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ISSN 2348-0416

USA CODEN: JASRHB

Journal of Applied Science And Research, 2022, 10 (3):1-12

<http://www.scientiaresearchlibrary.com/archive.php>

## An Empirical Study ON THE Impact of Corporate Social Responsibility on Employee Motivation

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### ABSTRACT

*This paper studies the personnel motivation is affected by corporate social activities. The results reveal that the formulation and implementation of corporate social activities effectively impact employer motivation. So, the primary function of Human Resource Management should be of encouraging CSR activities in the organizations. Organizations that do a good job leveraging their social responsibility initiatives insert their employees' jobs. In return, employees develop their creative ideas, thus positively impacting the organization and meeting business wants simultaneously. CSR and human resource activities support fascinating behavior and make organizations successful in the long run. Management ought to target CSR to encourage employees to structure commitment. Therefore, this paper specializes in finding company social responsibility and how it affects employee motivation. One hundred twenty-nine respondents were collected through a "standard questionnaire," created on a five-point interval scale.*

**Keywords:** Corporate Social Responsibility, Employee Motivation, Corporate Social Activities, Human Resource Management, Commitment

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### INTRODUCTION

In today's corporate world, employees are key stakeholders in a company's regular business, and it is the most helpful asset for any organization. Managers acknowledge the significance of employees' performance as their angle towards the corporate. Employees' perspectives and attitudes are even necessary in terms of CSR. Within the World Economic Forum (2002) business executive survey, the second most significant argument for CSR was employees' motivation from a manager's motive of reading (Kim 2013).

**Employee motivation:** Employees' behavior significantly influences employee motivation to achieve the desired goal within the organization. The standard of HR primarily affects the employer's growth, prosperity, and stability. An eminent organization is privy to the cost of employee's motivation behavior; hence, understanding the employee's behavior is one of the major tasks of every organization. The organization must research how it will improve the standard of its employers. The incredible concept represents the proper and logical method that makes employee performance

optimistic, thus providing practical outcomes by making efforts towards employer motivation. Humans are considered an asset in any organization, so employee motivation practices are essential to induce effective and economic results from organizations.

**Corporate Social Responsibility (CSR):** It is a relatively broad & new management concept. Companies are on the far side of the concept of earning rather useful for society's betterment. CSR is considered a crucial tool for profit and improvement in many firms. Aminudin (2013) investigated that CSR activities are the key incentives to inspire employers. CSR ultimately impacts satisfaction, retention, enlisting, turnover, commitment, and loyalty, giving employers the tools to enhance motivation.

The fundamental contributions of this study are double. The first one can be explained as a study that contributes to the necessity for more profound expertise of CSR. It also contributes to understanding the relationship between CSR and employer motivation. Second, it also helps identify the effects of the diverse patterns of CSR or employee motivation dynamics and seeks to assist businesses in using many strategic approaches towards CSR and, therefore, the management of individuals in an organization.

As we know, employer's motivation is of high importance within the context of recent work environments "in that ancient, top-down incentive systems have ostensibly reached their limits." This commentary brought about a bright dialogue regarding the significance of motivation in knowledge-intensive and creative work. A deeper through empirical observation primarily based understanding is secured when employers argued during this statement that "organizations implement CSR initiatives to absolutely affect their employees' motivation" because the impact of CSR on worker motivation could be a lot of sophisticated.

## **Literature Review**

**Mahindadasa, U., & Lakshan (2011)** defined the fundamental techniques of CSR along with environmental and ecology, wellbeing, and HR and network CSR that have been used to research the established variable. Organizational CSR is also having a practical effect on employee motivation. A variety of abilities needed by the employees are developed through CSR activities. It includes teamwork, planning and implementation, communication, project management, problem-solving, budgeting, and consumer focus. Employees count on organizations to 'provide back' extra to their communities and frequently view negatively the organizations that are not perceived as doing their fair share. Therefore, if CSR activities are done successfully, it helps construct a business's capacity. Furthermore, it also develops stable, sustainable, and wholesome networks that can frequently deliver a massive percentage of its personnel and occasionally customers.

