



**Building Employee Relationships through Corporate Social Responsibility**

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### Abstract

*Building employee relationship through corporate social responsibility (CSR) is another pattern being embraced by the organizations. It influences the corporate money related Performance of an organization and impacts purchaser's conduct too. In any case, relatively few studies have centered workers' assumptions towards CSR and its exercises. Associations start to take an interest in CSR practices remembering the ultimate objective to respond to an external demand, while contemplating the gainful results of CSR. The article demonstrates the results of a quantitative research as for the agents' demeanor as for social obligation activities of their administrators. At the outset a short writing audit is displayed. In this research, integrated social identity theory and social exchange theory is being studied in a new framework. This structure clarifies how representative's impression of CSR inspires dispositions and conduct in the working environment. The factors confirmed in this exploration paper are corporate social obligation characterizes as Corporate social duty is the deliberate incorporation of social and ecological worries into organizations and into their interface with partners, affected on different factors to change their conduct, in any case alternate factors are representative responsibility as the engagement, maintenance, fulfillment and inspiration and prompts to above and beyond i.e. devotion by which worker attempt to accomplish hierarchical objective representative turnover expectation characterized as a degree of either the representatives of an association plan to leave the association or the association arrangements to evacuate its workers, besides section inclination is the condition of being favored in contrast with something else that is it might be any inside and outer partner it might be your workers or your financial specialists, moreover another variable is worker conduct characterized as alludes to the route in which representatives react to particular conditions or circumstances in the work environment. Moreover, future researchers may also identify the importance of CSR and its impacts on employees. Key facts and figures are collected from professionals working in banking sectors of Pakistan. In this research reliability and validity is checked along with single regression model (SRM) technique and seemingly unrelated regression to test the hypotheses through SPSS and Amos Software's. This research found significant relationship between CSR activities and employee organizational commitment, and organizational performance, employee turnover intentions and entry preference. This research discusses vital implications regarding building employee relationships through corporate social responsibility CSR activities.*

**Key Words:** Corporate Social Responsibility, Employees Behavior, Turnover Intentions, Entry Preference, Employee Relationships, Organizational Citizenship Behavior.

### **Introduction**

Corporate social responsibility is the intentional integration of social and environmental concerns into businesses and into their interface with stakeholders (Commission, 2002). The outcomes and impacts of CSR on internal and external stakeholders are explored regularly by the scholars and researchers (Peloza & Shang, 2011) CSR has increased critical significance in late decades and however numerous associations began CSR exercises with a specific end goal to guarantee social and ecological manageability by respecting moral qualities and security in regards to individuals and common territory (Campbell, 2006). There are some problems in implementation of successful CSR despite of the extensive awareness about the related topic; it can be done only if the employees of a particular company willing to adopt this change (Campbell, 2006).

In order to generate profit, companies used different resources from the environment and so does the reduction of the resources may also came in their account, employees feel comfortable if companies should adopt ethical ways and should contribute in economic development and improvement of society (Fombrun & Shanely, 1990). Employees are the most prominent stakeholders attract more towards an organization which involves in CSR activities (Humières & Chauveau, 2001). In the middle of the twenty century the concept of CSR has formed (Bowen, 1953) and many theories were formed upon its strategies (Carroll, 1979). In this paper we discuss the linkage between CSR and the employees of the company (Donaldson & Preston, 1995).

Grigore (2011) observed that in order to bring new market opportunities both the company and society should work together. According to a study CSR benefits includes the following: increase profit and reputation, more ability to appeal employees and investors,

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increase sales and market share (Kotler & Lee, 2005). In this paper the attitudes of employees towards corporate social responsibility will be explored (Alin Stancu, Grigore, & Rosca, 2011).

Pressure groups are driven by the CSR practices of the diffusion corporate (Brammer, & Millington, 2003). In a recent study (Economist, 2008) explored that 1122 earned business profit by CSR cause it increases attractiveness of existing and potential employees. It supports the idea to involve CSR in corporations because it impact positively on employees and hence increased corporate reputation as well (Fombrun, & Shanley, 1990). The CSR can influence a wide range of organizational attitudes, behavior and commitment of an employee's because of its multidimensional nature (Aguilera, Rupp, Williams & Ganapathi, 2007).

