

IMPACT OF CSR INITIATIVES ON EMPLOYEE OUTCOMES: A REVIEW

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ABSTRACT: In an effort to illuminate on the current state of CSR activities and provide a better understanding of the subject, this study examines the scholarly literature published over the past ten years from the viewpoint of employees. This study clarifies how CSR mediates the relationship between CSR and employee employment outcomes, adding to our knowledge of the authenticity of CSR. This review investigates the connection between employee outcomes and CSR programmes, emphasis on employee engagement, employee commitment, employee retention employee creativity and innovative behaviour, employee green behaviour, job satisfaction and employee performance.

KEYWORDS: Employee Outcomes; CSR; Corporate Social Responsibility; review-paper; Employee Commitment.

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1 INTRODUCTION

Corporate social responsibility plays a vital role in an organization. An efficient and effective CSR strategy is very important for the success of an organization. Nowadays, businesses all over the world balance profitability with social and environmental concerns (Akhouri and Chaudhary, 2019; Yahya

and Zargar, 2023). Without the help of a key player, the employees, implementing CSR is difficult for businesses. Employees are heavily involved in developing and implementing CSR strategies that are beneficial to all stakeholders. Nonetheless, while being an important stakeholder group in an organisation, employees have not received much attention. (**Lin and Liu, 2019**). Today, a lot of businesses understand the value of CSR in fostering employee loyalty, luring and keeping talent, and meeting stakeholder expectations. Various theoretical and empirical studies have been conducted to find the relationship between these two variables (**Onkila and Sarna, 2022; Bocean et al., 2022; AlSuwaidi et al., 2021**).

A company's voluntary efforts in the environmental, social, economic, legal, ethical, and charitable domains that impact a variety of stakeholders—particularly consumers and employees and contribute to social welfare are known as corporate social responsibility or CSR (**Albus and Ro, 2017**). Although the term "corporate social responsibility" (CSR) was first used to refer to players in the private sector, it is now thought to apply to all sorts of organisations, including those in the public sector (**Krauter et al., 2023**).

By offering employees the chance to volunteer and participate in social responsibility and sustainability projects, the HR department may encourage participation in CSR initiatives programmes among employees. This can involve planning charitable events, giving staff members the chance to volunteer, or developing a corporate-wide sustainability initiative (**Cook and Geldenhuys, 2018**). Companies that perform corporate social responsibility have an impact on not only their clients but also the people who work for them (**Wisse et al., 2018**). However, It is clear that there is still a dearth of studies on the attitudes and behaviours of employees who participate in CSR activities towards their jobs as well as how they perceive CSR.

This review paper examines the relationship between CSR initiatives and employee outcomes focusing on various dimensions of employee satisfaction, employee engagement, employee creativity and innovative behaviour, employee green behaviour organizational commitment, retention and turnover and performance. Social capital, in addition to financial capital, may play a significant role in determining how well a corporation performs and outlines the conditions under which CSR can enhance firm value (**Lins et al., 2017**).

2 RESEARCH METHODOLOGY

This review paper is prepared by collecting various ideas and information from authentic and well-known databases such as Google Scholar, Emerald, Elsevier, Springer, Taylor & Francis, Wiley and numerous other well-known databases. A review of the literature from the last 10 years clearly shows the impact of CSR on employee outcomes, by analysing 77 articles. For this study, various publications that were published between 2013 to 2023 were chosen. The aim was to open up discussions into these under-researched areas and provide an innovative way to examine the purpose, impact and effectiveness of doing CSR on employee outcomes.