**Rizwan M et al. (2014)** defined the connection among internal CSR, external CSR, and employee motivation. The outcomes discovered that external CSR such as local communities & commercial enterprises impacts employee motivation. This paper also focuses on extrinsic rewards, which also affect employee motivation, and describes the connection between organizational commitment and the motivational behavior of the employee. Companies' brand names, image, and recognition can be improved and developed via CSR activities. Additionally, company social activity will act as an advantageous outcome associated with the company's stakeholders and increase the benefit of competitive advantage in the market. To increase the motivational behavior of employees and employers for organizational commitment, management must be aware of extrinsic rewards and external CSR.

**Kim, C. H., & Scullion, H. (2013)** investigated how employee motivation affects social activities of any company through motivational elements drawing upon McClelland's concept of 3 motives of

individuals, i.e., the desires for achieving goals, affiliation, and strength. The findings have been that CSR activities initiated by organizations notably facilitated the motivation of employees. The result declared that the issue of individual motivational behavior emerged as one of the essential advantages for conducting organizational social activities. The experimental valuation discovered that the significance of complicated cultural, political, & institutional elements inspired the hyperlink among CSR & motivation throughout nations.

**Skudiene, V., & Auruskeviciene, V. (2012)** recommended that internal and external CSR activities are effectively connected with the internal motivational behavior of the employee. Internal CSR becomes more potent associated with internal employee motivation than external CSR. Furthermore, customer-associated activities and behavior indicate a more potent connection with internal employee motivational behavior than local businesses and commercial enterprises. Internal employee motivation and commercial enterprise partners associated with CSR activities have the weakest relation.

**Collier & Esteban (2007)** found two factors that performed a significant role in employee motivation and dedication. The first is contextual, which implies that organizational culture and climate impact employee attitudes and behaviors, though CSR guidelines are expressed in phrases of obedience, discipline, or values. On the other hand, the researcher stated that this is a matter of perception, motivation, and dedication that can be tormented through the activity, which will help them align the non-public identification & brand image.

**Nyuur et al. (2021)** explained personnel engagement and their satisfaction level through the help of the function of social interest of the enterprise. The function of employee age on the connection between CSR and employee engagement and satisfaction is explored in this study. The outcomes prove that better personnel engagement and satisfaction for their satisfaction stages for their work within the organization are encouraged by financial, logical, ethical & productive social practices.

**Khan (2017)** studied the knowledge & recognition of personnel in conjunction with the manager's view towards the consequences of CSR on personnel motivation. In addition, the effect of numerous CSR practices on personnel motivation is recognized in this study. The observer also stated the significance of internal and external social activities for motivational behavior. Additionally, it is also confirmed that the internal CSR (personnel related) and external CSR practices (consumer and nearby network related) strongly affect personnel motivational factors. The study supports the declaration that CSR activities can increase personnel motivation.

**Kunz (2020)** examined how employees' intrinsic and extrinsic motivation affects CSR. CSR does not promote or hinder extrinsic motivation. The examiner stated that without compromising extrinsic motivation, an intrinsic motivational factor is a powerful tool that can be used to enhance CSR engagement. Furthermore, the result indicated a non-additive effect of CSR engagement on both motivational factors.

**Jain S (2013)** proved that employer branding is a powerful tool to attract one of the best talents in the market, decreasing the retention level and increasing the motivational level. The observer also explains the connection between the company's social activity, personnel motivational behavior, and commitment. The dimensions of employer branding are also explained to measure employee motivation. Employer branding correlates positively with intending to stay, CSR, and motivation.

**Rizwan et al. (2014)** mentioned the connection between External CSR and Internal Motivation. The researcher showed a direct relationship between the extrinsic reward system and the personnel motivational behavior. Furthermore, extrinsic rewards determined a negligible effect on employee motivation. However, Employee Motivation is directly associated with their work satisfaction level.

**Boadi et al. (2020)** explained the Theory of social exchange and linked the employees' perception towards company social responsibility (CSR) with their results. Then, results declared that employees' perception of social activities positively affects their overall performance. It also confronted that self-motivated employees have a positive and strong perceived CSRORP link.

**Jie et al. (2016)** stated a connection between employees' social activity, dimensional activities, and motivational factors. According to the knowledge, all dimensions are the Workplace, the environment, society, and the market in a positive and moderate relationship to internal work motivation.

