



MINISTRY OF EDUCATION AND SCIENCE OF RUSSIAN FEDERATION
Federal state autonomous educational institution of higher education
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Department of Management

Sabir Ali

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Abstract

This is the most competitive and advance world, everything is more advance in the business field. But all these things are possible if and only if the employees that are working in the organizations are happy and satisfied. Negligence of employees can lead organizations to spoil the reputation of the organizations. Employees are the backbone of the firm, mostly of organizations cannot more responsible in this side they are not focusing on employees side the important for these are customers, because they are thinking that customers are the real peoples that like or dislike of the company product or services. When customers are satisfied company productivity and profitability will be high. Its true because company are providing product and services to customers and when customers satisfactions are high this indicates that profitability will be high. But the main problem and question is that who is behind this satisfaction of the customers. Who know customers' needs and wants and to whom customers are providing their precious feedback and suggestions? To whom customers are more related and close? These are the questions which are more important and company owners or manager is avoiding these questions. If companies think on these specific questions definitely they will understand that all of daily routine work is done by employees and employees are the main factor and actual assets of the company.

The study shows that CSR is the business responsibilities which take interest on greater employee's satisfactions. CSR is described employees are essential in-house stakeholder group and a variety of CSR activities fulfills employees expectations and requirements [21]. CSR employee-related activities are divided into four categories, named "value classes" which generate the worth for the firm's stakeholders and resultantly, satisfy their variety of hopes [60]. These values classes are close to improve employee's skills, security in jobs and health, fair and justice in society and organizations and contentment in the environment and jobs for excellence performance. Actually CSR is the key factor for greater employee's satisfactions which the most important every company should need to implement

CSR in organizations. CSR keep an eye on every direction which are related to company and try it to solve it. In CSR activities employees are the prominent factor and internal CSR is the engagement of employees in CSR activities.

I. INTRODUCTION TO THE STUDY

1.1 Introduction to the Problem

Employees are the main and the major factor of the organization. Its encouragement is very important in the organization. CSR initiatives are one factor that encourages employees. Employees are a key to business success because it performs all business activities and also known as key driver. Employees know customers need and wants because customers are more close and related to employees and provided useful feedback to employees which they like and which they dislike, which things they need and which thing they don't need. Employees also know the actual and effective execution of an organization. They have also information's about marketing which product are more valuable for customers because we discussed it already that customers are more close to employees and provide useful feedback to employees.

The main aim of the business to create values and make satisfied customer and increase profitability to getting all these we need satisfied employees, satisfied employees can promote corporate business and increase efficiency. Satisfied employees comes when the organization take care of employees, treat them in a fair and polite way and fulfill employee's needs. Most of organizations are failed in this job only CSR activities can perform this job efficiently. CSR is a link between employees and organization, CSR takes care of business, employees, and environment and as well customers. This is a business responsibility which has three, four and five dimensions in which every side is discussed. So performing CSR it maximizes employee's satisfaction, motivate them to their current job. Employees become loyal and committed to the company which we observe in higher employee's performance. Higher employee's performance enhances profitability and productivity. In this paper we shall the relation between CSR and human resource performance. CSR activities influence on employee's performance and how they get considerable attention.

1.2 Background to the Problem

The scholars worked in this field and provided some result; they got it that environmental factor which is positively affect employees' commitment and performance in an organization. Environmental factor enhances organizational performance. They concluded that there is a high and significant positive relation between CSR and employee's organizational commitment. Environment is a key factor for employee's motivations and organizational commitment [5].

There is a strong relation between employees and CSR. Employees feel happy and get motivated to their jobs when social and ethical responsibilities are performing efficiently. These values maximize motivation level and also enhance organizational commitment level. Employees are not only effected by paycheck they also looks positive attitude and behavior because through positive attitude you can gain greater job satisfaction, a higher organizational commitment, greater engagement in the job and organization and higher level of organizational citizenship behavior [106].

CSR has similar effect by providing opportunities to people to express their values, contribution to the community and society large. When the organizations satisfy their need, then employees work hard and enjoy greater job satisfaction [116]. If the company wants to attract their employees and greater employees satisfactions then company must have to provide best workplace by creating and promoting internal environment best for employees and developing internal marketing strategies which will create better productivity and higher employee's satisfaction [102].

we can get higher employee's satisfactions with job if we increase practicing legal and ethical responsibilities are most [45]. Five factors which affect employee's performance. These factors are leadership, organizational culture, working environment, motivation, and training. The working environment (including office space/ infrastructure, working tools, co-worker's relationship and department working interaction) is not related to employee performance [57].

For higher employee's performance and satisfactions and for quality of work reward system is essential. Salary is also one of the most important factors to motivation and it also related to dissatisfaction. In the study they provided that pay, promotion, work, supervision and fellow worker is the main determinants of job satisfaction [81]. There is a significant and positive relationship between extrinsic rewards and employee motivation [7]. Managers thought that intrinsic rewards were more important in regards to employee motivation than extrinsic rewards. For employee's motivation intrinsic reward are more valuable and play a great role in employee's performance and satisfaction [4].

Many scholars worked on this topic and used different types of theories and methods but unfortunately the result is still not clarified and satisfied that which side is more important for employee's performance and how CSR will fill this gap? We study these papers which related to our topic and we found some gap in which the scholars have different result.

1.3 Statement of the Problem

Employees are the main part of organization and most of the studies which is related to CSR in those studies they did not focus on employees but majority targeted customers and suppliers side. The employees, who are also known as stakeholder because they judge, evaluate and react and work in the organization as an owner they perform all the daily activities and work for the organization success. Employees we also called internal customers and when internal customers are not satisfied then how it possible that external customers (Customers) will be satisfied because external customers are more related to internal customers and external customers provides feedback to internal customers (Employees) which things they like and which things they dislike.

Employees are the essential part of organization therefore it is necessary that we show the influence of CSR on employees because we already discussed it that less value has given to employees in CSR. Previous study is clearly questionable in this area CSR and employee's performance. Some papers we found which are related to this topic but in all the papers we also found some

contradiction. There is some contradiction in some factors in which all the scholars are not agree every article result is different. The factors in which contradiction was found these factors are working environment, Salary, Promotion, Discrimination and extrinsic and intrinsic rewards.

1.3 Statement of Purpose

Every task or work when a person are doing they have some specific aim or purpose. Whether he/she will be interested in the topic or field or they there will be a goal which that person wants to achieve. In the same way we are interested in the topic and want to work on this topic and find out all those factors which are mostly related and close to employee's satisfactions, motivation and high performance. The first purpose is to understand employee's psychology which factors make employees happy and motivated to their jobs? Which things they dislike? In which conditions employees work betterly? Which factors are more productive and important for personal development? What organizations are doing for employees for their satisfaction? Afterward we want that how we will implement these things and factors in the organization we also checking CSR role on employees that is CSR work for employee's betterment or not? The most and important purpose is to enhance employee's satisfaction, improve the employee performance in the organization, increased level of work motivation, to develop strong relation between employees and owners/stakeholders and desire to work as a HR manager.

On the other hand, we want to provide some useful and precious recommendations to the companies. In those suggestions we explain the roles of employees that how employees are crucial for the firm. The main objective of this paper is to illustrate the impact of corporate social responsibility (CSR) on employee motivation, job satisfaction and understand the perception of how different CSR activities impact their employees' satisfaction. In addition; our study fulfils the purpose of investigating whether or not employees agree with the different effect of CSR initiatives.

Investigating that is there is a significant relationship between CSR and employee's satisfaction?

Is CSR effect employee's performance in organizations?

Correlation between CSR and employee's performance that which types of correlation are between employee's performance and CSR, correlation is positive or negative

II. LITERATURE REVIEW

2.1 Brief history of literature

In this chapter we will discuss about secondary data that we collected from different sources such as Books, magazines, e-Journals and online sources. This is the main and important chapter because in this we will study who and when someone worked by this topic and what they got in the ending. This information will lead us to start our research problem.

The most important and motivational factor is salary the thing which motivate employees and make them loyal to their job is salary competitive salary are most important for employees. salary is also a factor of dissatisfaction it also make employees dissatisfied if the salary are not according to his needs and not fulfil his needs. So it is a source which related to both satisfaction and dissatisfaction [81].

The work shows that the factor which made employees attractive and satisfied is mostly salary and opportunities for advancement. These both factors are extremely close to employee's satisfaction and performance. If the salary is high and there is a choice for promotion then employees will work efficiently and increase productivity and profitability of the company [122].

fair wages is the basic rights of the employees if the wages are fair and according to the needs of the employees then employees will able to work hard but if the wages are not met to her/his needs then they will think about their needs and will not focus on the work which decrease productivity of the company. For high productivity employees satisfaction is necessary which comes from high wages [102].

Paycheck not only concerned to employees satisfaction they also look for the meaning of their jobs. A positive attitude is also important for treating employees. Employees are the assets of the company and want respect from company [106].

The study and analysis clearly shows that working environment is highly influential factor for high employee's satisfaction. If the working environment is fair and good then it motivates employees to become loyal and responsible. It's also making able to achieve company goal easily [37]. They discussed that fair wages and safe working environment is the first and prevalent dimension for happy and satisfied employees and the first and important responsibility of a responsible employer [102]. Healthy environment encourage employees to best work and protect employees from any types diseases or danger. In the study he suggested that working environment including office space/ infrastructure,

working tools, co-worker's relationship and department working interaction is not related to employees performance level it has no negative effect on employees satisfaction and performance [57].

Intrinsic reward is more important than extrinsic reward for employee's motivation. Employees feel happy and peaceful when some intrinsic reward is existing in the organization. Intrinsic reward has a significant effect on employee's performance. CSR activities provide this reward system to employees which encourage employees to their oriented goal, [4]. The study is quite different from this they found that there is significantly positive relationship between extrinsic reward and employees level of satisfaction and motivation. Employee's satisfaction and motivation will high when organizations provide extrinsic rewards towards employees. High employee's satisfaction and motivation are directly related to intrinsic rewards system [7].

The effect of CSR on society and customers are not significant, CSR effect on employees are highly significant, [123]. In the paper they point out that discrimination has the strongest and most significant impact on satisfaction [25]. The employees satisfaction with job can be increased through practicing legal and ethical responsibilities most [45].

We found contradiction in some factors, the contradiction include in these factors salary, promotion, working environment, extrinsic and intrinsic rewards system and discrimination. All these factors are the gap of our research and our resaerch purpose will to fill this gap.

Summary

In the above debate most of studies shows us the relation between CSR and employees performance. Different methodologies and theories were applied to solve the required problem. Different concepts and ideologies were used a lot of philosopher worked on this topic. The topic is the same but according to different concepts, theories, ideology and methodologies the result is not the same and some of the factors result is similar and correct to the others articles result. But there was also found flaw in some articles the result is not same and some contradiction were found. The factors that contradictions were found are safe working environment, salary, promotion and discrimination, extrinsic and intrinsic rewards.

The main objectives of this paper is to investigate these factors and analyzed and find out that which factor is the most crucial and efficient in the progress of the employee's performance.

2.3 CORPORATE SOCIAL RESPONSIBILITY (CSR)

It is mostly accepted that existing of business to make money for investors. The concept and definition of Corporate Social Responsibility (CSR) “The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has on organizations at a given point in time [16]. At the top the pyramid come the philanthropic responsibility of being a good corporate citizen by contributing recourses to the community and improving quality of life [16]. Corporate social responsibility should also enhance firms’ ability to attract and keep top talent [3] and [38].

While some believe that the only responsibility of a company in front of a society is to make a profit in order to contribute to the economic development [29], others claim that CSR includes social responsibilities that go beyond economic and legal obligations of a company [69]. There is numerous definitions of CSR developed one is five-dimensional model of the CSR according to the author, the definition of CSR should include such components as environmental which refers to a company`s involvement in environmental concerns; social which refers to a company`s involvement in social concerns; stakeholders` dimension which defines how a company treats its stakeholders; economic which refers to a company`s responsibilities in terms of financial and economic performance; voluntariness dimension which covers an extent to which a company acts beyond its legal and economic obligations [24]. The phenomenon of CSR is defined as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" [21].

Corporate social responsibility (CSR): CSR pinpoints responsibility to firm’s stakeholders who depict comprehensive business superiority of management having responsibilities that range from completion of their duties towards owners and all the firm's stakeholders [94]. The internal and external CSR approach is developed by [1], [74]; [104]; and [38] found that the factors motivating people to

choose that company as the employer are CSR activities in which a particular company is involved. Internal CSR: Internal CSR activities are associated to all the in-house operational activities of a firm [11]. CSR of this type is more described in Green Paper “Promoting a European framework for corporate social responsibility” [21]. Employees are essential in-house stakeholder group and a variety of CSR activities fulfills employees’ expectations and requirements.

CSR employee-related activities are divided into four categories, named “value classes” which generate the worth for the firm’s stakeholders and resultantly, satisfy their variety of hopes [60]. Employee “value classes” relate to improvement of employee’s skills, societal justice, health and security at job, and contentment of the workers, and excellence of job. CSR favors employees to fulfill their psychosomatic need of ownership as it promotes the societal interaction both within the organization and among the organizations and socially accountable organizations are typically supposed as good organizations [1]. As a result, employees preferably rely upon to behave in a similar approach which is valuable for the firms.

According to [75], [59] and [77] the results of the former research verified a positive impact of CSR activities on employee satisfaction, self-worth, group work, trustworthiness, maintenance, psychosomatic need of interacting, employee drive and loyalty and these ideas are linked with employee motivation. Understanding of CSR, even if it still remains an “essentially contested concept” [34]. While CSR is often broadly understood as “actions that appear to further some social good, beyond the interest of the firm and that which is required by law” [69].

Positive perceptions of CSR have a positive relationship with employee commitment [83], [50] CSR is the management of an institution by its executives or partners so that due attention is paid to society’s expectations, needs and requests, thereby acting in accordance with individual and social benefits [36]. It has an obligation undertaken for improving social welfare through the support of corporate resources [53].

CSR can be defined as “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance” [2]. The triple bottom line is the balance of social, environmental, and financial performance which can lead to sustainability in the long run for a given organization [46]. Corporate social responsibility (CSR) has become a prominent area of study in organizational research and has assumed importance as organizations engage in socially responsible initiatives beyond those required by law [69] and organizations tend to align their charitable donations to the interests of their consumers and employees [55].

CSR is the listening and responding to the needs of a company’s stakeholder. This includes the environments of sustainable development we believe that building good relationships with employees, suppliers and wider society is the best guarantee of long term success. This is the backbone our approach to CSR [119]. CSR is the business contribution to our sustainable development goals. Essentially it is about how business takes account of its economic, social and environmental impacts in the way it operates maximizing the benefits and minimizing the downsides. Especially we see CSR as the voluntary actions that business can take over and above compliance with minimum legal requirements to address both its own competitive interest and the interest of wider society (UK Government). CSR is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workplace and their families as well as of the local community and society at large (Unilever). However, no universally accepted definition of the CSR has yet been found.

2.3 Employees motivations performance

One of the key success of a company is its employees when employees are satisfied they become more motivated and increasing the success of the company they are working there are some rights which the employer must be satisfied.

Motivation is an “energizing force that induces action” [59]. Two basic questions are which is the base of motivation “Why am I doing this?” and “what do I hope to achieve?” [59]. “Psychologists propose that work effort reflects motivation and theories of motivation can be viewed as theories of efforts [33]. Moreover, motivated employees are driven more strongly to achieve outstanding results in their assignments, even if fueled by factors such as compensation and fear of unemployment [97] and [121]. Compensation may be expressed in terms of financial factors, such as pay and bonuses, or in emotional ways, in the form of compliments, personal feelings of belonging or positive affect following prosocial behavior. CSR activities motivate the employees for organizational goal.

Employees are resources in organizations, and as such they need to be trained and developed properly in order to achieve an organization’s goals and expectations [13]. HRM contributes to create high performance work systems by linking various employees in different departments in the same organization [13].

Performance is associated with quantity of output, quality of output, timeliness of output, presence/ attendance on the job, efficiency of the work completed and effectiveness of work completed” [65].

Factors that affect performance are:

Leadership is a process whereby an individual influences a group of individuals to achieve common goals [79]. The leadership style within an organization has a bearing on encouraging or inhibiting employee’s performance [6] and [22]. Three main factors for leaderships: Coaching, empowerment and participation. Organizational Culture is common values and behaviors of the people that considered as a tool leads to the successful achievement of organization goals [96]. This includes values, beliefs, and behaviors of the employee’s difference from the other organization [42]. Three things are most important for organizational cultural: Share values, Creativity and Innovation and Customer’s orientations.