3 LITERATURE REVIEW

3.1 Understanding employees' reactions to participatory CSR activities

Simona et al. (2013) explained that international companies have an objective of sustainability and corporate social responsibility, to enhance employee satisfaction. Employee motivation is not solely based on financial considerations, since there are non-financial factors that are equally important. **Kim, (2013)** empirical study found that CSR helps employees strengthen their needs for achievement, which in turn drives them to work more productively. In both the public and private sectors, "philanthropic"

motivation emerged as the most prevalent CSR motivation (Acharyya and Agarwala, 2022). Boadi et al. (2020) examined autonomously motivated employees and showed a positive impact on the perceived CSR performance. Tyagi and Mallya (2018) findings demonstrated how an organization's productivity may be increased by combining CSR with employee engagement. Volunteering on behalf of the company is one of the best ways to involve employees in CSR and, in turn, boost employee engagement. Since younger workers are more likely to participate actively in CSR projects, CSR ought to be included into the system throughout the induction stage. Cook and Geldenhuys (2018) findings showed that volunteering has a positive impact on employee morale & productivity. Cycyota et al. (2016) examined employee volunteering as a form of CSR benefits improving internal employee happiness and retention as well as externally building corporate reputations and relationships with stakeholders. Espasandín et al. (2021) found the role of CSR in the relationship between employee happiness and organisational culture. Researchers find CSR is a new technique to attract and retain employees. Zainee and Puteh (2020) stated Generation Y showed a correlation between Gen Y accountant employee retention and CSR. Jha, (2023) suggested that organisations can build affective commitment of employees through CSR. DeGhetto et al. (2023) found the positive employee outcomes from CSR i.e. affective commitment and reduced turnover intentions. Chen et al. (2019) results showed that CSR performance favourably affects organization-employee relationships.

Hebo et al. (2022) examined that employee loyalty is more prevalent in organisations that invest in CSR. Ngo et al. (2022) results indicated that employee loyalty behaviour is not directly influenced by CSR but rather through the mediating effects of employees' perceptions of pride and loyalty to their employers. Stojanovic et al. (2020) found that employees would be more loyal if they were more cognizant of corporate social responsibility and perform their duties more effectively. There should be strict CSR implementation in an organisation (Fatima and Elbanna, 2023). Koch et al. (2019) examined that employees get several benefits by participating in CSR activities. Ali et al. (2020) discovered that CSR directly affects employee productivity (EP) and engagement (EE). Paruzel et al. (2021) found positive relationships between CSR and identification, engagement, attractiveness, job satisfaction, commitment and OCB.

Kerdawy, (2019) findings showed that the adoption of CSR activities was positively influenced by both green human resource management(GHRM) and employee volunteering. Srivastava and Shree (2019) examined that GT(Green training) acts as a mediator between GI(Green involvement) and CSR. To study this relationship, researchers hypothesise that green training (GT), a course designed to increase employees' social awareness and sensitivity, may act as a bridge between employee involvement and their perception of CSR (Delgado and Gallardo, 2016). AlSuwaidi et al. (2021) investigated that CSR is an important driver of employee green behaviour. Employees inside the organisation will be encouraged to embrace green practices suitably by GHRM practises and initiatives (Masud et al., 2022). Asif and Imran (2023) suggested that organizations must implement CSR and GHRM strategies to protect the expertise of their employees. Green HRM practices have a positive impact on environmental sustainability(Wen et al., 2022). Niazi et al. (2023) study is useful in showing how green innovation and GHRM practises can improve environmental performance.. Ziyadeh et al. (2023) stated that GHRM practices are positively influenced by CSR and OCB. (Lavan et al. (2022) study reveals that the top green businesses should highlight new green employment and green skills in their CSR announcements in order to promote sustainable development. Low and Siegel (2020) findings show that the USA, UK, and China have primarily dominated such publications. Organisations with developed HRM, perform a strategic role and have better developed CSR policies (Celma et al., 2014).

4 RESULTS

The impact of corporate social responsibility (CSR) on employee outcomes is the main emphasis of this paper's thorough evaluation of academic journal publications. This study aims to ascertain how employees react to CSR initiatives. This study assesses the overall impact of CSR on employee behaviour.