**Grimstad et al. (2020)** showed that intrinsic motivational factors of corporations enhance the engagement of social activities because it has been declared that it helps to follow proper component practices to complete without compulsion or coercion. Intrinsic motivational factors drive the social activities of any organization greater than extrinsic motivational factors. Extrinsic motivation pertains to a motion. This is done to acquire a different outcome. Furthermore, it is stated that both the intrinsic and extrinsic motivational factors are located to be associated and are now no longer jointly exclusive. This effect of intrinsic motivational social activities changed into located to be contingent at the diploma of the internationalization of SMEs.

**Du et al. (2010)** confirmed via the research that any groups could not only generate favorable stakeholder attitudes and higher help behaviors, e.g., purchase, searching for employment, investing in the business enterprise through specializing company social responsibility (CSR) sports. It also builds company image, reinforces stakeholder–business enterprise relationships, and decorates stakeholders' advocacy behaviors. However, stakeholders' low cognizance of and damaging attributions in the direction of corporations CSR sports stay significant impediments in corporations' tries to maximize commercial enterprise blessings from their CSR sports, highlighting a want corporation to do so speak CSR more significant correctly stakeholders. Considering those challenges, a conceptual framework of CSR verbal exchange is offered. Its first-rate factors are analyzed, from message content material and verbal exchange channels to business enterprise- and stakeholder-precise elements that affect CSR verbal exchange effectiveness.

**Aminudin (2013)** diagnosed the enterprise identity in Malaysian accommodations, which practiced CSR. This study seeks to perceive the antecedent variables characteristic of workers turnover amongst decided on inexperienced accommodations in Malaysia. For a hotel to obtain its purpose within the enterprise, every worker must first perceive and make sure of its obligations as a member. Their obligations now no longer simple attention to their process descriptions; however, their duty to their stakeholders consists of suppliers, community, customers, and the environment. Therefore, innovative thoughts will be advocated to encourage personnel, impacting employee retention.

**Rajarajeswari & Vasuki (2015)** stated that the workers of any organization are its stakeholders, and they are the one who contributes majorly to the success of the organization. The management needs to understand their employees' reactions to corporate social responsibility. It would assist in answering the queries about the probable influence of corporate social responsibility on the company and enlighten the processes responsible for it. In order to improve the image of the organization, the companies must be involved in the activities of corporate social responsibility "CSR" as it will also improve their reputation in the society and would bring positive influence associated with the stakeholders and would attain maximum benefits. The organization's corporate social responsibility activities would make their employees motivated and feel a part of the organization and get emotionally attached to the organization. Companies must focus on corporate social responsibility activities and bring benefits for their employees consistent with the organizational goals. There is no doubt that solid ties stay between employees' motivation and job satisfaction.

**Raihan & Al Karim (2017)** revealed that corporate social responsibility "CSR" benefits are continuously growing. It is critical to understand different practices of corporate social responsibility activities and their influence on the organization and its employees. A valid question has been raised with the growing importance of corporate social responsibility "CSR," the question about how the social responsiveness of the organization would influence the wellbeing of its workers. This study has attempted to identify the relationship between corporate social responsibility activities and employees' job satisfaction from their organization. The study found that organizations implying the activities of corporate social responsibilities have their employees found to be satisfied and motivated toward their work and give good performance.

**Radwan (2015)** revealed that there is no doubt that corporate social responsibility provides various benefits to the employees who are committed to their company, particularly benefits like reducing staff turnover, raising the morale of their employees, and enhancing efficiency and productivity of their employees, etc. This study has attempted to assess the correlation between the corporate social responsibilities and the job engagement of their employees, organizational commitment, retention, and attraction of employees towards the organization, except for two internal variables of corporate social responsibility: giving training to employees and providing them with a safe, and healthy working environment. The study's outcome shows that providing support to employees makes them motivated toward their job. At present, corporate social responsibility is low in the employees' list of priorities compared to other factors like rewards and recognition, development, and promotion. Organizations can play a significant role in motivating their employees and job satisfaction.

**Tran, Nguyen, Ho, & Duong (2021)** found that there are both direct as well as indirect influences on the workers regarding the effectiveness of corporate social responsibility on the workers concerning its effect on employee engagement by intermediary elements like the identity of the organization, organization's commitment, knowledge sharing of the workers. The study also found that commitment has a favorable influence on organizational identification and knowledge sharing among the workers in the company. A company must create a safe working environment for its workers and take care of their health and spiritual life. Regarding organizational commitment, companies need to have open policies, motivating the development of internal communication channels within the company that is possible by enhancing the exchange of supporting information between different departments in the company. Concerning the worker's commitment to the organization, the management must pay attention and meet the demands and requirements of their workers. The organization's management must work upon the development of skills of an individual employee, keep a recording of their achievements, and list the feedback from them to refer them at the time of promotions, incentives, and encouragement policies.