The influence degree of working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found

for those individuals whose work environment accompanied the creative requirements of jobs. Working tools, Infrastructure, Interpersonal relations and Office space. Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. In the work goal context, the psychological factors stimulating the people's behavior can be -desire for money, success, recognition, job-satisfaction or team work, etc. One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore the role of a leader is to arouse interest in performance of employees in their jobs.

Motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time [47]. Therefore, management must know what exactly stimulates their staff so resources are not misallocated and dissatisfaction develops among employees [47]. A motivated workforce is essential because the complete participation of employees will certainly drive the profitability of the organization [17]. When we are talking motivation there also become a thing which is more related and close to motivation and employee's performance and satisfaction. Reward which we divide to two parts:

The developing process of employees' skill in order to improve the performance is called training [105]. Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively [35]. Employee competencies change through effective training programs? [120]. three most important types of training are: Training Needs Assessment (TNA), Training contents and methods and On the Job Training (OJT)

2.4 Employees as a stakeholder's

Employee's works as stakeholders by three reasons first reason employees can act as agents for social change when they push corporations to adopt socially responsible behavior [1]. Second environmental policy demonstrates that

employees 'support is necessary to secure effective CSR programs and policies [86]. Third, reason employees as a stakeholder group perceive, evaluate, judge and react to CSR programs and actions [92], [93] and [117]

Research question

How CSR activities influence the employee's performance in the organization?

Research Objectives

Evaluating if employees' performance of CSR has a significant relationship towards their satisfaction

To study the relationship between CSR and employees' performance

2.9.3 Find the correlation between CSR and employees performance

Hypotheses Development

Hypothesis 1: Employees Job Satisfaction is significantly influenced by working environment.

Hypothesis 2: Extrinsic rewards have a significant positive effect on employees Job satisfaction.

Hypothesis 3: Employees higher CSR involvement is directly correlated to an increase level of motivation.

III. RESEARCH METHODOLOGY

3.1 Introduction

The methods section is the most important interpretation of a research paper because it delivers the information by which the validity of a study is finally concluded. Therefore, the author must provide a clear and precise description of how a research was done. The methods section should summarize what was done to answer the research question, describe how it was done, justify the research design, and explain how the results were analyzed. Scientific writing is direct and orderly. Therefore, the methods section structure should: describe the materials used in the study, explain how the materials were prepared for the study, describe the research protocol, explain how measurements were made and what calculations were performed, and state which statistical tests were done to analyze the data.

3.2 Research Design

Actually we collected secondary data from different analysis of literatures and found some gap. Afterwards making research questions, hypothesis of the research and analyzing the hypothesis and writing a report on the base of finding is the important part of the research it is known as the general plan or outline which

is used for guiding the process. Two research approaches is used widely qualitative and quantitative approach.

Our research is qualitative and quantitative both interviews and questionnaires were included in the survey. Our research is deeper understanding about employee's performance and CSR. We want to investigate employees and corporate social responsibility in a firm that how corporate social responsibility effects on employee's performance and we also want to investigate that it's positive or negative. In fact, mixed-method studies are far more than simply collecting and analyzing both quantitative and qualitative data, thus it increases the overall strength of a study to be greater than just conducting either a qualitative or quantitative research [29].

Triangulation is a term that describes a research design that uses more than one method or data source in the study of social phenomena (Bryman, 2008, p. 354). Triangulation is used extensively to control the results of a study and can be applied in different types of research designs [14]. We motioned that we are using mixed- method to explain differences and similarities our aim is that this research design will enhance both theoretical and practical contributions of our research and these things will be increase the research value. We believe that this particular research will helpful for the company. It will provide awareness to the manager and organizations that how to treat employees and how to increase company and employee's performance level. This might also help us that how improve CSR initiatives in the organizations.

3.3 Data Collection Method

Data collection focuses on the research validity the conclusions richness of the data set as well as the quality of the research design. So it is essential to decide that which type of method you will be used. In the research the primary data will be answer you for hypothesis and research question. Primary data is the specific information which researcher collected for the current problem. Primary data is directly related to the issue or problem and current data. Primary data is the data which researcher collected through different methods like interviews, surveys,

questionnaires etc. Primary data are data that are collected for the specific research problem at hand, using procedures that fit the research problem best 44].

3.4 Sampling Design

Analyzing the relation between CSR and employee's performance among the Pakistani company's is the aim of the research. Therefore, the target population of this research was organizations in Pakistan. The data were collected from those employees who know CSR activities and from those organizations that is using CSR. The survey was conducted in Pakistan and the data was collected from large, medium and small companies in Pakistan. Questionnaires were prepared in English and were in two sections. The first section was related to employee's satisfaction. In this section questions were asked from employees such as experience, leadership, personal development, increased performance, most productive working condition, company benefits, discrimination or harassment, salary and reward system. Questions included in the second section all belong to CSR like undertaken CSR initiatives in the company, target groups covered CSR initiatives, more significant area of social responsibility, reasons of company CSR interest, main benefits that company's gets from CSR and problems related to the development of CSR initiatives. We selected 220 companies in the Pakistan and sent them questionnaires by email. We got only respondents from 34 companies in which 18 are large companies, 9 are medium companies and 7 are small companies sample size was 130. Those employees filled the survey which has some relevant experience in the company.

3.5 Research Instrument

The research instrument is very important for self-completed survey. Self-completed is that type of survey whereby the respondents completes the survey questions without the presence of interviewer. Research questions open question, multiple choice, rating and demographic questions were used whereby respondents are required to choose from options provided on the survey questions. One question was mention for employee's suggestion in which employees provide his/her suggestion. Total 21 questions were included in the first section seven

questions were mentioned which related to employee's performance like gender, experience, leadership, important personal development, increase performance, discrimination and harassment and salary. The in second section questions were related to CSR such as CSR initiatives, target groups covered by CSR initiatives, main benefits that company gets from CSR, reasons of company for CSR interest and problem related to CSR development. In the third section we put different types of questions related to company environment, company benefits, company rewards system and some suggestions questions like ideal working conditions that are most productive, employee's satisfactions and provide some useful suggestions about the survey. All these questionnaires then we sent to companies to get the final result. All kinds of employees take part in the survey top management and lower management. And all those employees who have some experience and knowledge of CSR mean well known CSR. This was the full research instrument.

3.6 Data Analysis

Analysis involves breaking up the data into manageable themes, patterns, trends and relationships. This is done for understanding the different elements of data through a review of the relationships between concepts, constructs or variables. We used to excel for the analysis of the data and then verified our research hypothesis to the obtain result of our problem.

IV. FINDING AND ANALYSIS

4.1 Introduction

In this chapter we will discuss all collected information that we got from survey. We will be analyzed and solve our research question and problem. This chapter will provide our main objective of our research. But our questionnaire is in two sections therefore the first section is related to employee's performance and in the first sections we will be analyzing questions related to employee's performance. This section will provide information that what employees wants and what's employee's needs. This is the basic section which we specially prepared for employees, the aim of this section that we identify employee's desires, wishes, needs and those things which employees makes happy. After analyzation of this section we will get some useful result which will help and make our research easy. This section will also clarify that which things are more related to employee's satisfaction and performance. Which factors are crucial that company adopt it for greater employee's satisfaction to get better productivity and profitability?

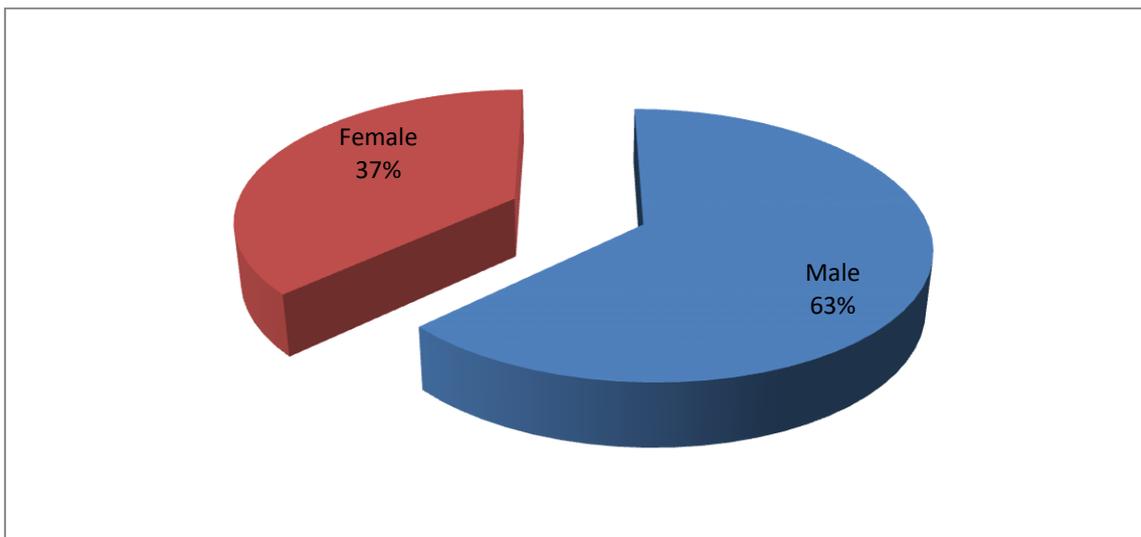
4.2 Finding

Our finding is to know that which factors are more important to make employees happy. For this purpose we found some factors from previous literature

and we want to analyze it. The survey was conducted in Pakistan and the data was collected from large, medium and small companies in Pakistan. Questionnaires were prepared in English and were in two sections. The first section was related to employee's satisfaction. Questions that we mentioned in this section were related to experience, leadership, personal development, increased performance, most productive working condition, company benefits, discrimination or harassment, salary and reward system. Questions included in the second section all belong to CSR like undertaken CSR initiatives in the company, target groups covered CSR initiatives, more significant area of social responsibility, reasons of company CSR interest, main benefits that company's gets from CSR and problems related to the development of CSR initiatives. We selected 220 companies in the Pakistan and sent them questionnaire by email. We got only respondents from 34 companies in which 18 are large companies, 9 are medium companies and 7 are small companies.

4.3 Analysis

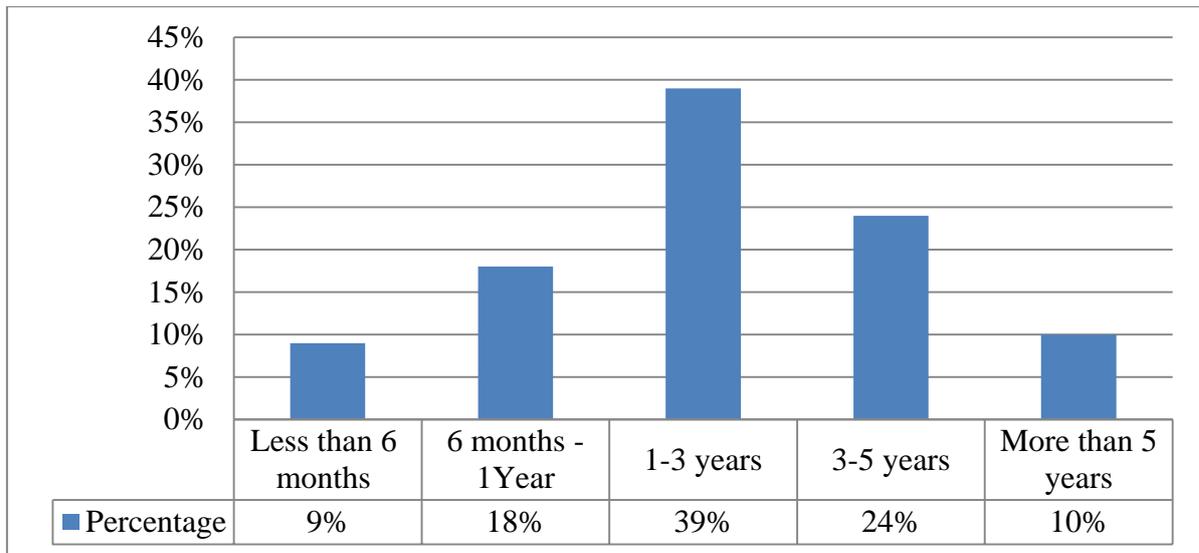
Those employees filled the survey which has some relevant experience in the company. Approximately, 63% of the respondents were males and 37% females. (Figure 1)



Proportion of male and female respondents (Figure 1)

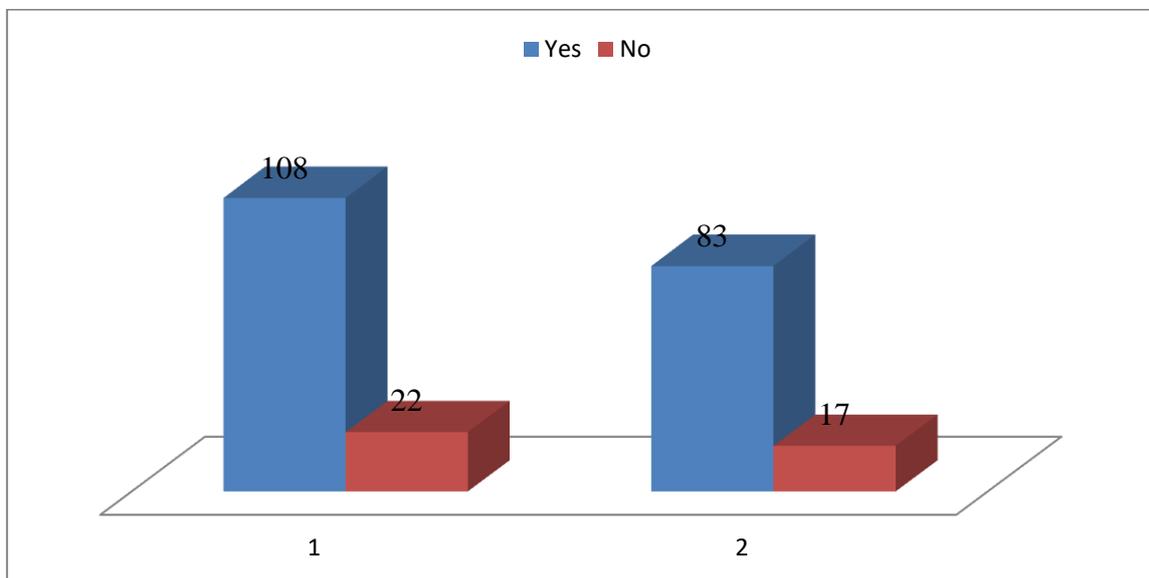
According to experience 9% respondents had less than a year, 18% between 6 months to year, 39% between 1-3 years, 24% 3-5 years and 10% more than 5

years. (Figure 2) The majority of the respondents had between 1-3 years' experience.