Study confirmed that the committed employees are considered as critical factors to any organization and in order to the retention of the committed employee's organizations are using corporate social responsibility as their tactical tools (McWilliams, & Siegel, 2001). CSR is used by many leading organizations in order to establish good association with the company's stakeholders especially employees (Alexander, & Buchholz, 1978). The annual reports are the ways how an organization communicates to its stakeholders whether internal or external, the glimpse of the social responsibility; development etc. should be published in annual books (Gray, Owen, & Adams, 1996).

However, the realization to attract, retain and engage potential employees is now a big problem when the company fails to answer the question of an employee regarding the meaning of them in work place (Bhattacharya, Sen, & Korschun, 2008). In order to this company must pay attention towards the social, economic and environmental concerns (Garavan, & McGuire, 2010). It suggests that socially responsible corporations attract more potential employees as

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compare to their competitors and would also pay good salaries to its employees in order to retain and motivate them (Luo, & Bhattacharya, 2006).

In 1960, the concentration of CSR moved towards the relationship amongst society and organization and in 1970 the specialists contended that CSR included prosperity of all partners. In 1990 the ideas of CSR further veered to new measurements, for example, business morals hypothesis, partner hypothesis, corporate citizenship and corporate social execution. The analysts of 21st century concentrated on the mix of both ecological what's more, social concerns, advancement of economy, moral and legitimate conduct, enhancing subject's way of life, environment insurance, human and work rights, and decreasing defilement (Rahman, 2011). It was a time of development of CSR industry, as huge partnerships began making CSR divisions, and began enlisting CSR directors and advisor (McBarnet, Voiculescu, and Campbell, 2009). Likewise speculation propensity is expanding in those organizations that practice CSR exercises (Sleeper, Schneider, Weber, and Weber, 2006).

### **Problem Statement**

The majority of the organizations considers Corporate Social Responsibility as an extra element to their organizations and don't know about the potential advantages that could be pick up from CSR exercises. Here a question rises, do CSR exercises truly impact on workers with respect to their engagement, inspiration and devotion towards the regarded organization or not? Therefore, this study intends to identify the possible impact of CSR on the variables that affect employees of a company.

### **Significance of the study**

Since past a couple of years Corporate Social Responsibilities (CSR) has set an extraordinary arrangement extra thought and various affiliations started focusing on CSR works

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out. Various relationship in Pakistan are in like manner driving Corporate Social Responsibility practices for the betterment of accomplice, and started placing assets into CSR programs for achieving irregular condition of biological, monetary and social focal points. The relationship of CSR with execution and acceptability of affiliation's delegates is extensively inspected by various researchers however not a lot of studies are driven for looking at the impact CSR on specialist's lead. This examination research will be helpful in separating the effect of corporate social obligation on specialist's lead in banking industry of Pakistan; in addition it moreover illuminates their affiliation and the control of corporate social commitment on different structures of laborer's direct, both effects positive as well as negative.

### **Scope of Research**

This research is for the banking industry, which is involved in CSR activities and helps influence their employees' behavior i.e. structural behavior, employee turnover intentions and also on employee entry preferences, which will help banking industry to retain their employees for longer period of time and sustain its organizational performance for current and future success of the firm.

### **Overview of Company**

Dealing with a record is a champion among the most fragile associations wherever all over the world. Banks accept a fundamental part in the economy of a country. Pakistan has an especially made keeping cash structure, which contains a wide arrangement of associations going from a national bank to business banks and to specific fiscal foundations. The country started its voyage with no profitable sparing cash arrange in 1947 yet observed extraordinary advancement a brief span later.

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HBL was the essential business bank to be set up in Pakistan in 1947. Consistently, HBL has built up its outlet orchestrate and kept up its place as the greatest isolated part deal with a record with more than 1,600 outlets and 1,700 ATMs generally and a customer immoral outperforming eight hundred million connections.

The Regime of Pakistan denationalized HBL in 2004 through which AKFED secured 51% of the Bank's shareholding and the organization control. The remaining 41.5% shareholding by the Government of Pakistan was stripped in April 2015. AKFED continues holding 51% shareholding in HBL while whatever remains of the shareholding is held by individuals, neighborhood and outside foundations and resources including CDC Group Plc which holds 5% and International Finance Corporation which holds 3%.