Figure I Year Wise Publications Trends

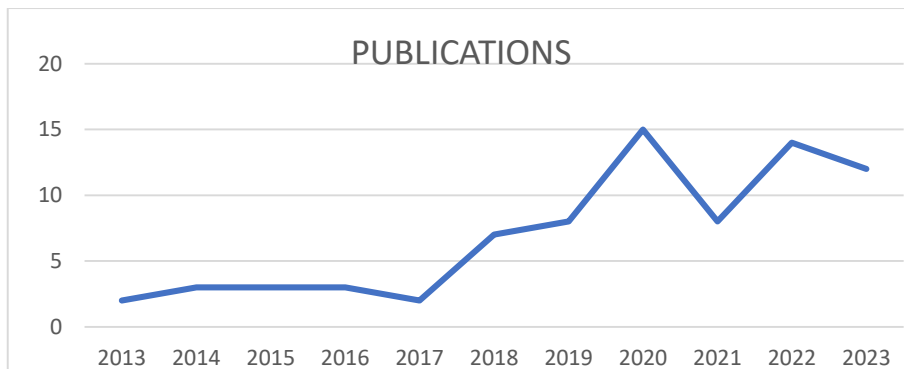


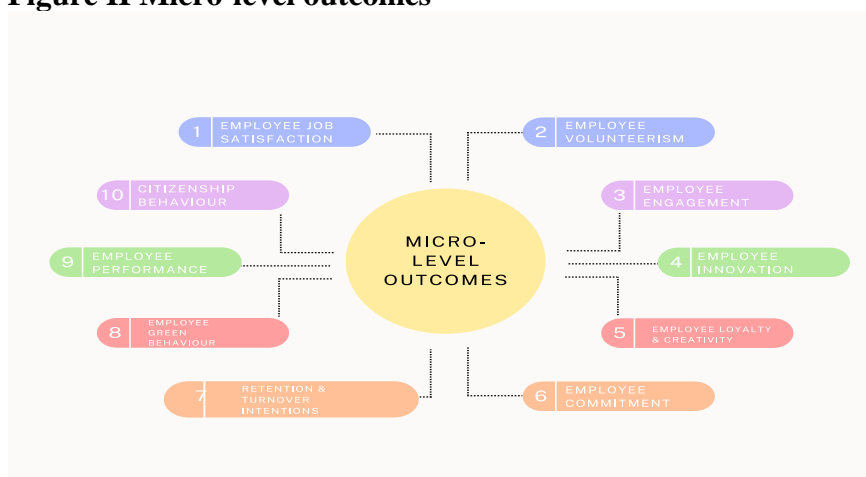
Table I Employee-perspective research on corporate social responsibility

CSR has been associated with positive employee attitudes and behaviours :

SN	Variables	Source
1	Volunteerism	Tyagi and Mallya (2018), Cook and Geldenhuys (2018) Cycyota et al. (2016), Brzustewicz et al. (2021) Dempsey et al. (2022), Haski et al. (2019) Raza et al. (2021)
2	Organizational Citizenship Behaviour	Paruzel et al. (2021) Ziyadeh et al. (2023) Servaes et al. (2022) Akhouri and Chaudhary (2019) Ahmad et al. (2020) Akhouri and Chaudhary (2019) Li and Chen (2023)
3	Employee Commitment	Aggarwal and Singh (2023) Ahmad et al. (2020) Haski et al. (2019) Jha (2023) Paruzel et al. (2021) Akhouri and Chaudhary (2019) Hofman and Newman (2014)
4	Job Satisfaction	Kim et al. (2022) Mohammadi et al. (2023) Espasandín et al. (2021) Wang et al. (2020) Wisse et al. (2018) Tafolli and Kräuter (2020) Kim and Austin (2020)

		Simona et al. (2013)
5	Job Performance	Ali et al. (2020) Sun and Yu (2015) Kim and Kim (2020) Boadi et al. (2020) Kim et al. (2022) Stonkute et al. (2018)
6	Employee retention and turnover intentions	Cycyota et al. (2016) Zainee and Puteh (2020), Heinrich Paruzel et al. (2021) Akhouri and Chaudhary (2019) Lee and Chen (2018) Park et al.(2018)
7	Employee Engagement	Koch et al. (2019), Tyagi and Mallya (2018) Bapat and Upadhyay(2021), Kim and Kim (2020) Ali et al. (2020), Farrukh et al. (2020), Nazir and Islam (2020), Slack et al. (2015)
8	Employee Creativity & Innovative Behaviour	Supanti et al.(2015) Mohammed et al. (2022) Ngo et al. (2022) Stojanovic et al. (2020) Hebo et al. (2022) Hur et al (2018)
9	Employee Green Behaviours	AlSuwaidi et al. (2021), Abbas and Dogan (2022), Yahya and Zargar (2023), Kerdawy (2019) Srivastava and Shree (2019) , Delgado and Gallardo (2016), Masud et al. (2022), Asif and Imran (2023)