**Jose (2019)** explained that at the time when an organization is involved in the activities of corporate social responsibility, at one point it is working to bring improvement in their public image, and simultaneously it is keeping their workers happy as well as engaged in their job by providing them with a sense of accomplishment. To keep their workers engaged in their jobs and to influence their behavior, a company must ensure that their corporate social responsibility activities do not occur in a vacuum. The most synergetic CSR association is created by maximizing the potential of the worker, its channelization, and by making a valuable contribution to society.

**Phuong, Song, Bach, & Sang (2020)** stated that the outcome of the work shows that corporate social responsibility has a direct and indirect impact on the motivation of the employees by their trust towards their organization, which is an intermediate factor. Furthermore, the study has also identified the negative influence of trust and social responsibility on unmindful behavior in the company. Managers and the company's management must also show their trust towards their workers and trust

their ability to work and achieve targets. Employees who are more qualified must come forward and take more steps, contribute to the company's important work, and contribute to the development of policies, decision-making activities, and organizational goals. Long with reasonable supervision, there must be policies to encourage the effective working processes of the workers in various ways in agreement with the demands and requirements of the workers and their capabilities. Moreover, to build trust in the minds of their employees, a company must treat all their employees equally and give them equal treatment in terms of their performance, evaluation, rewards, and recognition as per their capabilities, etc.

**Khan, Rizwan, Arshad, & Anwar (2013)** stated that the human resource of any organization is the most important and valuable resources and asset for the organization as they are the one who contributes the most to achieve the targets and give success to the organization. In order to get the work done efficiently and effectively by the employees, it is very important to keep them motivated and satisfied with their job. The division and Reward system of a company's operational and practical corporate social responsibility plays an essential role in keeping the employees motivated towards their job. The study's outcome shows that there is a significant influence of external corporate social responsibility on the motivation of employees. In contrast, internal CSR has an insignificant influence on the motivation of employees.

**Gharleghi, Jahanshahi, & Nawaser (2018)** found from their study that the positive attitude of workers towards their job mediates the association between the corporate social responsibility to workers and their involvement in creating work. Emphasizing corporate social responsibility make employees have a positive attitude towards their work. Employees get involved more in their work if they have a positive attitude towards their job, become more creative, and bring out new ideas and innovation. If employees are happy with their organization, they give their full support. An employee's creativity is recognized as an essential part of any organization. The study found a direct influence of corporate social responsibility on the creativity of their employees.

### **The objective of the study**

1. To identify the Impact of Corporate Social Responsibility on employee motivation.
2. To know the factors of Corporate Social Responsibility that motivate employees at the Workplace.

### **MATERIALS AND METHOD**

The study is empirical. One hundred twenty-nine respondents participated in the study. The data was collected from them through a structured questionnaire. Mean, and t-test application was made to identify the results. The method of sampling was convenience sampling.

### **Finding of the Study**

Table 1 displays the gender, where the male respondent is 55.81%, and the female respondent is 44.19%. Looking at the Age of the Respondents, those aged 25 to 30 years are 31.78%, those between 30 to 35 years are 41.09%, and those 35 years and above are 27.13%. Concerning the Organizational Tenure, 1 to 2 years are 30.23%, 2 to 4 years are 36.43%, and four years & above are 33.34%. Looking at the Occupation, respondents at Operational Level are 25.58%, Managerial level is 42.64%, and at the supervisory level, it is 31.78%.