Employees experience comparison (Figure 2)

When the employees were asked if their leader communicates goals and strategies of the company 83% answered that yes leader communicates the goal and strategy of the company and only 17% said no. (Figure 3)

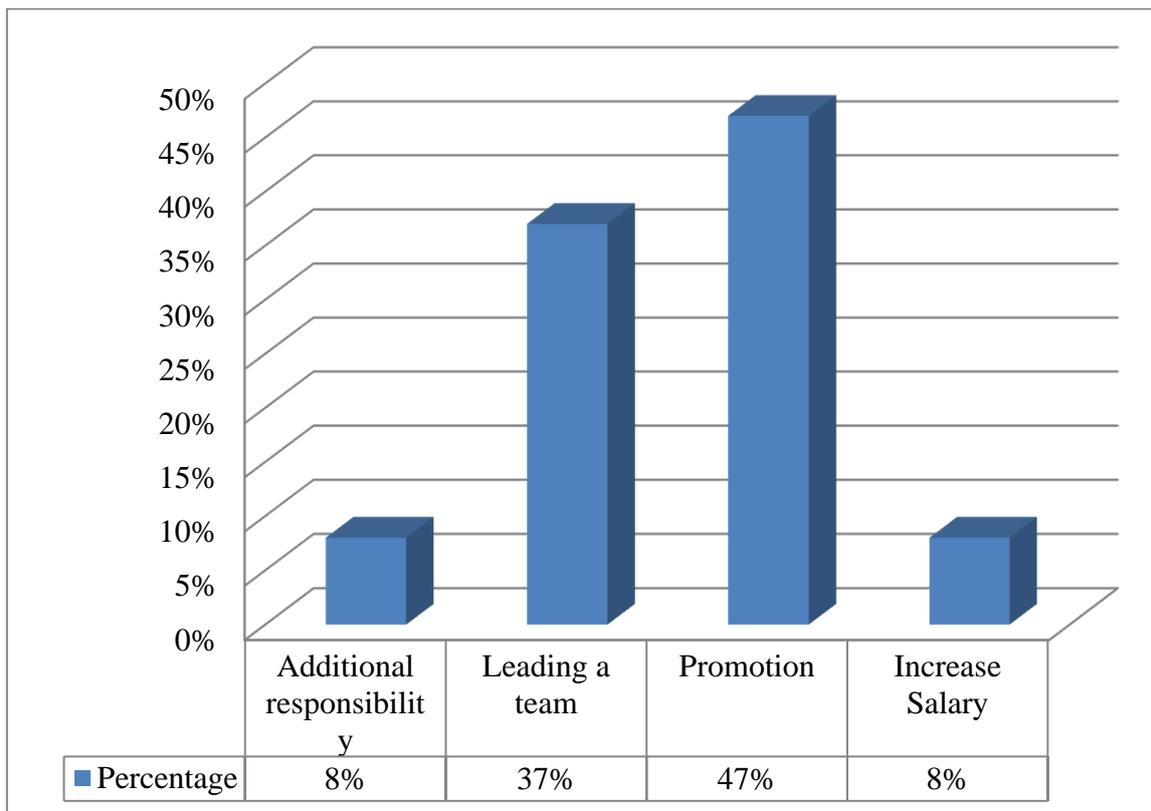


Influence of leadership (Figure 3)

Regarding personal development most employees focused on promotion - 47%, additional responsibility - 8%, many peoples are motivated by the chance of greater responsibility in their jobs, Employees who are motivated by increased

responsibility may feel more accountable or as though they are an important part of the bigger picture. Increased responsibility helps employees rise to and meet the challenges of their new position or role within the company [30], leading a team - 37% and salary increases - 8%.

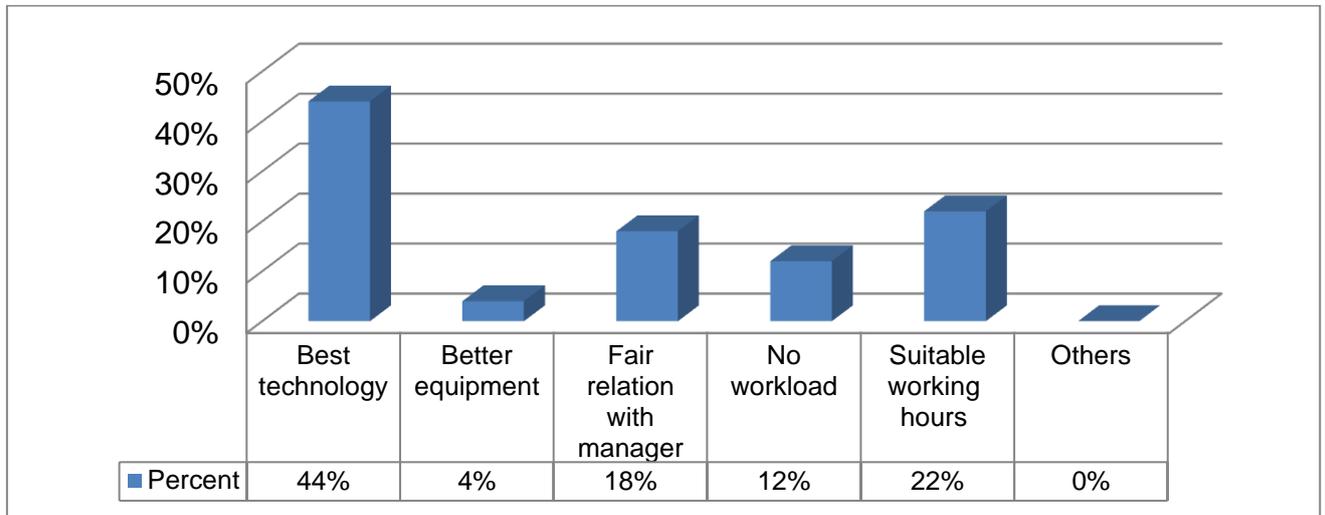
This information clearly shows that employees want promotion or leading a team. Salary is not the most important factor for employees (Figure 4). Employees like these two factors and think they are very important for their personal development.



Personal development proportion (Figure 4)

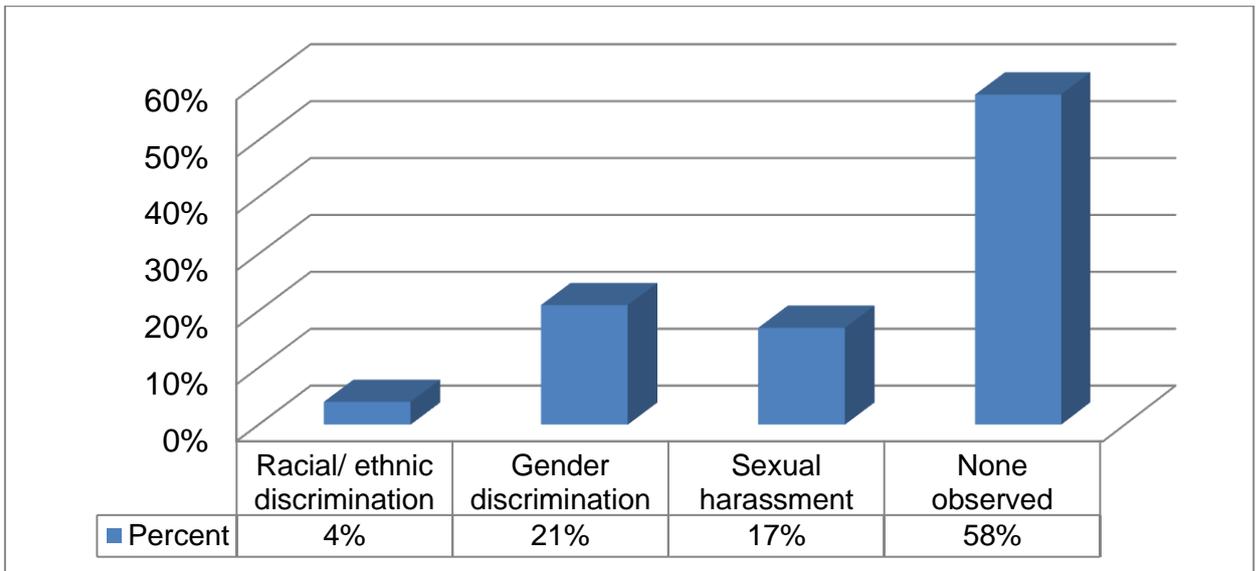
Employee's performance is crucial for increased performance. If the performance of an employee is not good then it impossible for the firm that increases efficiency, therefore the manager needs to identify which things will increase the employee's performance. Actually increasing employee's performance means increasing firm production and promotes the image of the firm in the market and among its competitors. From information in (Figure 5) we see that employees need best technology (44%), best equipment (4%), no workload (12%) and suitable

working hours (22%). From analysis of this result it is clear that for increased performance employees need best technology and also suitable working hours is an important factor.



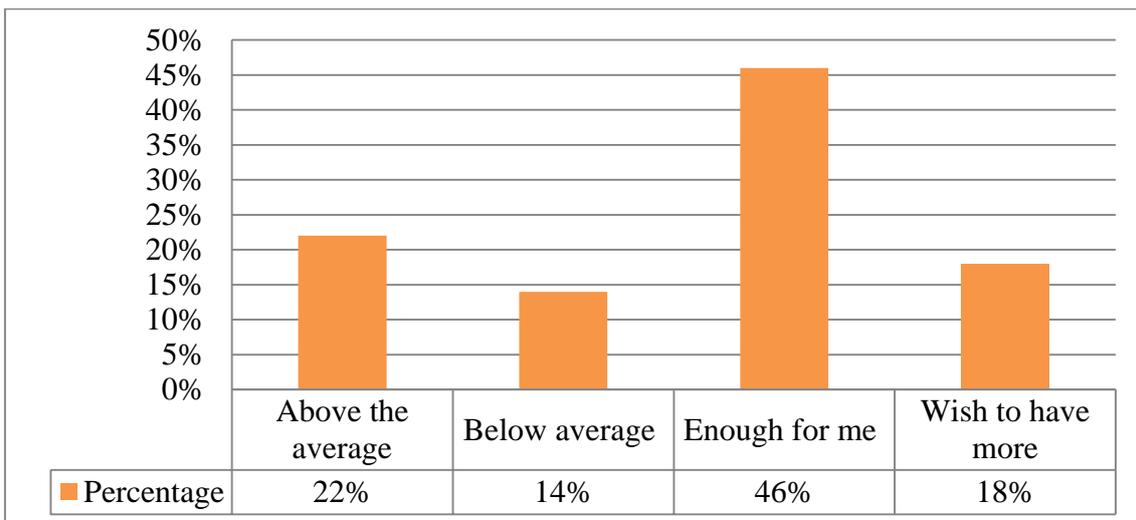
Factors and tools for Increase Performance (Figure 5)

Discrimination and harassment (Figure 6) can spoil the reputation of the company it is also more harmful factor. If there is discrimination between employees and justice and equality is not company policy, then it is a leading point to the down side because the rights are not provided to employees according to their qualifications, experience and efforts. When an employee observes this situation then he/she has less interest in their duty. Discrimination were found in the company's 4% ethnic discrimination, gender discrimination 21%, sexual harassment 17% and 58% employees reported that there is no discrimination in the organizations all the duties and policies are fair and clear.



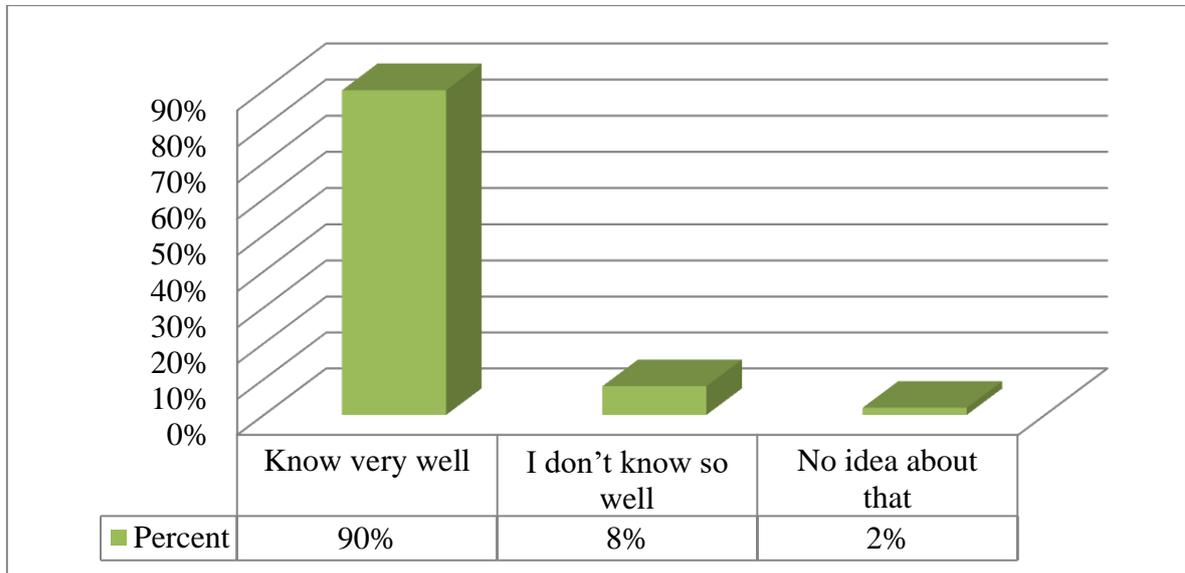
Ratio Discrimination and harassment in the organizations (Figure 6)

Salary is a motivational and satisfaction factor for employees (Figure 7). Majority of the salaries is above the average as from the graph. Above average salaries were reported by 22%, below the average by 14%, enough for employees by 46% and “wish to more” by 18% of employees. From the information we identified that the employees don’t care about the salary because 46% answer is enough for me which is the high level response. Average salary in Pakistan of an employee is 150\$ and most of the salaries are above the average. 46% employees replying that the salary level is enough for them.



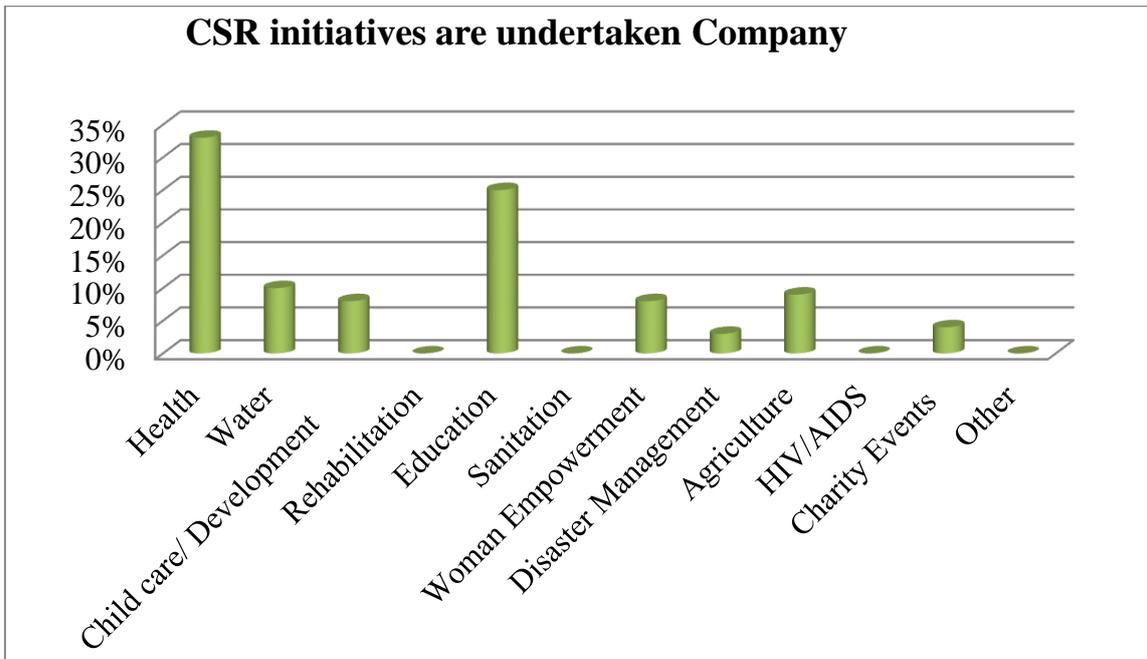
Different categories of Salary (Figure 7)

Most employees are well aware of their company's Corporate Social Responsibility (CSR) (Figure 8). 90% employees know CSR very well while 8% has don't know so well and 2% has no idea about CSR.



