3 Literature Gap

The researcher has researched to focus on the community engagement of multinational companies. There is a general conception that MNCs always do good community engagement because their profit-making areas are diverse. However, they also face financial issues along with cultural issues to demonstrate a genuine commitment to the wellbeing of their surrounding people. The research has addressed this gap and has given possible solutions to it.

2.4 Summary

This chapter has described community engagement from a wider perspective. By discussing the concept of the term the chapter has made a clear analysis of different strategies of MNCs to do community engagement. A theory has been provided to understand community engagement as a profit for the MNC through which they want to get public recognition in the name of bridging with the community. There are different kinds of issues companies suffer when implementing community engagement strategies. This has been also discussed in the topic with its overcoming strategies. The gap in the research has also been analysed here.

Chapter 3: Research Methodology

3.1 Introduction

Research methodology is a systematic approach which has the aim of solving problems by gathering information and data through several techniques. This provides an overview of the way research is conducted by providing an interpretation of the data and making conclusions from it (Bouchrika, 2023). This chapter of the research will choose some strategies and techniques through which the research has been constructed and the data has been collected. In this context, a research model has been used named Saunders research onion which has several layers or stages that need to be analysed to get the information about the research problem. Some of the stages like research approach, research strategy, research philosophy, data collection method etc. will be discussed here to show which methods have been selected by the researcher for getting the appropriate outcome from the research (Hussain, 2017).

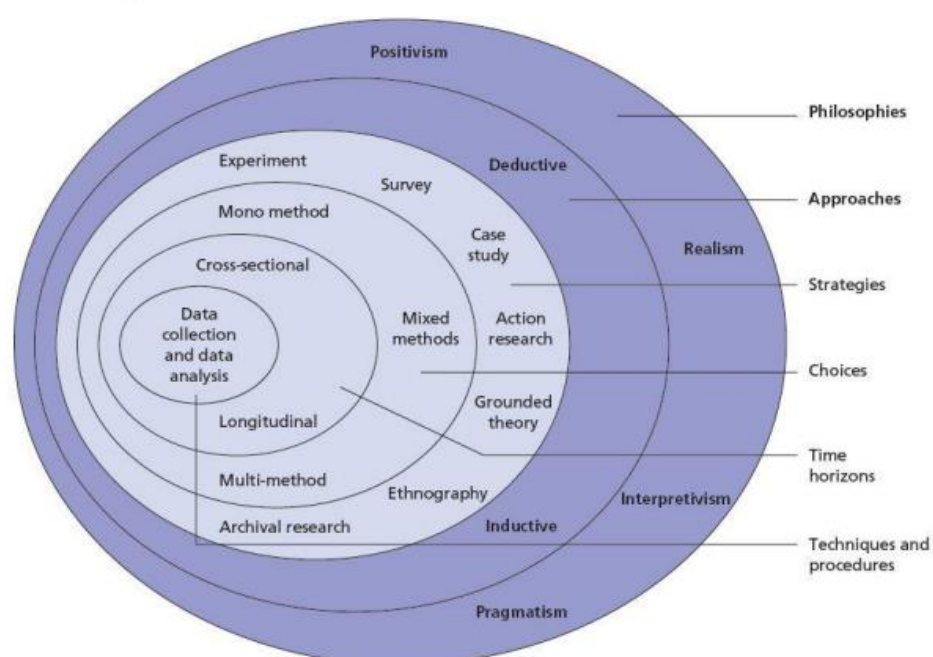


Figure 2: Saunders Research Onion

Source: (Hussain, 2017)

3.2 Research Philosophy

Research philosophy is the bunch of beliefs of the researchers which provide guidance for carrying on the research and executing the research properly. There are different kinds of philosophies according to the model like realism, interpretivism, positivism and pragmatism. The researchers choose the most suitable one based on the research problem and their beliefs regarding that. Here, the researcher has chosen the positivism philosophy for getting factual data from the data collection. The general opinions and thoughts about the community engagement activities done by the multinational companies have been assessed here. The

activities that PwC is involved with, have been known and only that information has been considered for analysis. For this reason, the research outcome has been appropriate as the researcher has set aside their own opinion and beliefs (Ramsberg, 2018).