Figure II Micro-level outcomes



4.1 Employee Affective Commitment & CSR

The identity connected to the organisation is referred to as commitment. The study investigate that external CSR and employee participation in CSR directly impact affective commitment(AC) and work meaningfulness.(Aggarwal and Singh, 2023; Loor-Zambrano et al., 2022, and Maqbool and

Nazir, 2023) study examined how CSR promotes employee commitment by encouraging trust and purpose in the workplace. **Brzustewicz et al. (2021)** find Corporate volunteering provides a means of creating value for all three parties involved: the company, the NGO, and the employees who volunteer inside the organisation. Employees can help non-profit groups by giving their specialist talents and acquiring new ones through skill-based volunteering initiatives. (**Dempsey et al., 2022**).

4.2 Organizational Citizenship Behavior & CSR

When employees believe that their company's CSR programme is genuine, their psychological needs may be satisfied, which may influence how inclined they are to exhibit organisational citizenship behaviour (OCB). (**Li and Chen, 2023; and Ahmad et al., 2020**) examined that CSR has a favourable effect on OI (Organizational Identification) and OCB (organizational citizenship behaviour) because OI serves as a link between perceived CSR and OCB. Even (**Aguinis et al., 2020**) found negative employee behaviour resulted from the dark side of CSR.

4.3 Volunteerism & CSR

Volunteerism involves individuals offering their skills, time and resources to support social problems and non-profit organizations without any monetary benefits. Most companies embrace volunteerism as part of their CSR strategy by encouraging employees to participate in charitable projects and giving back to society. (**Haski-Leventhal et al., 2019; Raza et al., 2021; Tyagi and Mallya, 2018.**) examined great way to help the community and provide workers a sense of autonomy, relatedness, and competence is through corporate volunteering, or CV.

4.4 Employee Retention and Turnover Intentions & CSR

Employees feel more connected to the CSR goals by ingraining CSR into organisational culture. Employees will feel more significant at work when their organisation participates in socially conscious initiatives, which will improve their quality of life at work. **Bocean et al. (2022)** results showed a positive relationship between CSR and organisational ethics on employees' well-being. Also caring for the environment they live in and their involvement impact the wellbeing of the employees. **Lee and Chen (2018)** discovered that by meeting employees' requirements, perceived CSR programmes had a favourable effect on employee satisfaction and retention.

4.5 Improved Employee Engagement & CSR

Employee engagement in CSR can promote a sense of belonging and strengthen the bond. **Nazir and Islam (2020)** results showed that Corporate social responsibility (CSR) positively impacts employee engagement; the relationship between CSR and employee engagement is somewhat mediated by meaningfulness and compassion. The employees observed that a key reason for their low level of CSR participation was internal communication(**Slack et al., 2015**). **Rupp et al. (2018)** stated CSR engagement improves productivity.

4.6 Employee Green Behaviour & CSR

Organisations with improved HRM evaluate the efficacy of the HR department, play a strategic role, and have more effective CSR practices (**Lapina et al., 2014**). Researchers investigate how supporting corporate social responsibility initiatives can encourage employees to adopt environmentally friendly practices. **Yahya and Zargar (2023)** examined green innovation and green human resource management (GHRM) are crucial components for businesses to achieve corporate sustainability,

especially in developing nations. Corporate social responsibility and organizational green culture play a vital role in any organization (**Abbas and Dogan, 2022**). Researchers investigate the positive impact of CSR on employee green behaviours. This study showed that supporting corporate social responsibility initiatives can encourage employees to adopt environmentally friendly practices. (**AlSuwaidi et al., 2021; Srivastava and Shree 2019**) examined that GT (green training) is a mediator between Green involvement and CSR.