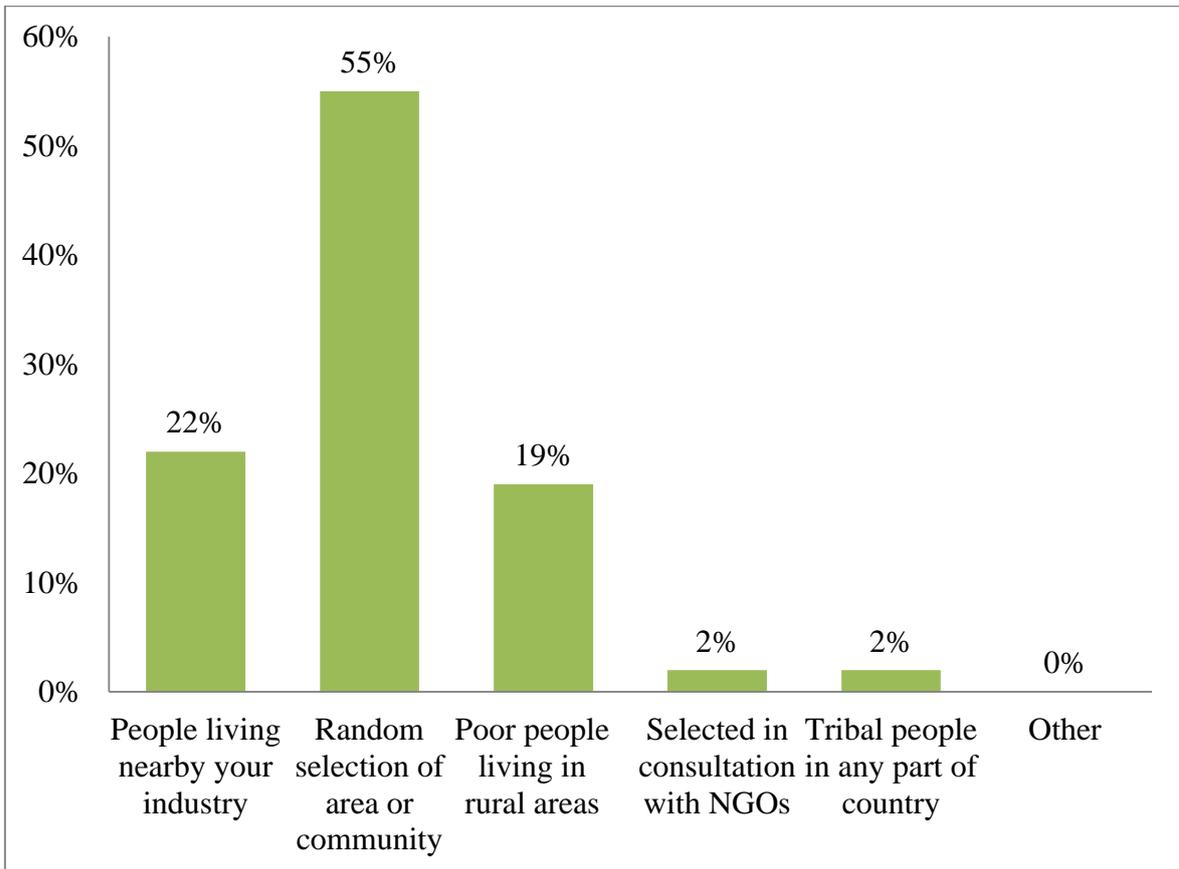
Knowledge about CSR (Figure 8)

CSR is the bond between society, employees and customers. It increases the firm's efficiency, image, customers and employee's satisfaction but if and only if it is managed well. The companies are engaged in CSR activities (Figure 9) the attractive initiatives for companies is health side companies provide health facilities to the peoples and spend is 33% amount on this sectors. On education sectors 25%, water 10%, child care/ development 8%, women empowerment 8%, disaster management 3%, agricultural 9% and charity events 4% amount the companies spend.



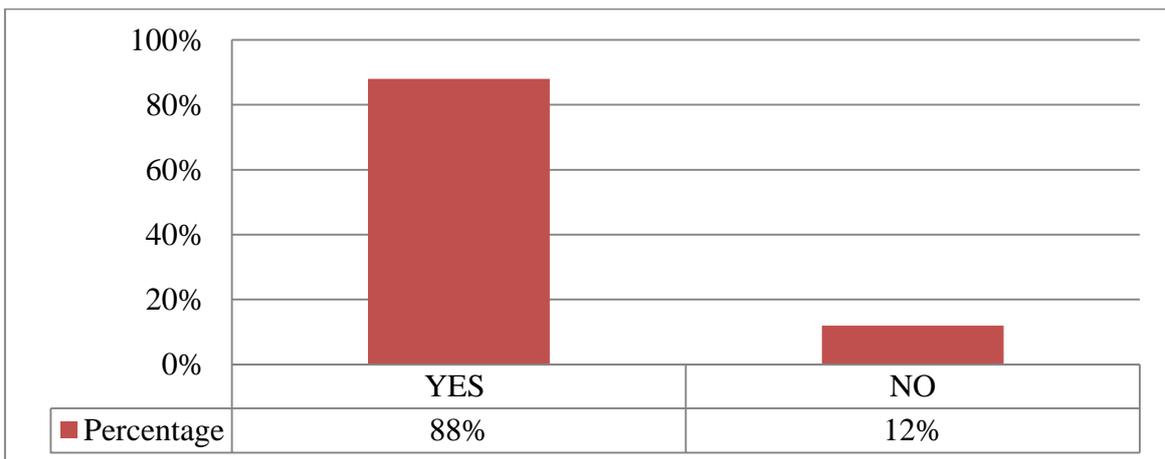
Different Initiatives of CSR (Figure 9)

These are the sectors in which CSR initiatives are undertaken and companies targeted these particular sectors which not only increase the efficiency but also create strong bonds among the employees (Figure 10) For executing CSR initiatives few companies targeted people living nearby your industry, some of companies take interest helping the poor people living in rural areas and tribal people in any part of country. A few selected in consultation with NGOs but wide range that the companies are using is random selection of area or community 55% companies are using these initiatives. Large company selected random areas and undertaken the CSR initiatives. Which affect positive the company activities?



Company Targeted Sectors in CSR Initiatives (Figure 10)

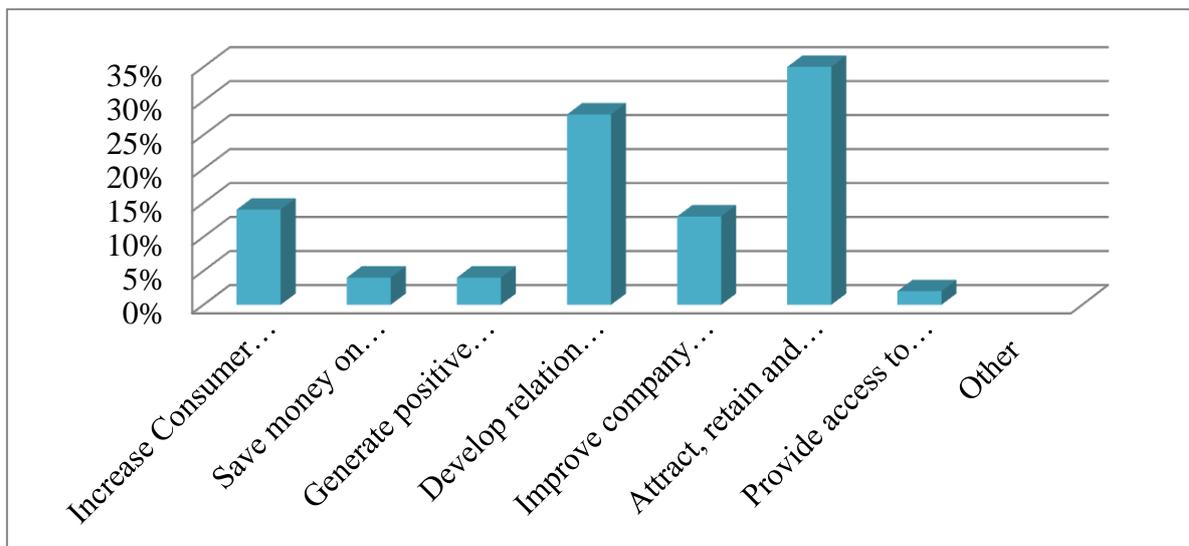
From the survey we investigated that CSR affect the employee's performance in the company 88% employees responded that CSR affect the employee's performance while 12% rejected this statement. (Figure 11)



Affect of CSR on Employees Performance (Figure 11)

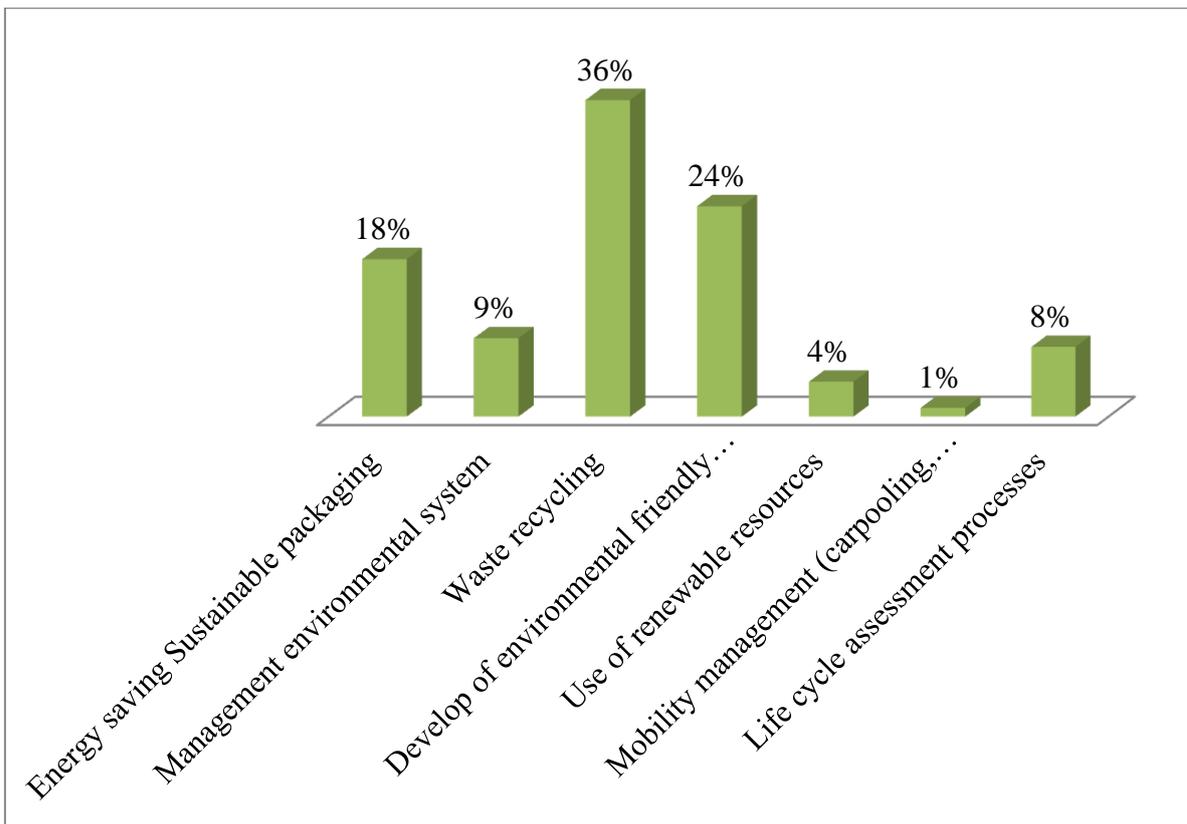
Main benefits of the companies from CSR are development of relation with customers, suppliers, community and others. 35% responded that development of relations was most important, 28% answered that company's main benefit from

CSR is to attract, retain and maintain a happy workplace and long term employees; 14% employees said that companies manage CSR to Increase Consumer trust and retention and 13% said that companies want to improve company image and reputation (Figure 12). We observe from the percentage of employee’s responses that in most companies the implementation of CSR is for their business reputation not for employees. The business owner or manager does not focus on employees but adopt CSR for their personal profit.



Company Benefits from CSR (Figure 12)

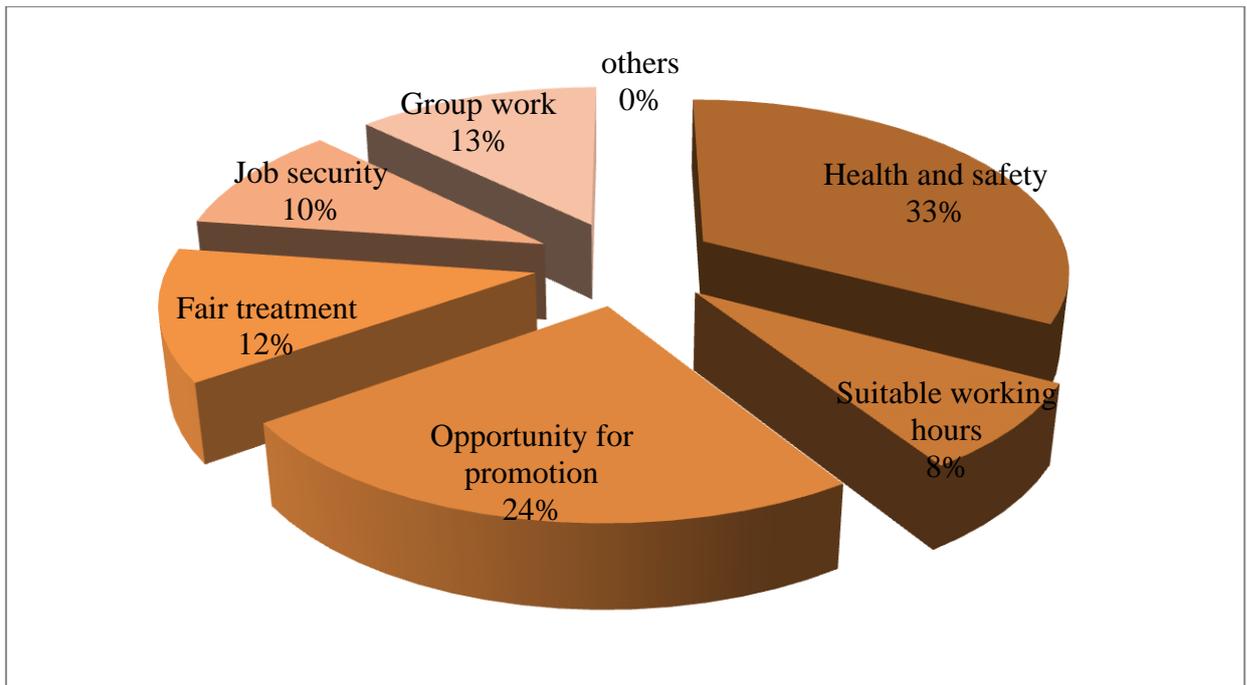
Environment is an important factor in the business field because you perform daily activities of the business in the environment. If business activities affect the environment, then it is impossible that business can be sustained for long term. For long term sustainability the owner needs to execute regular activities in such a way that the environment is not affected badly because this environment is not limited to this company but a huge amount of living things is part of this environment. As for environment safety, the employee’s suggested that companies need “waste recycling”; 36% employees recommended this option while 24% said that the company needed to “Develop of environmental friendly products” (Figure 13). According to this information and collected data the companies need to take care of these factors related to environmental impact reduction.



Environment Reduction Impact (Figure 13)

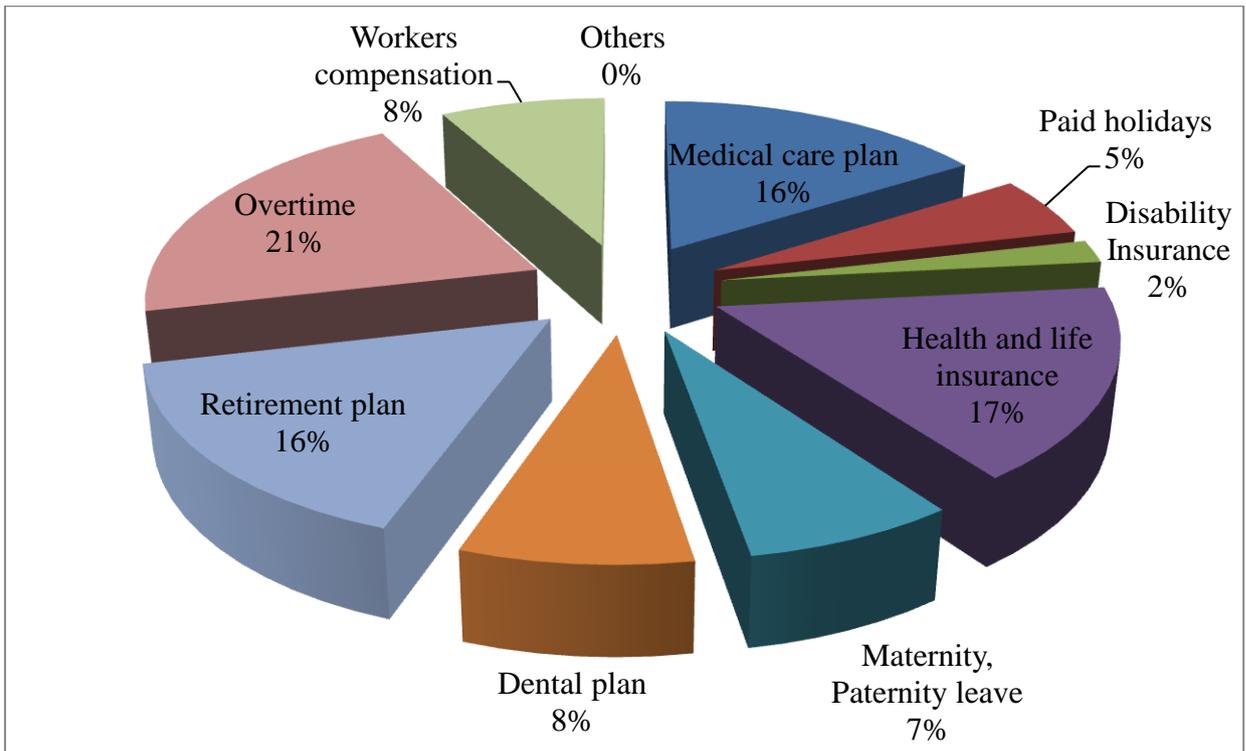
Working condition play the best role in the organization as it motivates the employees to their jobs. The most productive working condition for employees is “Health and safety”. 33% of employees responded that in working condition, the most important thing is health and safety, that without health and safety it is impossible that the employees perform excellently. The first thing is care of employee’s health and safety. The next second significant factor is “Opportunity for Promotion”. 24% of employee’s want promotion(Figure 14). When employees are working in efficient way then they want appreciation in the form of promotion. The company needs to provide the opportunity for promotion for those employees that have good reputation and good ranking in the employees. This encourages employees and after this, he/she become more responsible and hard working. Working in groups and fair treatment are also useful factors forproductive work. Fair treatment, job security and suitable working hour are also the part of productive working conditions but the respondent’s rate was not so high. Fair treatment respondent’s rate was 12% and for job security it was 10% while the

employees also provided some respondents about suitable working hours which percent rate was 8% which is not higher. Respondent's rate for others was 0%.