3.3 Research Paradigm

Research paradigms are the assumptions that provide a proper structure to the research which can include individual beliefs along with a broader approach. These are some generalisations, experiments and theories in support of them that are formulated. There are three kinds of research paradigms such as epistemology, ontology and methodology among which the researcher has selected research methodology for consulting the study on the community engagement done by PwC. In research methodology, a researcher can evaluate the processes used in finding the answer to the research problem (Proofed, 2023). Therefore, by using this paradigm, the researcher knows how to get the information on community engagement done by PwC. This has included data collection, analysis methods and the demonstration that the data is valid.

3.4 Research Approach

The research approach is the stage where the general plan and the process of condition the research is known. The generalisation of data and doing data collection in a specific way of using the research questions are considered here. There are three approaches according to the Saunders onion model such as abductive, inductive and deductive (Saunders, 2019). The researcher has selected the deductive research approach from the available options, which include inductive, abductive and deductive (Dudovskiy, 2023). By employing this technique, the researcher has adhered to theories. A plan has been developed based on the objectives to gather the information needed to understand how the multinational companies, more specifically PwC, have been involved with the community engagement activities. By using this method, the researcher has been able to get the proper information as the strategy for data collection was based on the existing and critically accepted theories (Woiceshyn and Daellenbach, 2018).

3.5 Research Strategy

Research strategy is known as the general direction of a research which shows how the required data or information will be collected. This is selected by the teachers based on the objectives. Some of the strategies are surveys, case study research, interviews, ethnographic research etc (Johannesson *et al.* 2014). The researcher has chosen an interview strategy to collect information on PwC's approaches to community engagement. By following this method the researcher has obtained qualitative data through which elaborated and in-depth information

about the research problem has been known. They asked open-ended questions to the interviewees to know the community engagement activities done specifically by PeC.

3.6 Data Collection Methods and Tools

This is known as the processes and sources through which data is collected. Between primary and secondary data collection methods, the researcher has chosen primary data collection. In primary data collection, there are different processes like interviews, observations, surveys etc. which can be used by researchers to know company-specific information. By using this technique the researcher has gathered information about the community engagement done by PwC. This has provided real-time data about the research problem which can ensure that the information is up-to-date and useful for the researcher.

3.7 Sampling

Sampling is used by the researchers to select the individuals from whom they will collect the data required for the research. There are different kinds of sampling techniques stratified, simple random, cluster sampling etc among which the researcher has chosen the simple random sampling technique for research (Alvi, 2016). By using this technique the researcher has set some rules like the interviewees must be above 18 years of age. Therefore, to know specific information about the community engagement activities done by the company, the problems they have faced in doing so and the strategies applied, 5 managers of PwC were selected randomly. In this way, any biases could be avoided which made the gathered information more valuable.

3.8 Data Interpretation

Interpretation of data is done by different methods where analytical methods are used to review the information to reach a conclusion. The researcher has used content analysis to interpret data gathered from the interview (Bengtsson, 2016). This method is generally used for ascertaining the use of qualitative data for understanding the processes of community engagement by PwC. The presence, meaning and relationships among the obtained data have been analysed here to validate the research outcome.

3.9 Ethical Consideration

The researcher has followed the guidelines and rules for conducting the data collection process. As the researcher has used a primary data collection process, the researcher had to consider the privacy of the participants. Along with that, the researcher has taken consent from the interviewees to ensure that they are not forced to join the interview. The researcher has also used the data obtained from the managers of PeC and did not do any kind of misstating when analysing the information. The protection of the information has also been done properly as the researcher has followed the Data Protection Act of 2018 to safeguard the data.

3.10 Data Validity and Reliability

The interview data is valuable as the information is obtained from the individuals who are associated with the community engagement activities. There are many ways that the validity of the interview data is maintained by the researcher. As the information achieved from the interview is detailed and the concept of the information is properly cleared by the managers because of their knowledge of the topic, it can be stated that the information is valid and reliable.

3.11 Summary

This part of the research has discussed the way the entire research has been constructed and data has been collected. Therefore, following the Saunders onion model and some other strategies, the researcher has analysed the tools and techniques used for the research. Some of the chosen techniques are positivism philosophy, primary data collection method, interview strategy etc. The justification for choosing those strategies has also been provided here.