4.7 Job Performance & CSR

When companies prioritize CSR and execute it into their business practices, it will benefit both the organisation and its employees. CSR initiatives may also improve employee engagement and foster a positive work culture which can positively impact job performance. **Ali et al. (2020)** discovered that CSR directly affects employee productivity (EP) and engagement (EE). **Sun and Yu (2015)** suggested employees work more productively in socially responsible firms.

4.8 Job Satisfaction & CSR

Job satisfaction is the degree to which workers are content with their occupations. Engaging in socially responsible activities can boost employee morale, loyalty and job satisfaction. **Barakat et al. (2016); Mohammadi et al. (2023)** examined companies that engage in CSR-focused activities will have a stronger organisational reputation, which will improve employee happiness & and job satisfaction. Knowing that their employer is contributing towards society or making efforts to address social and environmental issues creates pride and loyalty among employees which may result in increased job satisfaction. **Tafolli and Kräuter (2020)** stated perceived CSR is positively related to ethical leadership and job satisfaction. **Mohammadi et al. (2023)** examined the positive relationship between CSR and satisfaction in the service sector.

4.9 Employee Loyalty and Creativity

Supanti et al. (2015) found that the employee-employer relationship is Improved through CSR engagement. Involving employees in CSR initiatives can stimulate their creativity and critical thinking skills. It encourages employees to come up with innovative ideas. **Mohammed et al. (2022)** discovered that CSR have a direct impact on their creativity. **Ngo et al. (2022)** results indicated that employee loyalty behaviour is not directly influenced by CSR but rather through the mediating effects of employees' perceptions of pride and loyalty to their employers.

5 PRACTICAL IMPLICATIONS

Paruzel et al. (2021) findings demonstrate the value of CSR education for employees. Employee communication on CSR initiatives should be necessary. Do good deeds and discuss them with your staff. **Kim and Austin (2020)** suggested the correlation between business reputation and perceptions of CSR is favourable. Organisations can increase staff productivity, satisfaction, and commitment by implementing the AMO (Ability-motivation-opportunity theory) model, which will ultimately aid in the accomplishment of organisational objectives (**Ziyadeh et al., 2023**). GHRM encourages employees to adopt more environment-friendly practices. It boosts sustainable performance and long-lasting benefits. **Bapat and Upadhyay (2021)** supported the view that employee involvement in CSR initiatives aids the organisation by raising employee engagement, belongingness to the organisation, and trust in the organisation in their minds. Supporting corporate social responsibility initiatives can encourage employees to adopt environmentally friendly practices. These findings promotes sustainability approaches within companies

6 SCOPE OF FUTURE RESEARCH AND LIMITATIONS

This research is limited to the secondary data collected. Future researchers can use primary data on same variables. A relatively new field of study in human resource management is called GHRM. Although there is a body of literature emphasising the value of GHRM and CSR, there is still a lack of research on the relationships between these fields, especially when it comes to India. Future studies can be done to explore more about employee perceptions towards CSR initiatives in India because how employees perceive CSR initiatives has not been investigated by the researchers. Researchers can assess the level of employee engagement with CSR activities, including participation rates, willingness to contribute, and perceived value of the initiatives. The age-related phenomenon can be studied further. To know the impacts of CSR on different age groups and to make a comparison between older and younger employees about who volunteer more actively. The dark side of CSR is still not interrogated by researchers and their impacts on different stakeholders can be explored further.

7 CONCLUSION

This study contributes to the employee-based CSR. Corporate spending on CSR initiatives provides a positive attitudinal disposition towards employees and enhances the prestige. Employee participation in CSR projects benefits the organisation by increasing employee engagement, a sense of belonging to the organisation, and organisational trust. This study demonstrated how encouraging corporate social responsibility activities might motivate staff to engage in eco-friendly behaviour. Firms should adopt a green culture and CSR practices since it promotes socially responsible behaviour among their employee, which is essential for a sustainable society.

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