Comparison of Productive Working Condition (Figure 14)

Company benefits for employees is a lot but the employees are mostly not satisfied (Figure 15) For over time, 21% employees are satisfied but not in excellent way; they answered that overtime is “good”. Health and life insurance is the same; 17% are satisfied but not fully. For medical care and retirement plans, 16% responded only “good” not “excellent”. Other factors such as paid holidays, disability insurance, maternity/paternity leave, dental plan and workers compensation percentages are very low. (Figure 15).



Employees satisfaction from company benefits (Figure 15)

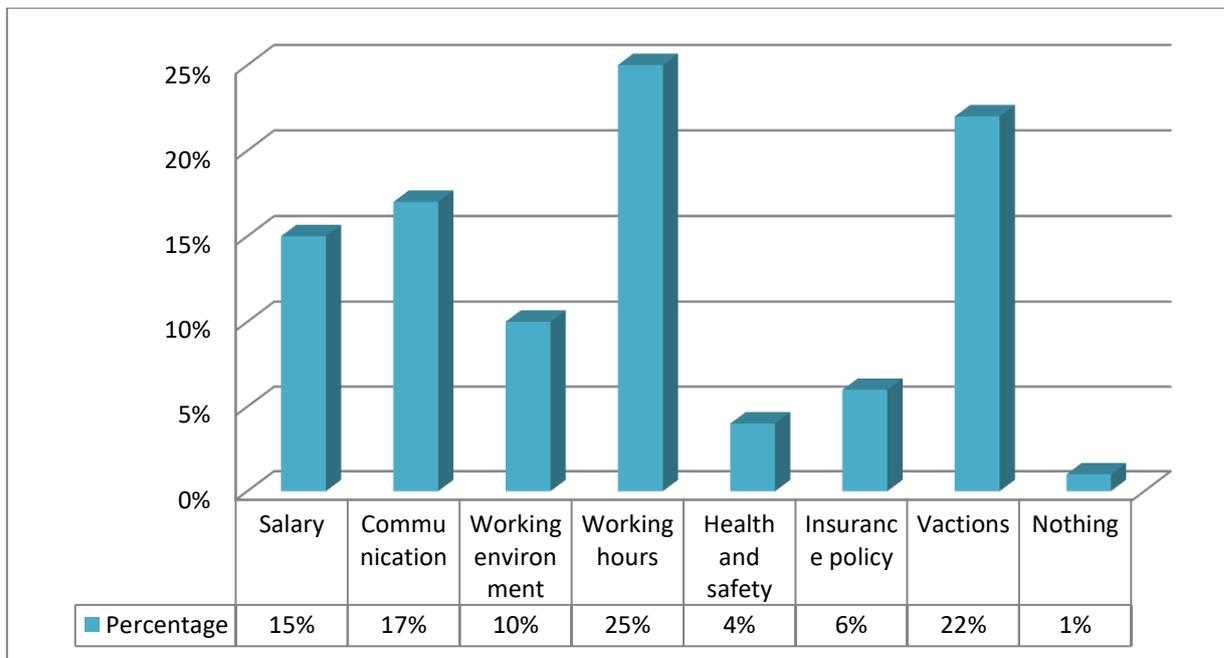
Employees are satisfied from the given factors. Majority of employees are satisfied from “working hours” which is the maximum percentage 25% (Figure 16). Employees has excellent and proper hours for working by which employees feel it self-peaceful in the organizations average working hours in the companies are 8 hours per day. Afterwards the factors which coworkers are satisfied are vacations in the company. Vacations percent rate is 22% (Figure 16). Employees are provided good opportunities for vacations. On the third it is communications which is an important factor for employee’s satisfactions and percent rate is only 17% which is not satisfied situations for employees. (Figure 16)

The companies are ignoring the most significant and important which is the key way for employee’s success, motivation and satisfactions. It is also known as motivation and satisfactions factors observing the percent rate of these factors which is equal to nothing which is negligence of the companies and it spoil the reputation and image of the company. 15% employees are satisfied from salary which is a little bit good. But working environment and health and safety which

percentage is equal to nothing the respondent's percent rate is 10% and 4% respectively? (Figure 16)

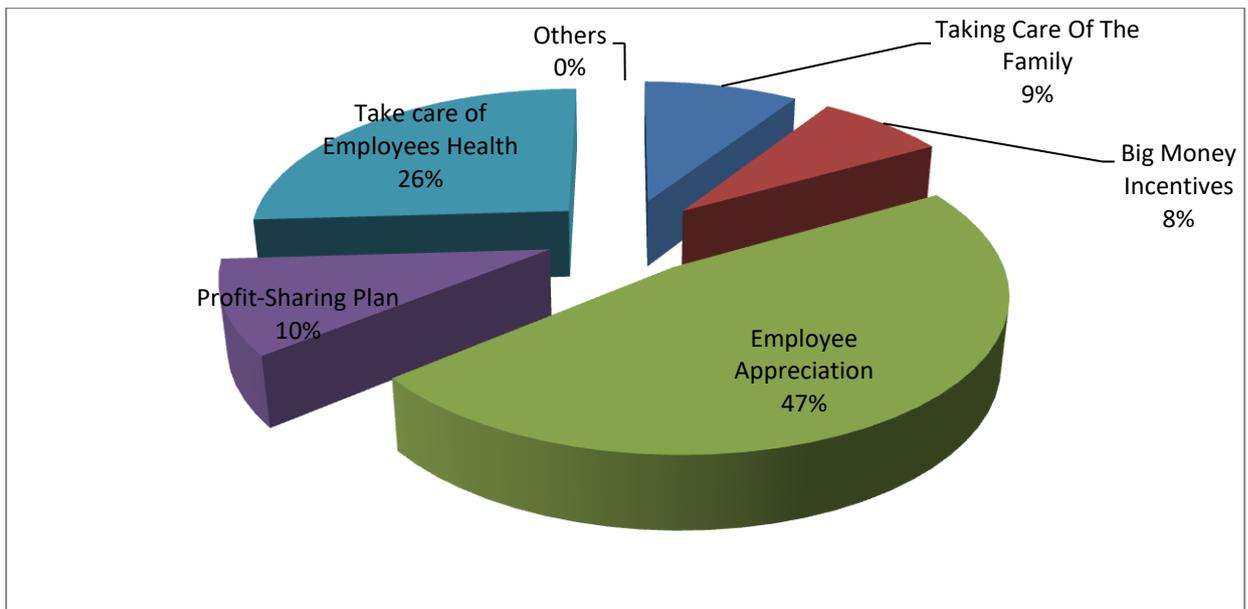
Working environment, the working environment specify health and safety issues in the work. The study in which it is stated that internal CSR practices refer to CSR practices which are directly related with the physical and psychological working environment of employees. It is expressed in concern for the health and well-being of employees [8].

These are the factors which are much valuable for employee's motivations and satisfactions and the companies don't focus on this side as a result the employees compelled on abandon or reduce the efficiency of work performance. Least amount of employees is satisfied from "insurance policy" about 6%, while 1% is satisfied from nothing. The most important factors which are directly related to employee's higher performance are not fulfilling to employee's satisfaction criteria. Health and safety which is the top and first priority for better jobs, because if employees are not in good health then the expectations for better work will be only imagination. The other factor is working environment which also effect overall performance of the employees. Providing best working environment to employees is the first and necessary part of the responsible stakeholder. Working environment should be fair and neat from any type of stress and depression; it should be like friends and family, but in the analysis owners are failed to provide good working environment to employees.



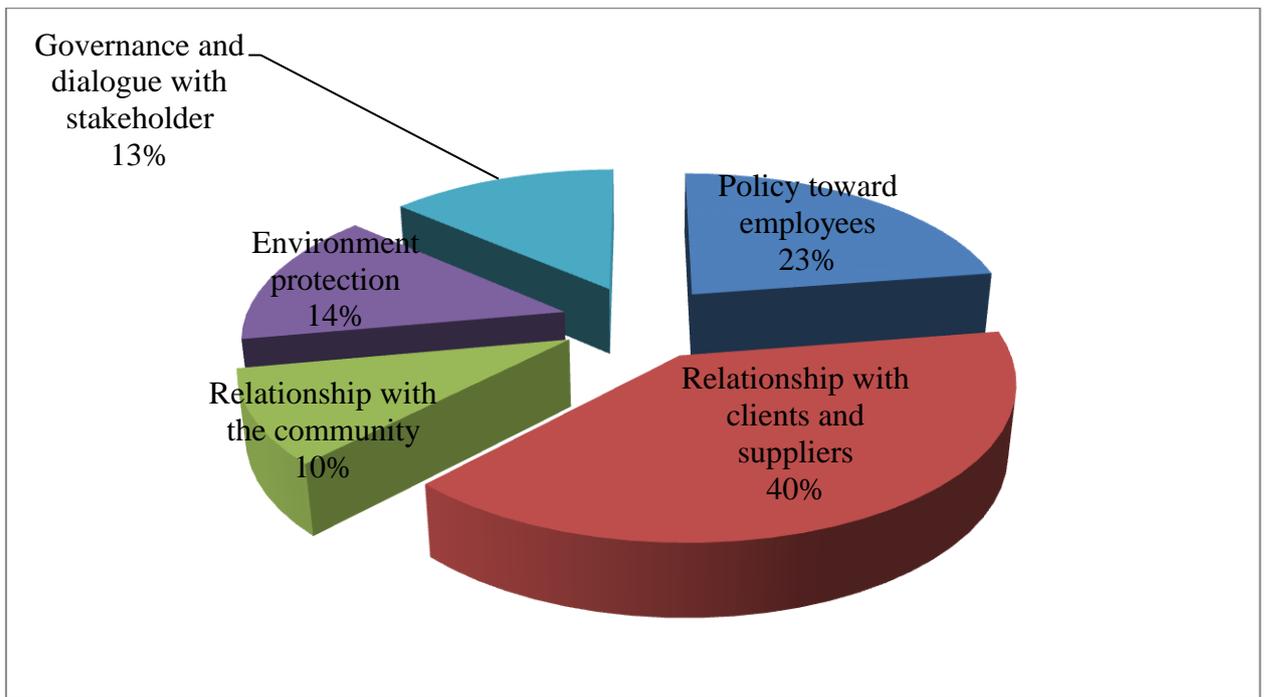
Employees Satisfaction (Figure 16)

The Reward system (Figure 17) is the best way to motivate employees in their current jobs. Rewards can be in the form of bonus, promotion or increase in salary but it has the best impression on the employees. It makes workers loyal, committed and dedicated to their jobs. In reward system majority respondents responded that companies only appreciated employees which respondents replied rate is 47% which is the highest answer. On the second they take care of employee's health around 26% were agree with this statement. Other type of rewarding systems is so weak equal to nothings. Profit sharing 10%, taking care of family 9% and big money incentives 8%, observing these rates which is so lower and less which is equal to nothings.



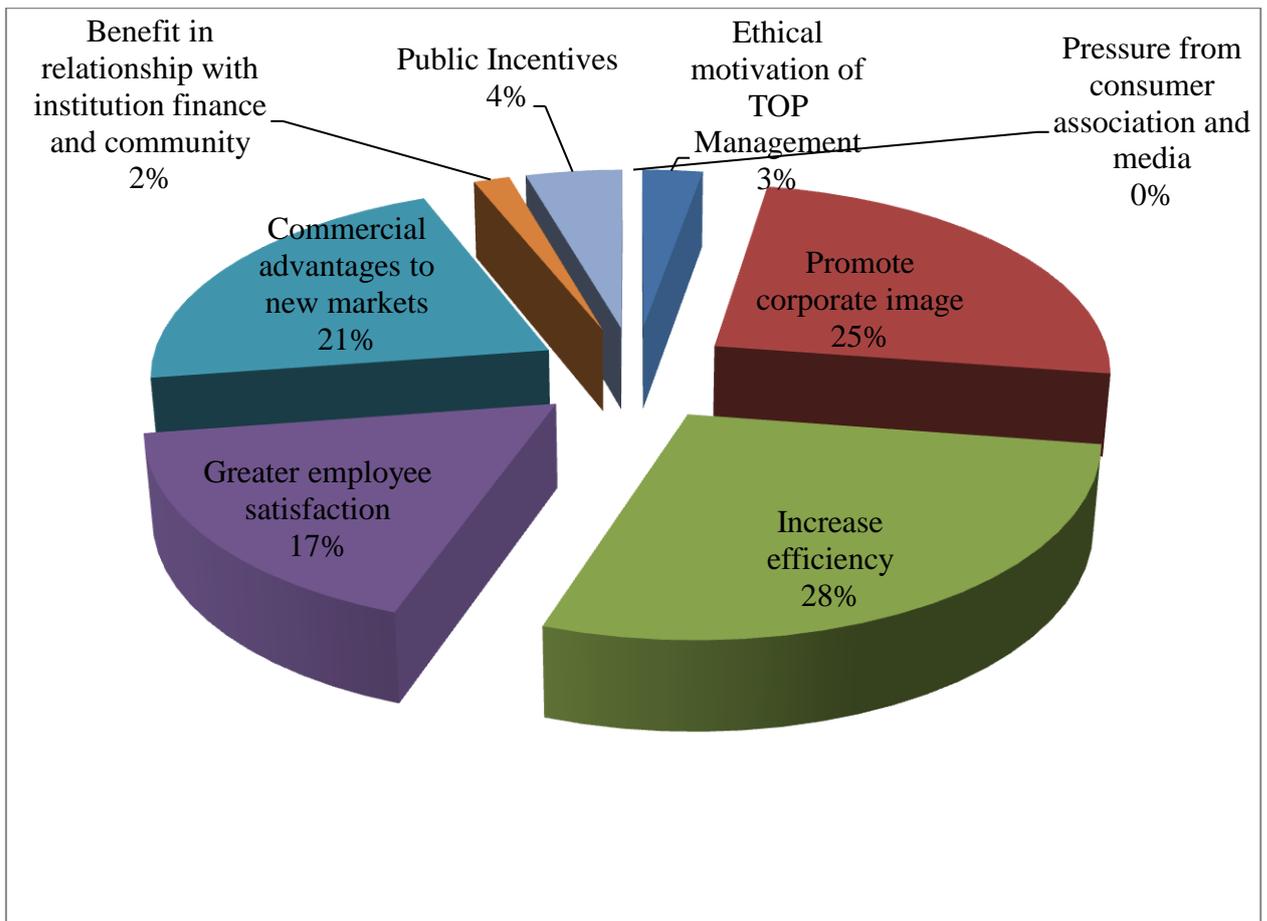
Comparison Reward System (Figure 17)

Most significant area for company is relationship with clients and suppliers; approximately 40% respondents agree to this while 23% think the significant area is policy towards the employees. Environment and governance and dialogue with stakeholder are also important areas for the company: respondent rate was 14% and 13% respectively (Figure 18). Relationship with the community is not an important factor for the companies which have minimum percentage of respondents of 10%. It is clear that for company that the most significant CRS area is relationship with clients and suppliers. The company should target the clients and suppliers for the business development if it wants to create a better image in the market.