With an overall proximity in more than 25 countries navigating across more than four landmasses, HBL is also the greatest private multinational. The Bank is amplifying its proximity in boss overall markets including the UK, UAE, South and Central Asia, Africa and the Far East. The main regions of operations encompass thing contributions and organizations in Sales and Consumer Banking. HBL furthermore has the greatest Corporate Banking portfolio in the country with a vigorous Security Banking arm. SME and Agriculture advancing activities and keeping cash organizations are presented in urban and nation centers.

### **Objectives**

The Objectives of this study are written as under:

- To comprehend the relationship between the companies' corporate social obligation activities and its impacts on workers conduct i.e. representatives' turnover aim and authoritative citizenship behavior.

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- To comprehend the relationship between the organizations corporate social duty activities and its consequences for worker passage inclinations.

### **Literature Review**

#### **Corporate Social Responsibility (CSR)**

The deliberate coordination of social and ecological worries into organizations and into their interface with stakeholders is known as corporate social responsibility (Commission, 2002). CSR has increased noteworthy significance in late decades and however numerous associations began CSR exercises keeping in mind the end goal to guarantee social and ecological maintainability by respecting moral qualities and assurance in regards to individuals and regular habitat (Campbell, 2006). There are a few issues in execution of fruitful CSR in spite of the broad mindfulness about the related point. As indicated by a study CSR benefits incorporates the accompanying: increment benefit and notoriety, more capacity to request workers and financial specialists, increment deals and piece of the pie (Kotler and Lee, 2005).

The present study gets a partner arranged conceptualization of CSR and depends upon Barnett's (2007) which means of CSR exercises as "a discretionary circulation of corporate resources towards improving social welfare that serves as a technique for overhauling relationship with key accomplices" (Barnett, 2007, p. 801). Accomplices are extensively described as any individual, social affair, or component that can impact, or be affected by, an affiliation's activity (Freeman, 1984). As demonstrated by accomplice speculation, the nearness of affiliations depends on upon their ability to fuse accomplices' yearnings into their business framework since accomplices give significant resources and returns to the productive working and survival of affiliations (Donaldson and Preston, 1995; Roeck and Delobbe, 2012).

#### **Employee Behavior**



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Prior researches on corporate social responsibility and behavior of employees suggested taking CSR to develop strong employee commitment with the companies and to achieve good employee and organizational performance (Ali, Rehman, Ali, Yousaf, & Zia, 2010). Ali et al (2010) further suggested that committed employees are considered to be the success factors to the organizations and to achieve this level of commitment organizations use corporate social responsibility as their strategic tool. Khan, Zahoor, & Irum (2014) have conducted a study on corporate social responsibility and employee behavior where they have taken two dimensions of employee behaviors, organizational citizenship behavior and turnover intentions.

### **Organizational Citizenship Behavior**

OCB speak to individual conduct that is adaptable, not plainly perceived via proper return framework, it also advances the compelling working of the association. We examined the effect of Corporate Social Responsibility on Organizational Citizenship Behavior of representatives. Positive action, created by Corporate Social Responsibility practices, OCB should have to be in the support by the CSR activities.

#### *Relationship between CSR and Organizational Citizenship Behavior*

The literature is full of researches containing corporate social responsibility's effects on organizational commitment of the employees. Such researches suggest and explains that CSR helps increase commitment level of the employees with their organizations where activities of CSR includes welfare of employees and their families. CSR also help in developing and promoting organizational citizenship behaviors in the employees which is important for existences and sustainability of an organization (Khan, Zahoor, & Irum, 2014). OCB is a unique and distinct element of an individual at the job that promotes effective and efficient working of the operations in a work environment (Organ, 1988). The study of Khan et al., (2014) concluded

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that there is a positive relationship between CSR and OCB and companies should also focus on CSR activities so that positive attitude and behaviors are developed and reduce the negative behaviours because when employees observe organization as socially responsible, they feel respected and show positive behaviors. Therefore, this study too hypothesized that:

*H<sub>1</sub>: organizational citizenship behavior is positively influenced by CSR activities.*

### **Turnover intentions**

Turnover intentions defined by Khan et al (2014) as a measurement of organizations or employees' plan to leave their position or jobs or company's plan to remove their employees from the respective positions, this action may be voluntary or involuntary intention.