Chapter 4: Data analysis

4.1. Introduction

The chapter will tell about the primary data collection which was made by the researcher through the interview process of PwC's managers. A total of five managers will answer some random questions about the community engagement of their company. Through this interview, their conception, faced issues, solutions, and employees' feelings about their community engagement will be discussed

4.2. Analysis and results

1. What does community engagement mean to your company PwC?

The first manager has stated that PwC does not only do community engagement for developing their customer base. It has a more humanistic view for it. Community engagement means where they can show their humanistic view to tackle the current issues of the company. However, there is an underlying fact for using their extensive network for the mutual benefit of their community partner. Their contribution to the community shows their opportunities to establish their humanistic view. The company believes that the well-being of its surrounding community through the company will bring a special boon to its business growth.

The third manager also expressed quite the same view on this question. According to him, PwC always wanted to give something back to society because it has helped the company to get a highly skilled workforce. Oy is also a registered charity business which aligns with its community engagement areas. Community engagement shows their dedicated nature to their surrounding people for whom they can demonstrate their effort as a service provider in the UK. PwC has a social entrepreneurs club that supports innovative activity in their community which gives strength to their value as well.

2. What are your employees' feelings about getting directly involved in social charity in the name of community engagement?

The second manager has answered that employees of their company feel blessed to be involved with voluntary activity through community engagement. The company has developed a community education programme for the children of the underprivileged area. It strongly believes that proper education can lead a nation towards financial independence. Collaborations are also made to provide educational and food resources in the underdeveloped areas of the UK. Employees of the organisation also think empowerment of the community will be possible from the cultivation of education in those areas.

Fourth manager's view also reflects the positive mindset of their employee which has helped the company to do community activity better. Employees of their company have taken direct participation in the economic development of the community. As recruiter managers directly

recruit from the regional community of their regional business their employees also have given back support to them by providing voluntary activity through the training and skill management of those newly employed workforce. Besides their portfolio makes inclusion about fundraising, discounted work as well and sometimes making financial contributions within their capabilities. In a simple sentence, he has given feedback on their employees' attitudes to maximise the impact of the company's community programme by building an employee network for social awareness to be a part of the company's overall development.

What kind of process are you applying from PwC to form a community engagement perspective?

For the fifth manager, it is hard to categorise the process of community engagement done by the PwC company. Especially after the pandemic, the company has made strong reaffirmation through their commitment to making quick responses to the changing needs of the communities they serve. It has connections with different charities which get financial support from them for taking care of needy people. As the pandemic has exaggerated the gap in wealth and digital access and face-to-face volunteering has stopped the company has given online volunteering training to their community's youth by increasing their skill-based knowledge. Through the black entrepreneurship program, the company has made a partnership with the school to provide proper training to social entrepreneurs in their community. Thus PwC has kept its commitment to tackling racial inequality in their community. Besides catalysing the transition of low carbon and circular economy the company has participated in the environmental development of the community.

As stated by the third manager the company has participated in homelessness awareness training. With the collaboration of Hospice UK, it has trained its workforce to upskill its employees with adaptable characteristics to provide a proper solution for homelessness.

4. What problem have you faced while implementing community development initiatives?

To answer this question, the second manager has expressed that the pandemic not only created a negative impact on SMEs it has shown its violent form on multinational companies also. There was a time when this multinational company did not have enough financial resources to contribute to the improvement of the homeless UK people. They have to collaborate with other companies to take initiative in this matter. According to him, collaboration is good for community engagement. However, issues arise when both partners maintain separate views about the development of ideas within certain communities. The company has also experienced something like that. But later PwC had to compromise because of their less financial involvement in those programmes.

The fifth manager has raised another perspective. It is related to the social dogma of people in their host countries. He has recalled one of the incidents in their African subsidiaries. By giving the assurance of not mentioning his name in answering this question. This is the fact that Africa remains a long-time colony of the UK. Their previous relationship with the UK was not good. So some parts of the country still do not believe in people's good initiative about community engagement. The company in the first case wanted to help their community children's education as well as health with the collaboration of local administration. But they had refused to take the help. However, things have gotten better as companies have been able to develop a diverse culture in their workplace in Africa by making direct employment from the local area and racial equality policy for the employees.

How did you take the initiative to overcome those issues?

The statement of the first manager has given stress upon maximisation of liquidity to gain stable conditions in their financial status. PwC does not want to admit again that their financial condition has ruined their dream of community engagement. They will always save a certain amount of capital for the development of their surrounding environment. For this, they have to work hard to increase their revenue.