Comparative analysis of Social Area (Figure 18)

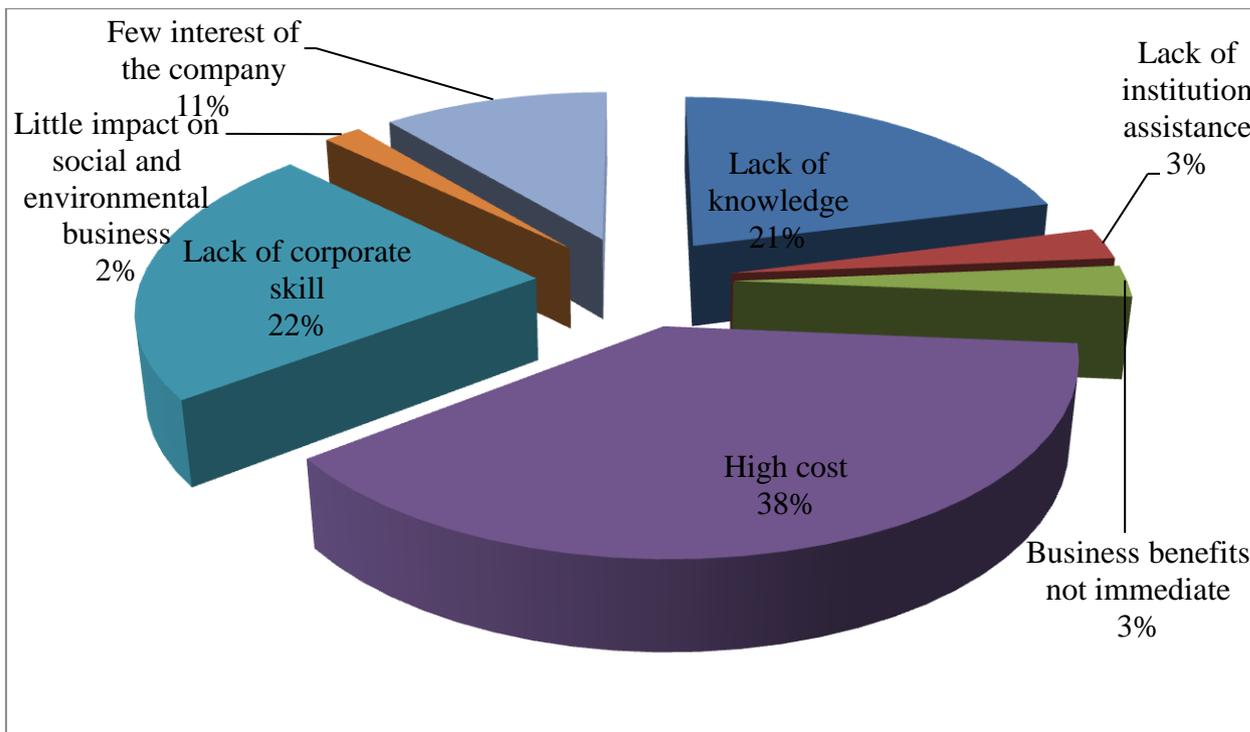
Every company uses CSR but each company has different a purpose for using CSR. CSR is the best thing for improvement of the business reputation and image. Most companies' main objective is to increase efficiency of the corporation. So in top priority is increase efficiency 28% (Figure 19). The second position is promoting corporate image and the third reason is commercial advantages for new markets. The company engages in CSR for these three factors which are more important for the company. They have no value from the company side only the main three factors which we discussed are not top priority.



Reason of Company in CSR engagement (Figure 19)

CSR is useful for the business and it can enhance the companies over all activities but there are also some problems related to CSR development and implementation. Many employees (38%) (Figure 20) suggest that “High Cost” is the main and huge problem related to CSR development. It needs a large amount of capital to run CSR initiatives, therefore most companies don’t want to perform CSR initiatives because it is costlier. Lack of knowledge and lack of skill is another problem in the development of CSR initiatives: respondent’s rate was 21% and 22% respectively. The manager has no knowledge about CSR they don’t know that what is CSR and other problem is skill manager has no skillful employees or manager is not an expert that adopts CSR initiatives in best way. Excess of information related to the business and skill both are crucial for the developing of the business it play. If the manager has no information about his firm and the competitors, then it is very difficult to progress in business and compete with competitors and create the best value in the market. Lack of corporate skill is also

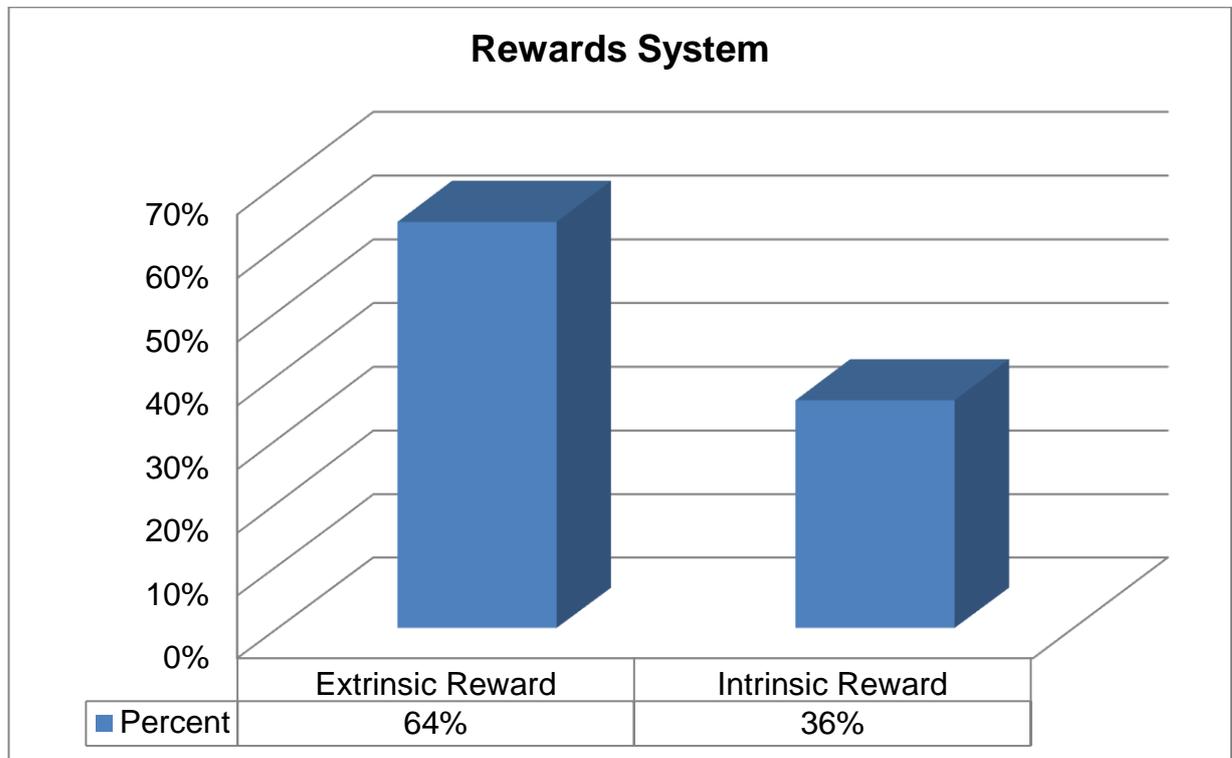
related to developing and promoting strategy. If employees are not aware in the business era, they have less skill and will be not able to overcome a problem.



Comparison of Problems Related to CSR Development (Figure 20)

There should be an effectual reward system to preserve the high performers in the organization and reward should be related to their yield [18]. Reward system is a key employees motivator, when reward system is exist in the company then employees will more attractive to their job. External rewards encourage employees to carry out valuable tasks for the organization. Efficient reward system can be a good motivator but an inefficient reward system can lead to de motivation of the employees [12], [83]. Both intrinsic and extrinsic rewards motivate the employee resulted in higher productivity [87]. When employees perform well and company provide some additional things which make employees loyal committed and more responsible towards companys. It will be in the form of appreciation, recognition, bonus, promotion, health and life insurance or in the form of profit sharing. But according to analysis we divided rewards system into two categories extrinsic and intrinsic. Extrinsic reward were include pay, bonus/comission, promotion,free life/health insurance, employees discount scheme and pension plan. 64% employees responded that for greater employees satisfaction and for high

employees performance extrinsic reward is most important, if companies provide extrinsic reward to employees there will be happy employees and happy employees means greater customers satisfaction which indicated better productivity and profitability. While 36% reported that intrinsic is best for employees motivation and satisfaction. Check (Figure, 21)



Comparative analysis between Extrinsic and Intrinsic Rewards (Figure 21)

The correlation between CSR and employee's performance

During the analysis we found two types of companies First those types of companies which using CSR in effective way we noticed that employees of these companies are satisfied and well-motivated to their specific duty. The performance level of these employees are high they are loyal to the company and to their work. Second type of companies are those type of companies which using CSR policy but only for their personal reputation and image they don't care of the employees their target groups are customer, relation to the suppliers, increase efficiency, improve corporate image and advantages provided to new commercial markets.Henceforth their employee's level satisfaction is low and they are not satisfied and not motivated to their specific duty their efficiency is low. They are

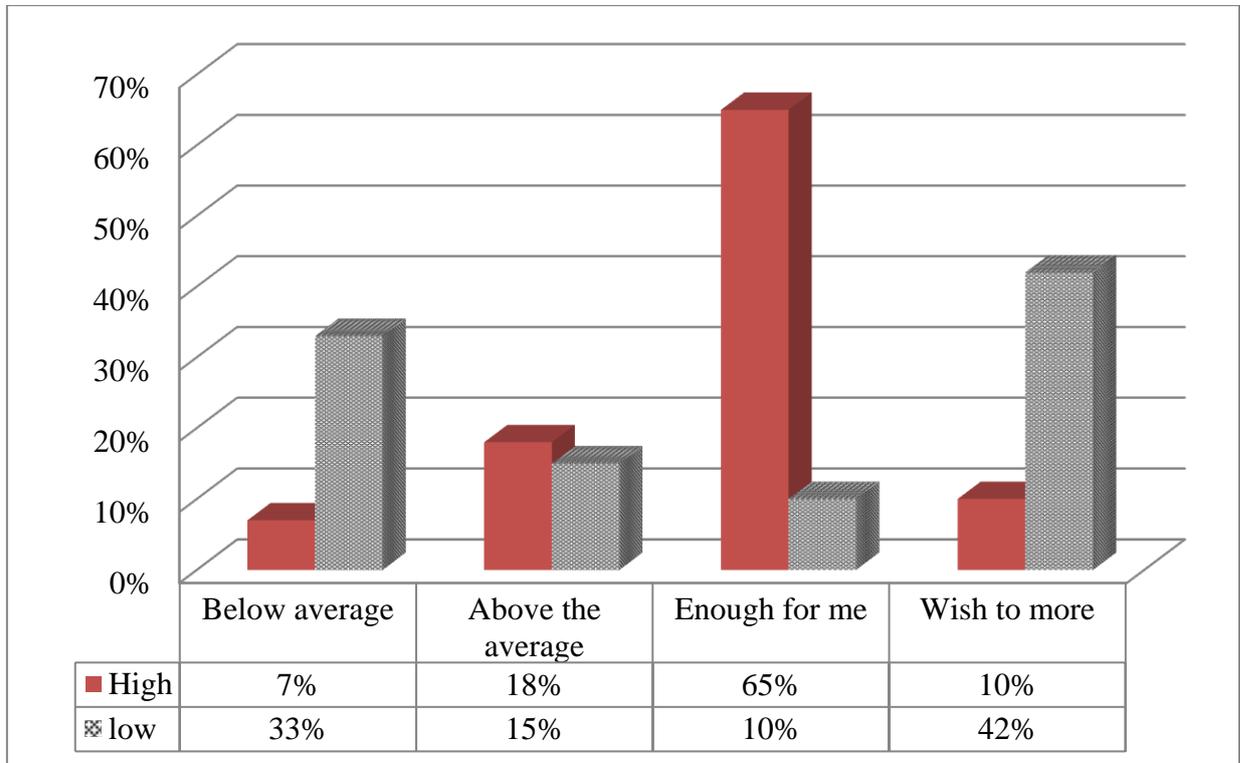
not committed to their jobs and company goal. The first type of companies they mostly target employees in CSR policy and their aim is to Attract, retain and maintain a happy workplace and long term employees. Employees are the internal customers and if the internal customers are not satisfied then how it is possible that the company create the good product or service and deliver it on the right time because the team members are not satisfied and happy therefore they are not performing their duties in a good way. When the employee gets satisfactory services from the company initially, he tends to believe that same treatment would be offered in long run.

When employees are satisfied with their job they deal with customers in a better manner and thus customer satisfaction is achieved to great extent. He deals with customers in a better way and builds strong relations with them. When the company gives value to the employees the employee starts feeling a sense of responsibility towards the organization. When employees are satisfied with their job they deal with customers in a better manner and thus customer satisfaction is achieved to great extent. Employees are valuable assets they are working for the company to increase the company efficiency, build better reputation of the company in the market and between the competitors. The overall productivity of the company is increased and it assists in achieving the goals of the company. Only 14.70% approximately 15% companies know the best using of CSR and employees are happy and wants to work in the same company not searching alternative nor want to abandon. For this company's employees are valuable assets and they respect and treat them in excellent way.

In these companies the employees feel him/herself peaceful and valuable that's why they working for the best of the companies working hard and responsible to achieve the company goal and objectives. They say that for us company is most precious capital and we only focus for the company goal and success. Because the company takes care and treat in fair way. The relation is fair to employees are happy to work in the same company. The remaining 85% they are

using CSR but not in efficient way and mostly not take care of the employees by these employees wants to abandon the organization.

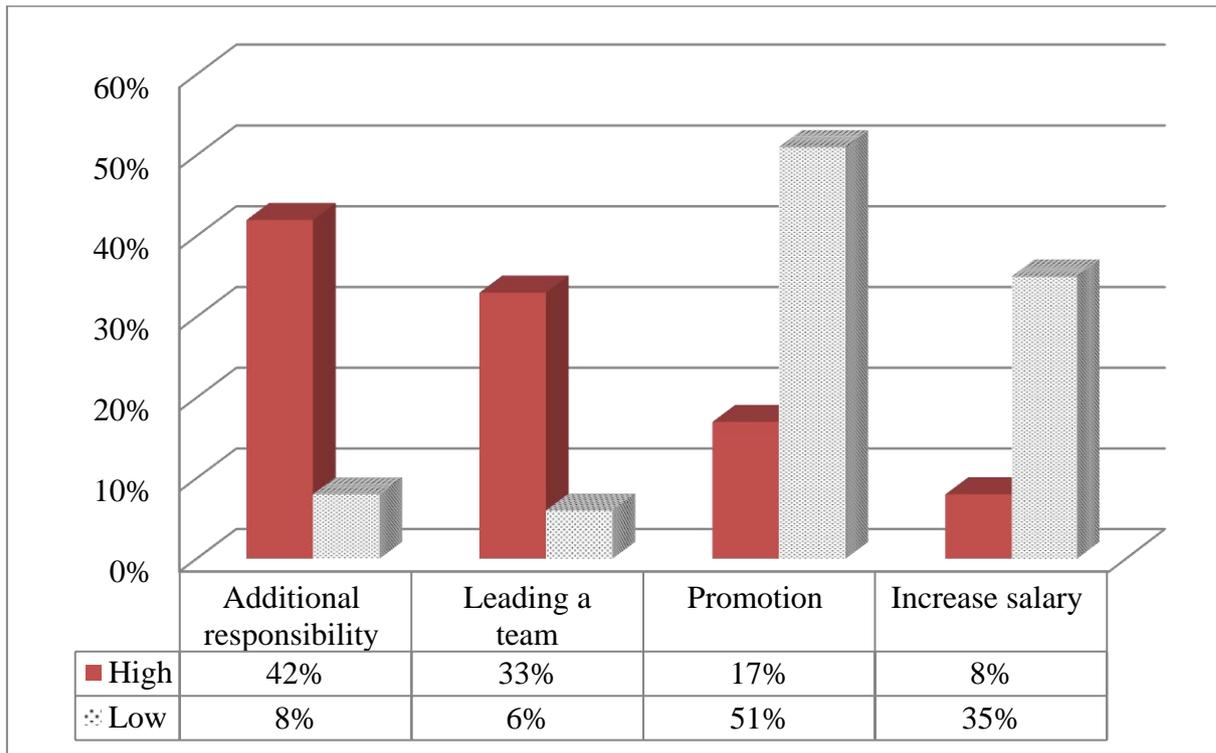
4.4 Comparative Analysis of Higher and lower CSR



Comparison of salary level in companies with high and low level of CSR, (Figure 22)

In (figure 22) the result is clear salary below average is only 7% in high CSR companies while on low CSR the percentage of below average salaries is 33% much more compare to high CSR. Above salary is a little bit difference 18% in high CSR and 15% in low CSR but a huge difference were found in salary enough for employees higher CSR enough for them the employees percentage ratio is 65% and in lower CSR these employees percentage ratio are only 10% there is a big difference. Next when the question asked from employees that they have desire to more salary in this scenario only 10% respondents wanted more salary in higher CSR companies when we compare the result to lower CSR companies again the situation is more critical because 42% employees desire to more salary which again a big gap between higher and lower CSR. After this analysis we got the point the higher CSR companies are more responsible and provide compatative salaries

to co workers. Salary is also the best motivative factor that attract excellent and expert employees towards organizations. Comparision shows that the organizations which are more social responsible is also provide competitive compensation packages to employees, which makes employees more loyal, responsible and more hardworking. When employees needs are fulfill then employees react towards the company friends and family like a responsible stakeholder.