#### *Relationship between Employee Turnover Intention and CSR*

According to the authors Carnahan, Kryscynski, & Olson (2014), the previous literature prove that the CSR investment play a vital role for reducing the employee turnover because employee realise that their company help the society. Increase productivity, minimize elusion and increase retention is the CSR beneficial strategies which are important for employees (Gubler, Larkin, & Pierce, 2014) (Flammer & Luo, 2014) (Bode, Singh & (Rogan, 2014). (Carnahan, Kryscynski, & Olson, 2014) highlight the important aspect of CSR, where the firm use it as a shield against the negative events when they feel guilty. Because negative attitude of firm may cause the employee turnover increase, firms prefer to invest in CSR activities rather than individuals departures, because every firm invests a lot on their individual employees.

Here we think about the effect of Corporate Social Responsibility on turnover goal of workers. Positive usage, produced via Corporate Social Responsibility practices, ought to adversely impact the turnover expectation (Garavan, T.N. and McGuire, D., 2010). In case you can

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evaluate your staff's turnover objective, you can choose the likelihood of your staff leaving your affiliation (Grigore, 2011). Turnover desire, like turnover itself, can be either tenacious or programmed. It is therefore hypothesized that:

*H<sub>2</sub>: Turnover intention is negatively influenced by CSR activities.*

### **Entry Preference**

Section inclination is characterized as the condition of being favored in contrast with something else that is it might be any inward and outer partner it might be your workers or your speculators (Heald, 1970).

#### *Relationship between Entry Preference and CSR*

It is generally believed that a socially responsible company is well respected in a society. A white paper conducted by (Gross, 2009) explores the relationship between corporate social responsibility and engagement of an employee which was measured by taking entry preferences as one of the variables. It explains that promoting environmental efforts will become increasingly significant to attract and maintain employees and customers the study further explores that the CSR and employee engagement has a connection and it was suggested to companies to consider CSR programs implementations to get its maximum benefits.

*H<sub>3</sub>: Entry preference is positively influenced by CSR activities.*

## **Methodology**

### **Methods of Data Collection**

The method to gather data is through the instrument that is questionnaire, filled by the respondents of many different branches of banks in Karachi Pakistan in more than seven visits and all the questionnaire were completed in the existence of the scholar in bank timing so that the respondent won't feel any hesitation to ask related to any problem in the questionnaire and

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respondents were briefed about the purpose more clearly and make it more easy for them to fill the questionnaire properly.

### **Sampling**

The following data was collected using convenience sampling technique on the basis of researcher's convenience. The instrument was shared with 395 respondents out of which 236 respondents responded to the researcher's call. Off 236, there were 71 questionnaires which were found invalid and incomplete; therefore the final sample was restricted to 165 respondents with the success rate of 42%. The branches covers whole of Karachi and it was divided into North, South, East and West of the city.

### **Instrument of the Data Collection**

#### **Corporate Social Responsibility by Banks**

My bank provides various indirect benefits to improve employee's life quality.

The employees in my bank receive a reasonable salary to maintain an acceptable quality of life.

My bank policies provide a safe and healthy working environment to all its employees.

There are sufficient numbers of opportunities to develop my skills in my current job.

My bank policies encourage the employees to develop their skills and careers\*

My bank implements flexible policies to provide a good work & life balance for its employees\*

My bank emphasizes the importance of its social responsibilities to the society\*

#### **Organizational Citizenship Behavior by Employee**

I willingly offer to help others by teaching them necessary knowledge or skills.

I try to avoid creating problems for co-workers\*

I do not take extra breaks\*

I take steps to try to prevent problems with other employees.

I always focus on what's wrong, rather than the positive side.

I am mindful of how my behavior affects other people's jobs.

#### **Employees Turnover Behavior**

I've no intentions to leave my bank for the next six months.

I don't intend to leave this division during the next six months.

I never think of quitting my job.

Thoughts of quitting never cross my mind.

#### **Applicant Entry Preferences**

CSR increases desirability of candidates towards the bank.

Individual development by the bank helps increase desirability to join my bank.