**Table1 Respondent's Details**

<b>Variable</b>	<b>No. of respondents</b>	<b>Percentage</b>
<b>Gender</b>		
Male	72	55.81%
Female	57	44.19%
<b>Total</b>	<b>129</b>	<b>100%</b>
<b>Age</b>		
25 to 30 years	41	31.78%
30 to 35 years	53	41.09%
35 years & above	35	27.13%
<b>Total</b>	<b>129</b>	<b>100%</b>
<b>Organizational Tenure</b>		
1 to 2 years	39	30.23%
2 to 4 years	47	36.43%
4 years & above	43	33.34%
<b>Total</b>	<b>129</b>	<b>100%</b>
<b>Occupation</b>		
Operational Level	33	25.58%
Managerial Level	55	42.64%
Supervisory Level	41	31.78%
<b>Total</b>	<b>129</b>	<b>100%</b>

**Table2 Reasons and factors of Corporate Social Responsibility motivating Employees at the Workplace**

Serial No.	Statement of Survey	Mean Value	t-Value	Sig.
1.	My company involves every employee in voluntary activities	4.22	15.06	0.000
2.	My company involves its employees in decision-making activities	4.30	13.31	0.000
3.	The company is concerned about the needs and demands of their employees	4.13	13.06	0.000
4.	The managerial decisions related to the employees are usually fair	4.10	12.11	0.040
5.	My company avoids discrimination related to hiring, training, and promotions at the Workplace	3.23	2.29	0.010
6.	My company is concerned about the career development and skills training of its employees	4.29	15.93	0.000
7.	My company creates a safe working environment and is concerned about the health care of its workers	3.17	1.74	0.040
8.	My Superiors always trust their employees and support them in difficulties	4.25	14.45	0.000
9.	My company gives job security to their employees	3.19	2.09	0.020
10.	My company provides work diversity and equal opportunities to all its employees	4.33	13.24	0.000

Table2 displays the Mean values for statement for the study done to know the "Reasons and factors of Corporate Social Responsibility motivating Employees at the Workplace," looking at the mean



scores, the first statement is about the involvement of employees in everyday activities, "My company involves every employee in voluntary activities" have the mean value of 4.22, the following statement is "My company involves its employees in decision-making activities" it has scored the mean value of 4.30. The third statement is about the requirements and demands of workers, "The company is concerned about the needs and demands of their employees" the mean value of this statement is 4.13, following statement is about the fairness between employees, "The managerial decisions related to the employees are usually fair" has scored the mean value of 4.10, following statement is about the discriminations between employees, "My company avoids discrimination related to hiring, pieces of training and promotions at the workplace" the mean value is 3.23. Looking at the skill development and pieces of training of employees, the statement "My Company is concerned about the career development, and skills pieces of training of its employees" have scored the mean value of 4.29, the statement "My company creates a safe working environment and is concerned about the health care of its workers" has the mean value of 3.17, regarding the trust statement "My Superiors always trust their employees and support them in difficulties" has the mean value of 4.25, statement "My company gives job security to their employees" has scored the mean value of 3.19, and the last statement "My company provides work diversity and equal opportunities to all their employees" has the mean value of 4.33. T-value of every statement in the context of Reasons and factors of Corporate Social Responsibility motivating Employees at the Workplace is significant because t-value statements are found to be positive and significance value also less than 0.05.

### CONCLUSION

The connection between CSR and motivation in mild of a few key findings that supported comparative empirical knowledge. By facilitating employer motivation, companies primarily initiate CSR. The result helps me discover that CSR's structure effectively impacts employee motivation. There are many benefits from CSR to the organization in the unit of time perspective. CSR facilitates the development style of competencies required by the employers, collectively with cooperation, coming up with and communication, implementation, project management, thirteen downside resolutions, budgeting, listening skills, and client focus. As soon as thinking about the overall public, they anticipate corporations to 'deliver back' a whole lot to their communities, and rarely perspectives negatively the organizations that do not appear to be perceived as doing their honest percentage. In the lengthy haul, this enables construct network capability, creating a stable, belongings and wholesome neighborhood humans to usually provide an outsized percentage of the company's body of workers and typically customers.

### CSR's impact on motivation

Above LOR, deliberate to attract on:

- Neutral Theory that argues people collectively as crucial stakeholders
- The "three-clustered" reasons of motivation known as McClelland's (1961) motivational plan, prioritizing the need for action, affiliation, and power – for empirical analysis.

There may be a goodly empirical guide for the argument that CSR motivates employers in numerous ways. The outcomes of the KPMG survey in 2005 argue that employee motivation is necessary for CSR's maximum commercial enterprise drivers. According to the capital Perspective (2005), the critical position of fourteen CSR is to encourage the employee's authorization. A T-test has been done to find out the outcome of the research. All the statements are significant as the significant values for all statements are less than 0.05.

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