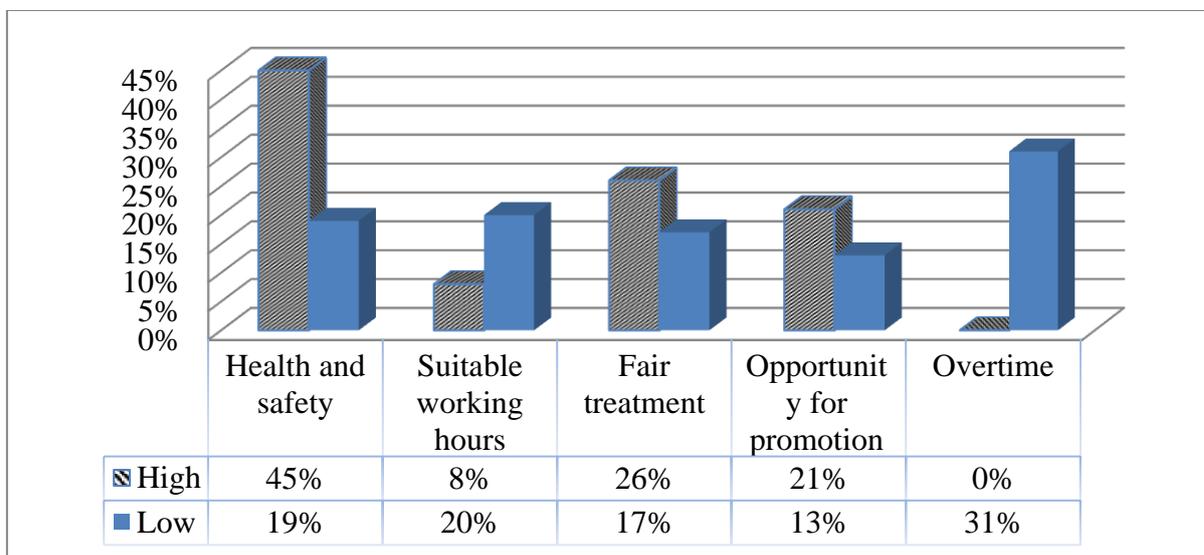


Comparison of personal development level in companies with high and low level of CSR , (Figure 23)

In figure, 23 this table is related to employees personal development. It is a detail comparison between two types of companies lower and higher CSR. In higher CSR employees wanted additional responsibility which about 42% employees wanted this option and accepted additional responsibility. In lower CSR only 8% have the desire for additional responsibility minimum percentage. 33% wish to leading a team in higher level of CSR and in lower CSR only and only 6% wanted to lead a team which is again bad scenrio for the company. When we asked question about promotion only 17% respondents replied that they have desire to promotion its mean that less amount of employees wants promotion in higher CSR when we

asked the reason they replied that every things is fine and fair therefore we didn't need to promotion.

In lower level of CSR the result were most different round about 51% employees wants promotion when the same question were asked from these employees they replied that nothigs is good and fair. We wanted more salary and in the same position it is impossible therefore we wants promotion to increase salary. Inseaze salary 8% wish for more salary in higher CSR and 35% have desire to increase salary in lower CSR this things also explain the same question which we asked from employees in promotion option.

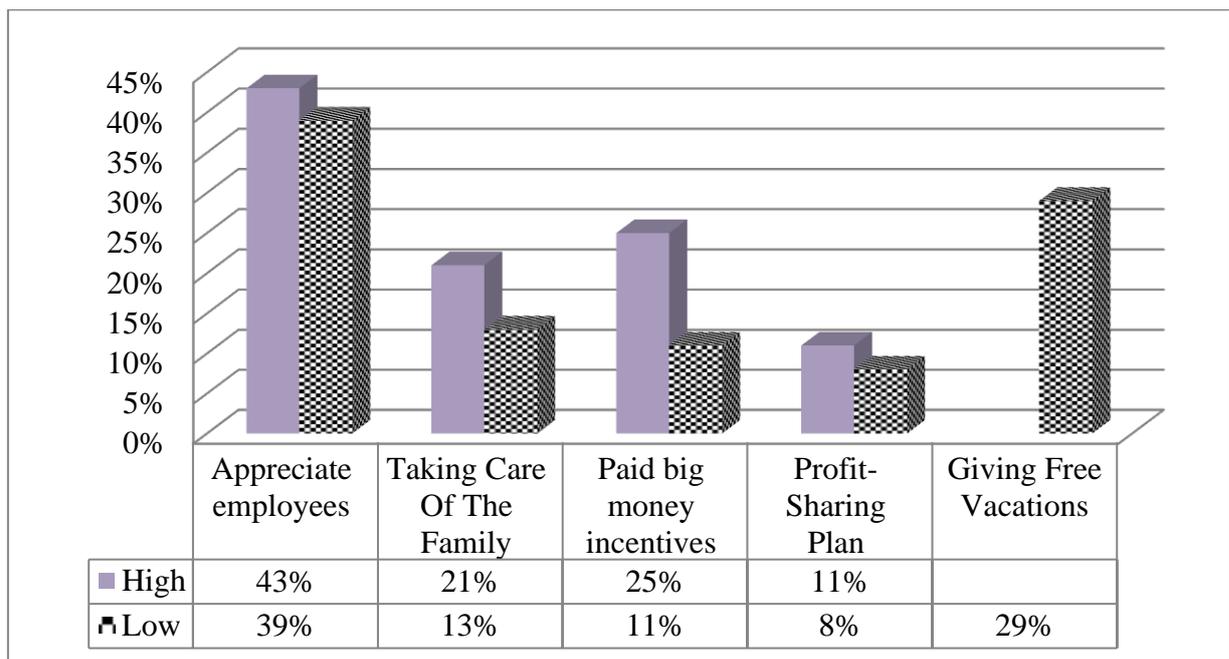


Observation of higher and lower CSR companies working conditions (Figure 24)

Comparison in productive working conditions (Figure 24). It illasturate in detail after analysis of productive working conditions when we compare it we found these points which I am going to discuss. Health and safety is the most crucial and in first priority in higher level of CSR companies. These companies mostly focus on this thing because they are saying that when employees are in good health then he/she will be able to work, so health and safety are more important for the companies and 45% employees are happy from health and safety program of the company. But if we compare it to lower CSR the result is quite minimum which show less interest in health and safety. In a result it spoil employees performance level. Suitable working hours 8% are and 20% which

show that higher CSR pay less attention to suitable working hours while lower CSR show a bit interest in this field. In this question we should not able to found best answer from employees.

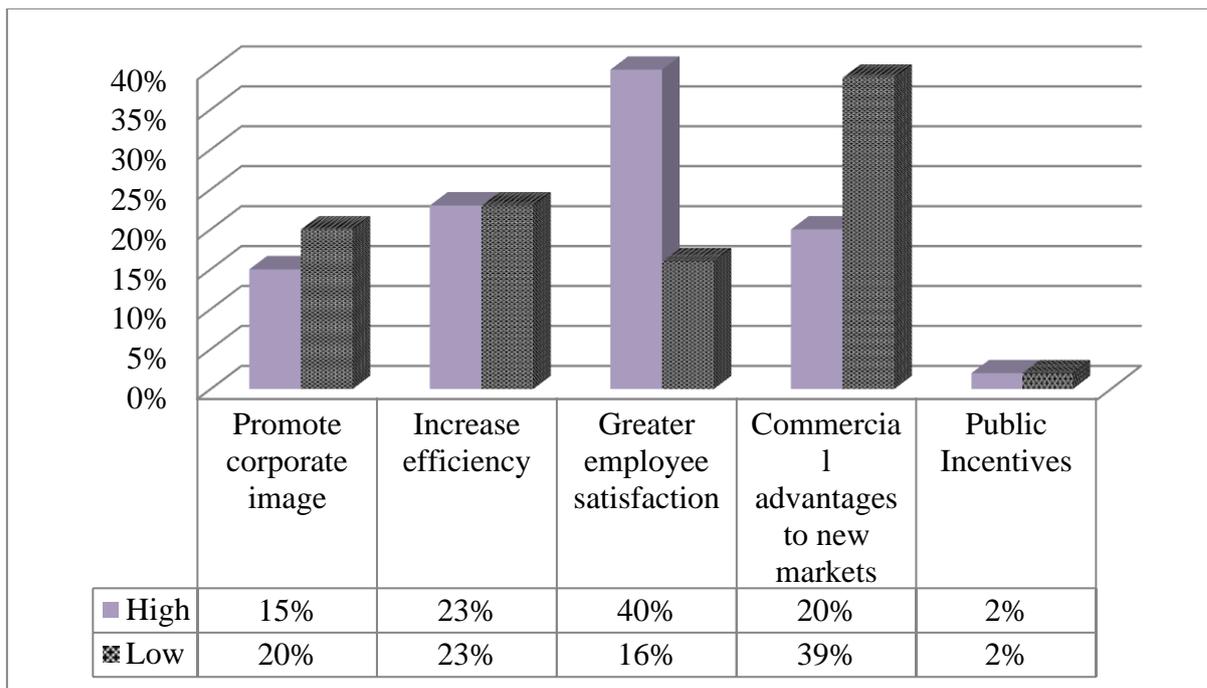
Fair treatment is also important for employees productive working because if the manager or supervisor attitude are rude then employees not wanted to work in the same company. Manager attitude encourage employees to targeted goals. 26% employees are satisfied from manager attitude in higher CSR and only 17% are satisfied in lower CSR. In higher CSR companies they provide more oppertunities to employees which percentage is 21%. In lower CSR companies this ratio is less. These companies less oppertunities for promotion. Lower CSR also provide overtime for employees 31% respondents verify this answer. In the whole higher CSR more take care of employees and works for employees betterment not only works for company profit.



Comparison of reward system in companies with higher and lower level of CSR, (Figure 25)

Rewards system is an important factor for employees satisfaction and motivation. In figure, 25 it explain the comparison between lower CSR and higher CSR rewards system. In higher CSR when employees perform a good jobs the

manager appreciated him/her. In this case the appreciation percentage is 43% in higher CSR and 39% in lower CSR not huge difference. Both companies appreciation ratio is quite good. Higher level of CSR are more responsible companies therefore they also take care of employees family. The percentage rate of taking care of the family in higher CSR companies is 21%, but In lower CSR companies it is 13% which show less interest in this field. In reward system when an employees show best performance in his duty, then higher CSR companies provide big money incentives for that employee. 25% employees got this opportunity from company, 11% employees got this opportunity from the company in lower CSR company. This show that in higher CSR this type of oppertunites is more as compare to lower level of CSR. Again profit sharing plan percentage is higher than lower level of CSR, 11% in higher and 8% in lower.

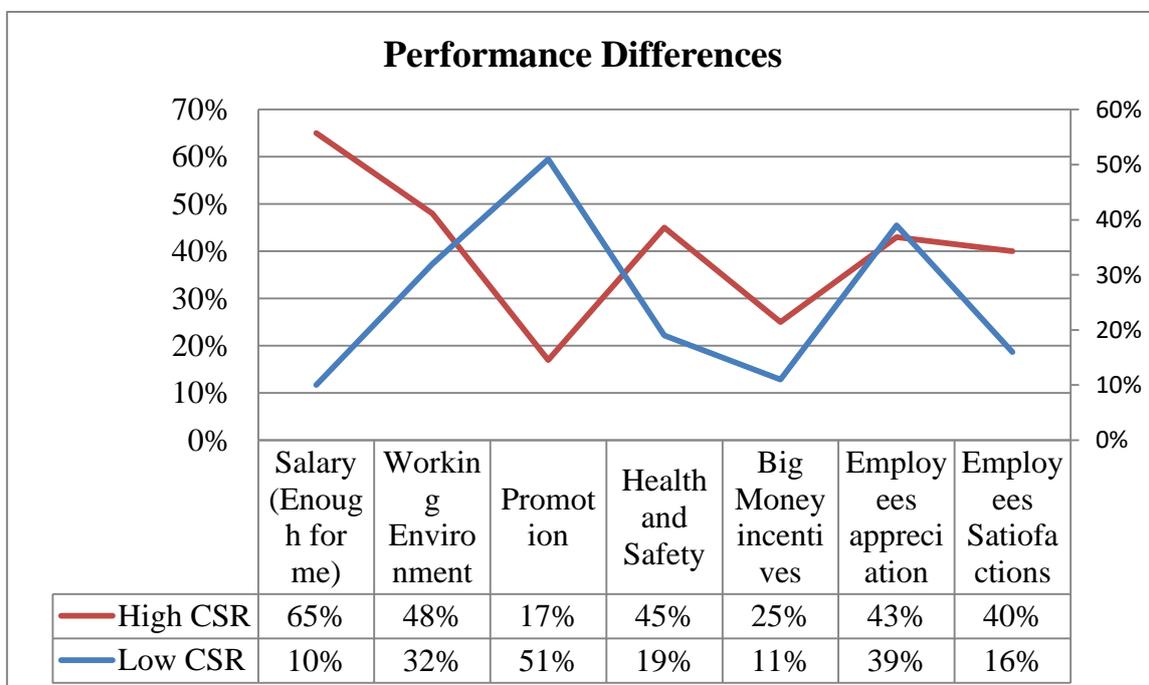


Comparison of reasons for CSR interest level in companies with higher and lower level of CSR, (Figure 26)

Figure, 26 show reasons of the company in CSR interest. After observation of this table we concluded that higher level of CSR companies target employees in CSR initiatives. Which show that employees are prominent factor for these companies. Greater employees satisfaction is 40% in higher CSR quite higher than lower level

of CSR which is 16% in lower level of CSR. Lower level of CSR companies mostly focus on commercial advantages to new markets which the figure, 26 clearly show its ratio is 39% which is higher percentage in the CSR interest. Lower level of CSR companies also focus to promote corporate image 20% respondents replied that they wanted to best corporate image.

In the above debate we got the point that employees are not important to lower level of CSR companies. These companies provide less value to employees, but for higher level of CSR companies employees are valuable assets of the company. Whithout employees how the company will be achieve their goal. When the level of satisfaction of employees is promoted then overall company will be promoted. And for the company then it not difficult to achive the required goal. Employees are internal customers and when internal customers are not satisfied then it impossible to the company to satisfied external customers, because external customers are more related to internal customers. Therefore should satisfy the needs and wants of the employees as a result the employees will be take care of your business.