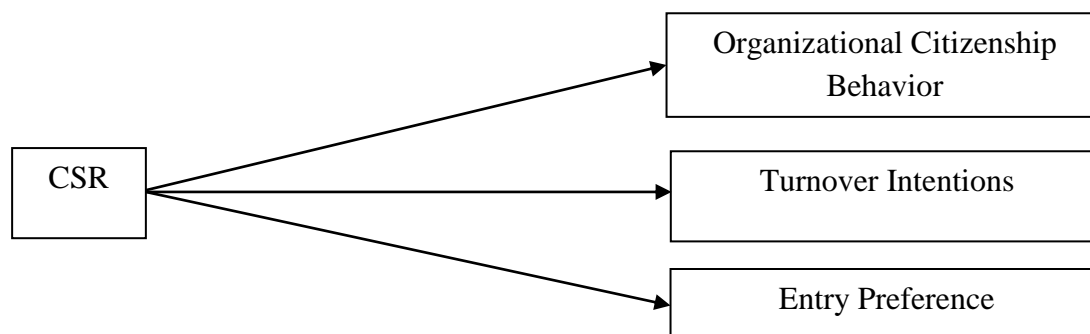
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Fair employment policy increases the chance of potential candidates in selection process\*

Pay scale affects the candidate's entry preferences.\*

\* These items were left out due to their low factor loadings and validity issues

### Research Model Development



### Statistical Techniques

For the purpose of getting the desired statistical results, the research has used Structural Equation Modeling (SEM) in two ways, first, to get the validity and reliability of the data the research has used Confirmatory Factor Analysis (CFA) because the instrument was adopted and it was required to test the validity and reliability to proceed for the hypotheses testing. For CFA, SPSS, AMOS and excel file used to get the values of validity and reliability. After getting the desired results of validity and reliability, the research has moved towards Structural Regression Model of SEM for the purpose of testing the hypotheses. For the purpose, AMOS software used to get the desired results. the demographics of the researched data suggest that most respondents were males, maximum respondents were from the age group 21 to 40 whereas, them was having Bachelors and Master degree which is the benchmark of the banking industry in Pakistan these days. As far as the experience is concerned, the most respondents were having the experience from 3 to 9 years of working with the banking sector

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### Results

	Options	Frequency
<b>Gender</b>	Male	105
	Female	60
<b>Age</b>	Below 20	2
	21-30	64
	31-40	71
	41-50	23
	Above 51	5
<b>Income</b>	Below 25,000	1
	25,000 to 30,000	49
	31,000 to 35000	53
	35,000 to 40,000	33
	41,000 to 45,000	9
	Above 46,000	20
<b>Education</b>	Matric	6
	Intermediate	5
	Graduate	82
	Masters	65
	Diploma	7
<b>Experience</b>	Less than 1 year	9
	1-3 years	56
	4-6 years	39
	7-10 years	38
	Above 10 years	23