The fourth manager has pointed out the diverse culture inclusion strategy to be easily mingled with the vibe of their surrounding community. If the community has no attachment to their business be it in their host countries or home country, they will not be successful in community engagement. So letting their community build trust in them is PwC's primary choice.

Chapter 5: Discussion

What does community engagement mean to your company PwC?

For this question, the researcher has got the answers from Interviewees that PwC's community engagement is just for increasing their customer reach. Their humanistic views in response to the different social issues are also interconnected with it. Their belief in thinking of themselves as a part of the community has been expressed through their answer. The company always wants to give something positive to its community as it plays an important role in its business. Secondary data about the perception of MNC's community engagement also state the fact that the company's corporate morale gets reflected through it. Most of the MNCs align their charitable purpose through community engagement which indirectly helps their strategic philanthropy idea which creates a connection with their core business. Corporate community involvement is a demonstration of the moral value of spreading well-being in every part of society (Lakin and Scheubel, 2017). PwC's community engagement also reflects their lifestyle thinking for giving importance to their empirical work.

What are your employees' feelings about getting directly involved in social charity in the name of community engagement?

In most cases, the sound work culture of any company motivates employees to do voluntary activity under the name of an organisation to gain people's trust in their company's community engagement. Community education programmes help underdeveloped areas people to conquer the adverse challenges of life by gaining knowledge and wisdom (Fau, 2023). The interview has given a description of employees' feelings about being directly involved in the company's charitable activity. Managers have stated that their excitement is the main source of energy for going ahead in a community engagement journey. Employees' positive support is an essential part of feeling flexible in this journey. Their interest in providing educational and health resources in the underdeveloped area of the UK stresses MNC's different processes of community engagement. From the primary data collection information about PwC's employees volunteering work by contributing financially and physically to the lifestyle improvement of their communities has been demonstrated. It is also a fact that MNCs increase their social value by doing direct employment from their locality or providing free training to them through their volunteer employees.

What kind of process are you applying from PwC from a community engagement perspective?

There are different kinds of processes MNCs apply for community engagement. From contributing to community buildings' development to providing them comic benefits through

direct employment the lists are plentiful (Beddewela, 2019) In addition to this, providing education-related benefits to community children also get special benefits from them.

Interviewees have depicted a pandemic that has snatched the basic happiness of underdeveloped areas. There was a huge gap in wealth distribution. even the employees of PwC could not provide on-field training to community youth. However, they have tried their best to remove racial inequalities through their black entrepreneurship programme in collaboration with local schools. PwC has participated in homelessness awareness training and has made significant contributions to the community building development programme of their community through financial investment and close monitoring by their charity foundation.

What problem have you faced while implementing community development initiatives?

The social capital theory of community engagement stresses that MNCs use community engagement to build a bridge with their community. It likes to connect people with different views of their surroundings who have common interests and goals (Linkedin, 2023b). Lack of financial resources creates obstacles in their way of community engagement investment for society's development (Linkedin, 2023c).

Primary data has stated that PwC wanted to grow this kind of bridge with their African community people. However, their previous dogma about the UK's people has created obstacles to their community engagement in those areas. Gradually this problem has vanished as the company tries to develop a diverse culture within their organisation. So in the first case, the community's restriction for them was because of the complexity of their organisation culture. Besides, the company has faced restriction issues in community engagement because of its lack of financial engagement. It had to suppress its view because it could not give enough financial support to shape its dream.

How did you take the initiative to overcome those issues?

Communities feel safe in a diverse culture because of the different view flows within the workplace. To gain the trust of the community MNCs should apply diverse cultural perspectives in their subsidiary workplace. Besides, customer support creates a significant factor for their going ahead in the community engagement journey. If any MNC's broader customer base shows positive support for the company's community engagement initiative it feels blessed (Ann, 2023). Financial management of MNCs also gives them an advantage in community engagement (AKBULUT and AKTAŞ, 2013).

Managers have stated that PwC will go for liquidity maximisation to maintain the balance between its inner and outer cash flow so that its financial capital faces insatiable conditions. They will save Croatian money for their community engagement and with this diverse culture inclusion will make their journey unstoppable in the community engagement field.

Chapter 6: Conclusion and Recommendations

6.1 Conclusion

6.1.1 Conclusion

The research has been based on finding the way community engagement activities are done by multinational companies like PwC. Here, an aim and some objectives have been made. Based on the objectives, research questions have been made. The background of the research and the reason for doing the research have been discussed here. Literature of the study has also been provided here along with the methods chosen for collecting data through interviews. After stating the opinions of the managers of PwC some recommendations to them have been given.