**Sample N=165**

*Table 1: Demographic Profile*

### Confirmatory Factor Analysis

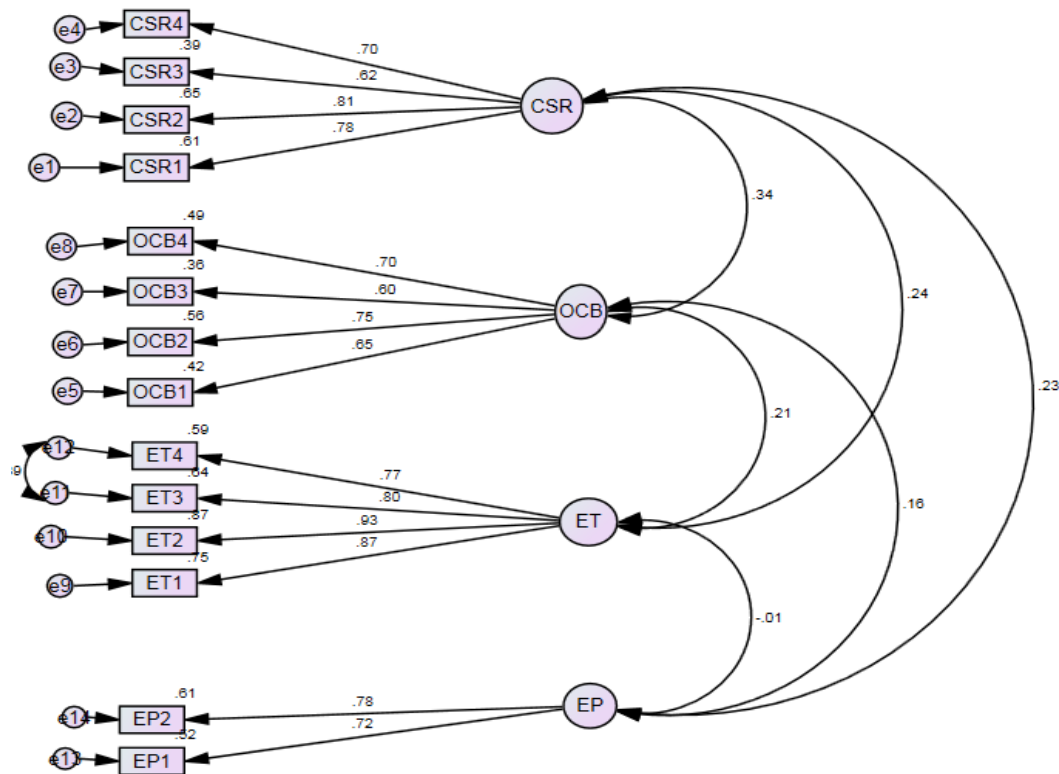


Figure 02: Confirmatory Factor Analysis

The Confirmatory Factor Analysis (CFA) has been applied on the data using AMOS software to get the results of Factor Loadings, Cronbach's alpha, Composite Reliability, Average Variance Extracted (AVE), and Discriminant Validity (Maximum Shared Variance (MSV) and Average Shared Variance (ASV)). All the values of indicators mentioned above found as per the benchmarks mentioned at the end of Table 02 except the AVE of the construct Organizational Citizenship behavior. The results though are not as per standards but since there was no option in the instrument therefore it has to proceed for the hypotheses testing. This validity may be resolved by making the valid items of the construct for the specific purpose i.e. for Corporate Social Responsibility.

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Constructs/Indicators	Factor Loading (CFA-AMOS)	Construct Reliability Cronbach's alpha	Composite Reliability (CR)	Construct Validity		
				Convergent Validity AVE	Discriminant Validity MSV ASV	
<b>Corporate Social Responsibility</b>						
CSR 1	0.78	0.818	0.820	0.535	0.1156	0.094067
CSR 2	0.62					
CSR 3	0.81					
CSR 4	0.70					
<b>Organization Citizenship Behavior</b>						
OCB 1	0.65	0.766	0.771	0.459	0.1156	0.0816
OCB 2	0.75					
OCB 3	0.60					
OCB 4	0.70					
<b>Turnover intention</b>						
ET 1	0.85	0.915	0.916	0.732	0.0884	0.056667
ET 2	0.91					
ET3 3	0.85					
ET 4	0.81					
<b>Employee preference</b>						
EP 1	0.72	0.720	0.720	0.563	0.0782	0.066867
EP 2	0.72					
Reliability and Construct Validity Thresholds: [Suggested by Fornell and Larcker (1981)]		$\alpha > 0.70$ (Nunnally, 1967)	CR > 0.70	i) AVE > 0.50 ii) CR > AVE	MSV < AVE	ASV < AVE

Table 02: Reliability and Validity

**Model Fitness:**

The model taken for the study was an over identified mode. There are various values that indicate for a goodness model, the study has taken seven indices suggested by Hair, Black, Babin, Anderson, & Tatham (2006) are as follows: Chi-square/df, P. Value, Goodness-of-Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index, Tucker-Lewis



Chi-Sq	P.Value	GFI	AGFI	CFI	TLI	RMSEA
1.549	0.002	0.909	0.864	0.961	0.949	0.058

Table 03: Goodness of Fit

Index (TLI), Root Mean Square Error of Approximation (RMSEA). All the indices suggested are found good fit for the model to predict the hypotheses.

#### 4.2.4 Hypotheses Testing

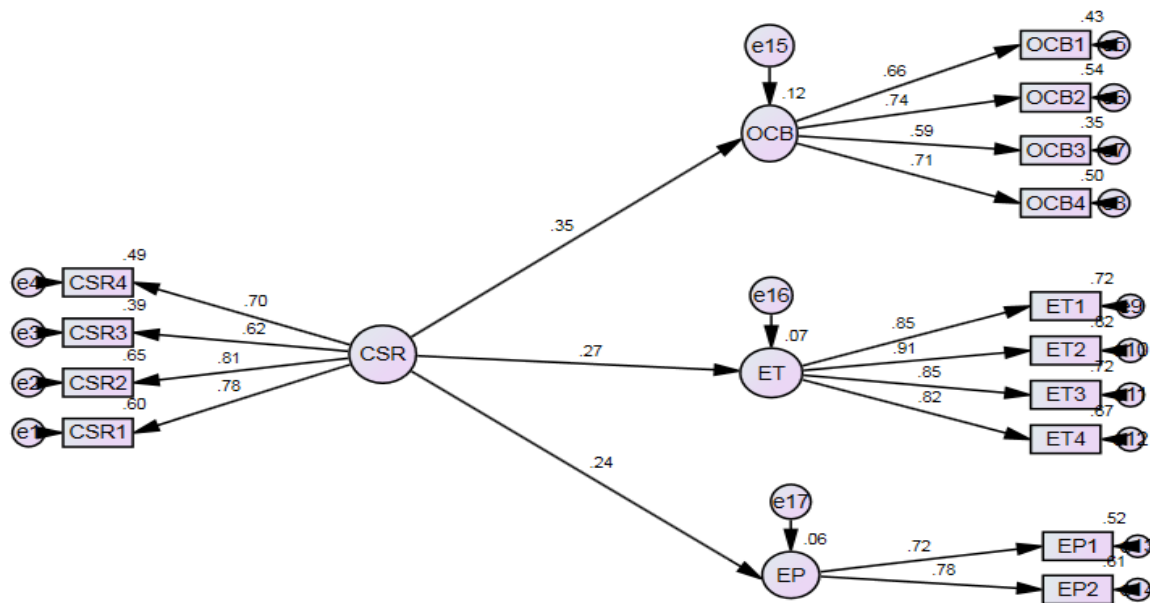


Figure 03: Structural Regression Model

The model suggest that there are one independent variable that is Corporate Social Responsibility and three dependent variables, that are Organizational Citizenship Behavior, represented as OCB, Employee Turnover Intentions, denoted as ET and Employee Performance represents by EP in the figure 03. Table 04 suggests that there is a significant relationship between CSR and OCB as the *P* value is 0.000 which is less than 0.05. The results also suggest that the variable CSR has a positive relationship with its dependent variable. The second model has CSR as independent variable and ET as dependent, the model is also found significant where

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the  $P$  value is 0.02, and this model also has a positive relationship between independent and dependent variables. The last model has EP as dependent variable and CSR as independent variable, the variable CSR is also found significant and positive with respect to EP with  $P$  0.044 which is less than 0.05.

		Estimate	S.E.	C.R.	P
OCB	CSR	.349	.102	3.428	***
ET	CSR	.485	.159	3.046	.002
EP	CSR	.191	.095	2.017	.044

*Table 04: Estimates of Structural Regression Model*

### **Discussion and Conclusion**

This paper was an attempt to check the employee behavior with respect to the CSR of the firms. We discussed the topic of CSR, its background, its importance and its effects briefly that how benefited this theory is in building employer and employee relation then based on the previous studies we adopt a model and try to implement it in Pakistan especially in the banking sector. After that we discussed our variables both dependent and independent variable in detailed and try to identify their relationship with CSR. This research was an attempt to explore the hypotheses for each variable in order to see the influence of CSR on other variables and confirm whether their influence is same as defined in the previous researches or not. Hence the results were almost the same that all the hypotheses of the research were found positive and significant.

### **Implications and Future Research**

The awareness and implementation system of CSR activities is rapidly growing in the society of Pakistan and people are also appreciating it as well. The research model suggested may help companies operating in Pakistan to bring a great more change in our society and help prove to individuals to be a responsible person. The managers who wants to build a strong and healthy relations to their employee should indulged in CSR activities and in order to proceed

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further he or she should focus on the following factors or variables given in the research for the betterment of society and firm as well. There were some financial and time constraints observed in this paper, future researchers might apply the same models in cross cultures and into different sectors. The results might also be interesting if the same model is applied to across the industry simultaneously. Moreover, the instrument may be developed for this particular area where the reliability of OCB is not found as per standards.

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