6.1.2 Linking with Objectives

Objective 1. To identify the processes and strategies of community engagement that are done by PwC.

The first objective is linked with the third question of the interview of primary data analysis. Generally, MNCs do several community engagement programmes by providing education to the community's children, offering them a sound living space through sustainable building construction. Sometimes they provide direct employment for economic development of the community. PwC also provides financial support for children's education and building construction support in underdeveloped areas. So this objective is met by PwC by implementing different processes for their community engagement.

Objective 2. To analyse the issues PwC faces while implementing several community engagement strategies.

This objective is related to the fourth question of the interviews. There is a myth that MNCs face fewer financial issues. However, sometimes financial instability along with volatile consumer support and unhealthy organisation culture create issues for MNCs' journey of community engagement. PwC has also faced financial instability issues to carry on their community engagement journey and social dogma from one of their host counties in the first phase because of the failure of diversity reflection through their organisation culture. The second objective of the research has been completed through PwC's data analysis.

Objective 3. To evaluate the strategies PwC utilises to overcome the challenges while implementing community engagement strategies.

This objective is relation to the fifth question of data analysis. Liquidity maximisation as well as diversity culture inclusion will be PwC's strategy to mitigate the above-mentioned issues. They already have positive support from employees who volunteer in their community area to reflect the company's humanistic morale. Now all they need to expect is steady support from

customers by building strong connections with them through social media. This objective of the research has also got clear justification through the interviewee's response.

6.2 Recommendations

Promoting the services to rural areas: It is recommended to the high authority of PwC to reach out to the rural areas more so that everyone gets to know the services they offer. There are many areas where people might not know the help they can get from the company. Other than that, some people from the rural areas might not get to the urban areas to get the necessary help they need (Cooper, 2023). Therefore, the PwC Foundation should travel to the rural areas or connect with them by online means and promote their business more to let people know that PwC is helping the community that also includes them.

Gathering adequate resources: It is also recommended to the authority of PwC to have adequate facilities and resources. It has been known from the opinions of the managers that they did not have enough financial resources and they partnered with other companies led to conflicts. For this reason, having enough resources whether it is financial, materialistic or human resources, is important for the company. By having sufficient resources they will not have to depend on any other parties and they can provide the best services to people (ASTDR, 2022).

References

- AKBULUT, R. and AKTAŞ, M., (2013). Proper Financial Strategies for the Multinational Firms against the Global Economic Crisis. *Journal of Alanya Faculty of Business/Alanya Isletme Fakültesi Dergisi*, 5(2). <https://dergipark.org.tr/en/download/article-file/201703>
- Alvi, M., (2016). A manual for selecting sampling techniques in research.
- Ann, H.J., (2023). Reasons for CSR engagement in SMES and MNCS: a qualitative perspective. In *E3S Web of Conferences* (Vol. 389, p. 09026). EDP Sciences. https://www.e3s-conferences.org/articles/e3sconf/pdf/2023/26/e3sconf_uesf2023_09026.pdf
- ASTDR (2022) *Community engagement actions, tools, and activities*, Centers for Disease Control and Prevention. Available at: https://www.atsdr.cdc.gov/php-guidance/engaging_the_community/community_engagement_tools_actions.html (Accessed: 11 October 2023).
- Atsdr (2023) *Chapter 1: What is community engagement?*, Centers for Disease Control and Prevention. Available at: https://www.atsdr.cdc.gov/communityengagement/pce_what.html (Accessed: 09 October 2023).
- Balfourbeatty (2023) *Public spaces*, Balfour Beatty Plc. Available at: <https://www.balfourbeatty.com/what-we-do/sectors/transportation/public-spaces/> (Accessed: 09 October 2023).
- Beddewela, E., (2019). Managing corporate community responsibility in multinational corporations: Resolving institutional duality. *Long Range Planning*, 52(6), p.101911. <https://www.sciencedirect.com/science/article/pii/S0024630117302261>
- Bengtsson, M., (2016). How to plan and perform a qualitative study using content analysis. *NursingPlus open*, 2, pp.8-14.
- Bouchrika, I. (2023) *HOW TO WRITE research methodology: Overview, tips, and Techniques*, Research.com. Available at: <https://research.com/research/how-to-write-research-methodology> (Accessed: 10 October 2023).
- Claridge, T., (2018). Criticisms of social capital theory: and lessons for improving practice. *Social capital research*, 4(2), pp.1-8. <https://www.socialcapitalresearch.com/wp-content/uploads/2018/04/Criticisms-of-social-capital-theory.pdf>

Cooper, C. (2023) *How to effectively engage rural communities*, *Commonplace*. Available at: <https://www.commonplace.is/how-to-effectively-engage-rural-communities> (Accessed: 11 October 2023).

Dudovskiy, J. (2023) *Research approach - research-methodology*, *Research*. Available at: <https://research-methodology.net/research-methodology/research-approach/> (Accessed: 10 October 2023).

EngagementHub (2022) *Top 10 challenges in community engagement*, *Engagement Hub*. Available at: <https://engagementhub.com.au/community-engagement/challenges-in-community-engagement/> (Accessed: 09 October 2023).

Fau (2023) *What is Community Education?*, *FAU*. Available at: <https://www.fau.edu/education/centersandprograms/csmcc/whatiscommunityeducation/>. (Accessed: 09 October 2023).

Hrmagazine (2023) *Come fly with me: Easyjet's Ella Bennett*, *HR Magazine*. Available at: <https://www.hrmagazine.co.uk/content/features/come-fly-with-me-easyjets-ella-bennett/> (Accessed: 09 October 2023).

Hussain, M., (2017). Study on consumer decision making process in the selection of home cleaning company: Case company: MHB Clean Helsinki. <https://www.theseus.fi/bitstream/handle/10024/134239/HussainMudassar.PDF?sequence=1>

Johannesson, P., Perjons, E., Johannesson, P. and Perjons, E., (2014). Research strategies and methods. *An introduction to design science*, pp.39-73. https://link.springer.com/chapter/10.1007/978-3-319-10632-8_3

Lakin, N. and Scheubel, V., (2017). *Corporate community involvement: The definitive guide to maximizing your business' societal engagement*. Routledge.

Linkedin (2023a) *Multinationals and the importance of community engagement.*, *LinkedIn*. Available at: <https://www.linkedin.com/pulse/multinationals-importance-community-engagement-clifford-ndecham> (Accessed: 09 October 2023).

Linkedin (2023b) *What are the essential theories for community engagement practice?*, *Essential Theories for Community Engagement Practice*. Available at: <https://www.linkedin.com/advice/0/what-essential-theories-community-engagement-practice> (Accessed: 09 October 2023).

LinkedIn (2023c) *The business benefits of community engagement: Driving growth and customer loyalty*, LinkedIn. Available at: <https://www.linkedin.com/pulse/business-benefits-community-engagement-driving-growth-customer-1f> (Accessed: 10 October 2023).

Mayes, R., McDonald, P. and Pini, B., (2014). 'Our'community: corporate social responsibility, neoliberalisation, and mining industry community engagement in rural Australia. *Environment and Planning A*, 46(2), pp.398-413.<https://journals.sagepub.com/doi/abs/10.1068/a45676>

Paijo, R. and Vonheim, V., (2017). The Role of National versus Organizational Culture in Multinational Organizations: A Comparative Case Study of Handelsbanken Sweden and Handelsbanken UK.<https://www.diva-portal.org/smash/get/diva2:1111000/FULLTEXT01.pdf>

Popple, K., (2018). Community development strategies in the UK. In *Revitalising communities in a globalising world* (pp. 137-150). Routledge.<http://ndl.ethernet.edu.et/bitstream/123456789/5886/1/114.%20pdf.pdf#page=152>

Proofed (2023) *Research paradigms: Explanation and examples: Proofed's writing tips, Proofed*. Available at: <https://proofed.com/writing-tips/research-paradigms-explanation-and-examples/> (Accessed: 10 October 2023).

PwC (2021) *PwC*. Available at: <https://www.pwc.com/gx/en/corporate-responsibility/pdf/community-global-strategy-map-2021.pdf> (Accessed: 10 October 2023).

PwC (2022) *Community*, PwC. Available at: <https://www.pwc.com/gx/en/about/corporate-sustainability/community-engagement.html> (Accessed: 09 October 2023).

PwC (2023) *Community engagement*, PwC. Available at: <https://www.pwc.co.uk/who-we-are/our-purpose/empowered-people-communities/community-engagement.html> (Accessed: 10 October 2023).

Ramsberg, N. (2018) *3.0 research methodology*, Medium. Available at: <https://medium.com/ma-leading-design/research-methodology-45871a6e4cc7> (Accessed: 10 October 2023).

Saunders, M.N.K. (2019) *Research methods for business students*. 8th ed. Harlow: Pearson.

Simon, F. and Tossan, V., (2018). Does brand-consumer social sharing matter? A relational framework of customer engagement to brand-hosted social media. *Journal of Business*

184.<https://www.sciencedirect.com/science/article/abs/pii/S0148296317305532>

Supportingcommunities (2023) *Tesco community grants to support local children and young people, Supporting Communities*. Available at: <https://supportingcommunities.org/funding-news-1/2020/9/16/apply-for-a-tesco-community-grant-to-support-local-children-and-young-people> (Accessed: 09 October 2023).

Warren, A.M., Sulaiman, A. and Jaafar, N.I., (2015). Understanding civic engagement behaviour on Facebook from a social capital theory perspective. *Behaviour & Information Technology*, 34(2), pp.163-

175.<https://www.tandfonline.com/doi/abs/10.1080/0144929X.2014.934290>

Woiceshyn, J. and Daellenbach, U., (2018). Evaluating inductive vs deductive research in management studies: Implications for authors, editors, and reviewers. *Qualitative research in organizations and management: An International Journal*, 13(2), pp.183-195.

https://www.researchgate.net/profile/Jaana-Woiceshyn-2/publication/324596659_Evaluating_Inductive_versus_Deductive_Research_in_Management_Studies_Implications_for_Authors_Editors_and_Reviewers/links/5b78d9aa92851c1e121f7477/Evaluating-Inductive-versus-Deductive-Research-in-Management-Studies-Implications-for-Authors-Editors-and-Reviewers.pdf

Appendix

Transcript of the interview

What does community engagement mean to your company PwC?

1st manager: We are doing community engagement considering it as a part of our job. We do not necessarily think it to be financially beneficial for us, we have a more humanistic view of it. In my opinion, PwC cares about the communities' well-being which later turns to business growth.

3rd manager: We always want to give something back to society by making them more skilled and competent. We are dedicated to providing services to the people through community engagement that shows our effort to make the community better. We also have a social entrepreneurs club which values people more.

What are your employees' feelings about getting directly involved in social charity in the name of community engagement?

2nd manager: I think our employees do not have any problem that we are doing voluntary work and involved in charity activities. We have done several things regarding the educational development of people like community education programmes for children. I think this initiative can bring positive results as people can be financially independent through education. Our employees, like us, also believe in empowering the community.

4th Manager: A positive mindset can be seen in our employees regarding this. They help us tremendously to provide our planned services to the people in the community. We also encourage recruiters to hire from the local community so that economic development can happen. Our employees also support this as inclusion and equity are a part of our community engagement programs.

What kind of process are you applying from PwC from a community engagement perspective?

Third manager: We have done many things for our community by engaging them in our company. We provide training for increasing awareness about homelessness. We have partnered with Hospice UK to upskill our employees so that they can provide solutions for the problem.

Fifth manager: We have mainly focused on the changing needs of the people and how to help them during the pandemic. We therefore worked with different charities forgetting financial support to help the people in need. We arranged online volunteering training for the youth and helped them to increase their skills. We considered racial equality and environmental safety also.

What problem have you faced while implementing community development initiatives?

2nd manager: We have done a lot of things for the community. Although people think that we do not do anything for people, we do. However, during the pandemic, we faced some issues when providing help to homeless people. We did not have enough financial assets for which we had to partner with other charities which resulted in a conflict of opinions.

5th manager: I can tell you one incident that happened in our African branch where people did not believe that there was something good in the initiatives about the community engagement programs. We tried to help the children but they refused to take help as they thought that we did not properly understand their problems.

How did you take the initiative to overcome those issues?

1st manager: I think the most valuable strategy that we have made so far is increasing the liquidity to have stable financial conditions. We have set aside a particular monetary amount for improving the community and engaging people in our company. We will also focus on enhancing our revenue which will give the positive outlook of our business.

4th manager: We are creating a more diverse culture in our workplace to provide services in a better way. In this way, we can show people that we are not racially biased and everyone will have equal access to our services.