Comparative analysis of Performance Differences, (Figure 27)

According to the [figure, 27](#) it clearly show the result of both kinds of companies low and high CSR companies with higher CSR more employees are satisfied from his/her salary, 65% employees are satisfied from salary and replied that current salary is enough for me, 65% employees it's a high percentage of employees satisfaction. In lower CSR companies only 10% employees are satisfied from salary, minimum ratio of satisfaction. Working environment are another crucial factors for employees and company both because employees perform their daily jobs which is related to their working environment and its employees daily routine. It effect employees performance in the company. Employees satisfaction from working environment in higher CSR companies is 48% while in low CSR companies it is 32%. Which clarify that more employees are satisfied from working environment in higher CSR companies. In promotion the situation is completely different and opposite. Maximum employees wanted promotion in low CSR companies which is about 51% employees, while in high CSR companies this ratio is only 17%. When we asked for more clarification and asked the reason that why you don't want promotion? The answer was satisfaction from their current position and not burden of work.

Health and safety play a great role in employees performance it has a huge effect on employees satisfaction. Higher CSR companies says that health and safety is the first thing must be provided to employees because if employees are not in good health how it will be able to work. Another thing safety in the working environment where employees perform their daily work. It should be clear from all harmful things which effect employees health in bad way. In higher CSR companies employees are more satisfied from health and safety, 45% employees responded that we are satisfied from company health and safety. In lower CSR companies 19% employees are satisfied from health and safety that's mean that higher CSR companies more responsible and take care of employees health and safety than lower CSR companies.

Big money incentives motivate employees for their current work and jobs, it has a positive impact on employees job performance. Lower CSR companies

provides this opportunity to employees but not so high level, chances for big money incentives is only 11% in lower CSR while 25% in higher CSR companies which show that high CSR companies also provides the good opportunity to their employees for the best performance. Employees appreciation it is not costly nor it need money it depend on owner or manager attitude and behavior how they deal individual employees. It has also great positive effect on employees satisfaction. When some one perform well job just appreciate them it motivate employees. Differences are not much high but differences is differences still there is a little bit difference.

Employees appreciation in lower CSR companies are 39% and in higher it is 43%. All these factors that we studied in the above related to employees motivation, satisfaction and higher employees performance, when a company focus on all these factors then that company employees level will be high. Because all these things that we are discussing are actually measure employees performance. Now in the last we shall talk about employees level of satisfaction, which is an essential part of our research and are more important for us. In low CSR the employees ratio of satisfaction is very low compare to high CSR. Only 16% employees are satisfied in low CSR companies which is next to nothing such worse situation that employees satisfaction is approximately equal to nothing. In high CSR companies employees ratio are higher than lower CSR companies. Employees satisfaction percentage is 40% in higher CSR companies which also not so high but still excellent than lower CSR companies.

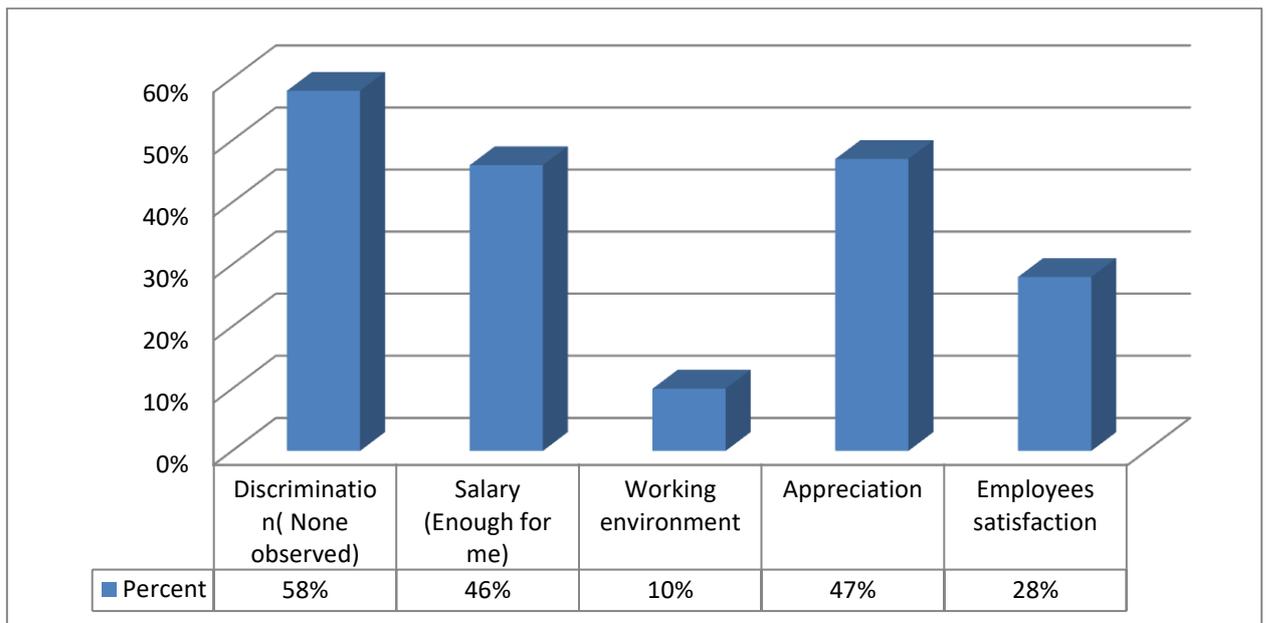
CSR is surely enhancing the employee's performance in the organization and CSR works on happy, satisfied and motivated employees.

Hypothesis Testing:

In the hypothesis development we reject alternative hypothesis and accept null hypothesis.

Hypothesis 1: Employees Job Satisfaction is significantly influenced by working environment.

As from the survey analysis and collected information from different sources we concluded that working environment is an important factor to enhance the level of performance of employees. Because if you have talented staff but working environment is not good then it is impossible that you achieve your goal. Because working environment is the company internal environment in which employees perform daily activities. See (Figure, 28)



As a whole Comparison for hypothesis 1, (Figure 28)

Hypothesis 2: Extrinsic rewards have a significant positive effect on employees Job satisfaction.

The result show that reward system enables to increase employee satisfaction and motivation. It motivates employees to perform their job with greater responsibility and higher productivity. From employee's respondents rate it is clear that employee's satisfaction is more related to extrinsic reward system, because employees replied that when owner presented us some bonuses, promotion, fringe benefits or profit sharing so it's a type of appreciation, so both extrinsic and intrinsic rewards are including in this. If owner gives reward its mean that he/she is satisfied from our jobs and he/she appreciate us that why they presented us some reward. Employees responded that extrinsic reward is extremely important to enhance employee's level of satisfaction and level of performance.

There is a significant and positive relationship between extrinsic rewards and employee motivation. Extrinsic reward is significant element to employee’s motivations and employee’s satisfaction as well as higher organization profitability and productivity. See (Figure, 29)



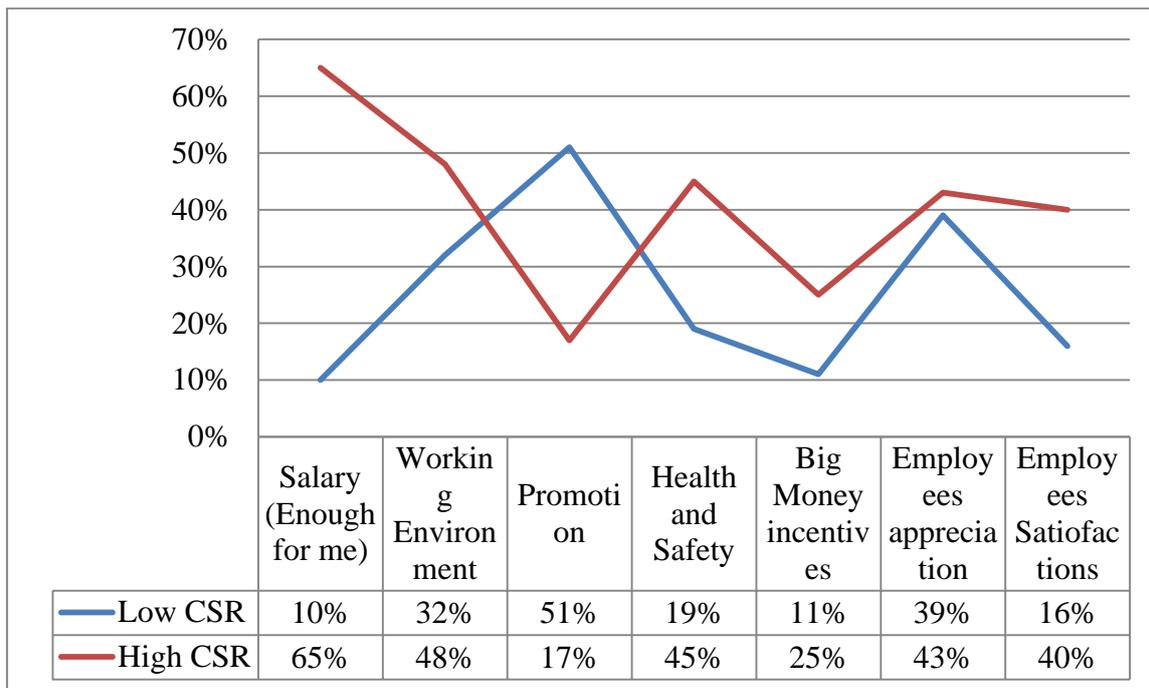
Rewards analysis for hypothesis 2, (Figure 29)

Hypothesis 3: Employees higher CSR involvement is directly correlated to an increase level of motivation.

We supported null hypothesis “Higher employee CSR involvement is directly correlated to an increase level of motivation” strong correlation was found in CSR and motivation level of the employees. Higher CSR involvement higher will be level of motivation and higher will be the job satisfaction.

Employee’s job satisfaction is significantly affected by CSR initiatives of the organization because when the companies using CSR in concrete way the employee’s efficiency and performance is high as compare to those which are using CSR not in concrete way. Either they have lack of knowledge or lack of corporate skills. They don’t have enough knowledge that how CSR will be used and how we will be implemented it to achieve great employee’s satisfaction and

excellent corporate image in the market. it is essential to underline one of the critical factors influencing the relationship between a company`s CSR programs and performance of employees. The positive influence is only possible if the company actually “walks the talk”, which means that there is no disclosure-performance gap between what the company announces to be its CSR programs and what is really done in practice. Check (Figure, 30)



Higher and lower CSR Performance analysis for hypothesis 3, (Figure 30)

It is clear from the figure, 30 that if a firm take care and focus on these factors and use CSR not only for promoting corporate image, increase efficiency, commercial to advantages to new markets and relations with customers and suppliers because these are the factors mostly related to employee`s greater satisfactions and motivations. An organizations performance level is depends on employees performance if the employees are not happy and they are not feel herself/himself safe, peaceful and respectful then performance of the employees goes to decline this means weak performance and as a result it spoil company image and reputation because employees are like a pamphlet`s, and advertiser of the company it is the leader of the company in a society if they are happy and the company treat them in respected way then it represent best and positive side of the

company otherwise they come forth the opposite side which means losing customers and bad reputation in the market.

Other side Specialist says that maintain concept means satisfying customer needs that affect company's activities [29].

The employer should understand that the relationship between the external customers and internal customers is symbiotic. An organization cannot provide good service and needs of the clients/customers properly when they fail to satisfy the needs of the internal customers because employees are close to the customer, they can give useful feedback about what customers really value, help you identify metrics that truly evaluate performance, and tell you where there is disconnect between strategy and everyday reality. Without one, they wouldn't have the other. There is strong relationships between customers and employees if employees are not satisfied then it not possible that there customers will be satisfied because we have already discussed it that customers are more related to employees. Greater employee's satisfaction means greater customers satisfaction.

If employees are satisfied and attach the company, they will recommend to friends and family as a good employer [10]

V. CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSION

In our research we discuss four factors which are related to employee's job performance, motivation and satisfactions. If employees are satisfied, then they will be motivated and will work in smooth way. It depends on the company that how they treat employees because attitude and relation of supervisor/manager with team members with their employee's play a key role. Prejudicing and suppressing the growth of an individual leads the employee to search for an alternative. If you're losing competent people, look at their supervisors. The primary factor that holds an employee within an organization is the supervisor [67].

In the analysis we found that working environment and extrinsic reward is mostly close to employee's performance level and employees mostly focus on these factors. And these factors enhance employee's satisfaction and level of performance. It's like a key to success because it is closer to employees and as well as to the company. Working environment shows personality of the company. These are prominent factors which increase the level of performance of employees and also increase productivity of the company; it extremely closes to employee's job satisfaction and motivation. Majority of employees are not satisfied from working environment the percentage show the result and level of performance. Figure 27 that how many percent employees are satisfied from working environment the respondents rate is very low approximately next to nothing, 10% employees are happy from companies environment.

In overall 10% is minimum percent ratio which means that working environment is not good. If we explain it in real words so the condition of working environment is worse, this provide a clue that in the working environment no health and safety and no proper infrastructure of the office. We also observed the performance level of employees that in this scenario employees level of performance is 28% which means that employees level of performance is not good. If working environment is not good it directly affected by employees performance level. Employees don't want to work such type of environment and increase

company profitability, they need better environment in which they perform and show efficiency and promote company profitability.

Second factor that we found during analysis is extrinsic reward which is more important than intrinsic reward. Employees feel themselves when company provide opportunities of extrinsic, extrinsic reward is more valuable towards employees. Extrinsic reward make them more loyal, committed, responsible and more motivated to company and their jobs. Employees responded that when company present us extrinsic reward we become more excited and feel themselves comfortable that companies take care of us and we are also a part of company and are valuable assets of the company. This excitement make us to work hard and show excellent performance in the job and achieve goal of the company. Other factors like salary; discrimination is also key motivator's factors but not more like the two factors. Because according to analysis it is clear that employees want these factors and manager or companies need to work on this direction for better image and reputation.

In this paper we also provided that CSR is the major part to develop strong relation between employees and company, it working on the satisfaction of both employees and company. The first interest group is society, environment, the present generations and the second interest group is employees for whom CSR policy is bright line in such cases corporate fairness and transparency for that decision which directly affect them. In the result we got that only CSR policy is the best for greater employee's satisfaction and motivation. In the analysis figure, 29 it is clearly identified that companies using higher level of CSR has greater level of satisfaction and higher level of performance as compare to those companies that involved low level of CSR. Employee's level of satisfaction in higher CSR is 40% while in lower CSR is 16% which is a clear result that CSR is crucial for company if they want higher level of employee's motivation, satisfaction and performance, this thing lead higher productivity and profitability. Happy employees are more creative and have good ideas which are beneficial for the companies, and CSR working on employee's satisfaction.

In real CSR enhances employee's performance, company reputation and greater customer's satisfaction. CSR is an important and compulsory part of the company, which is not an investment but investment for better future. According to stakeholder theory [29], a firm interact with primary stakeholders which is most important for the execution of the business (e.g consumers, employees and investors). CSR activities that effect employees are the first thing good reputation by corporation by which CSR activities maximize its attractiveness and for current workers who consequently exhibit high levels of employee satisfaction [31].

5.2 RECOMMENDATIONS

Working environment included infrastructure of the office and attitude of the manager or supervisors. A positive work environment makes employees feel good about coming to work, and this provides the motivation to sustain them throughout the day. A hostile work environment with rude or unpleasant coworkers is one that usually has lower job satisfaction. Avoid the harmful things which sabotage the reputation of the company and provide the positive working environment for employees which are more productive some hints are below:

First and important factor is attitude and behavior of the supervisor or manager the supervisor relationship with their employee's plays a key role. If you're losing competent people, look at their supervisors. The primary factor that holds an employee within an organization is the supervisor [67]. Supervisor/manager should be persuasive personality. So, it depends on supervisor/manager that how they treat employees.

Secondly employee's relationships with each other's, if employees communicate well with each other, and managers communicate well with employees, the workplace will be more productive. A work environment with good communication is one where everybody knows each other's' names, employees from all tiers are approachable and friendly, and there is a welcoming familiarity and openness that allows interpersonal relationships beyond the realm of the business's mission.

Thirdly health and safety and hygiene, a clean work environment without much clutter allows employees to focus on their goals. The most important pieces are; maintaining friendly relationships with colleagues, providing support, avoid giving blame, inspiring others, providing meaningful work, and respect. This kind of environment allows employees to feel safe and at home when they are with the organization. This allows for better social connections, empathy, collaboration, and encouragement among team members, which will ultimately lead to the growth of your team and business as a whole. Negative working environment can lead to increased team-conflict, hostility, fears of dismissal, stress, and unhappiness. More seriously, negative work environments can also lead to insomnia, anxiety, and even depression. And when even one employee is unhappy at work, it affects everyone else in the office. Working tools that are using employees it should be advanced and hygiene because it is an advanced and technological world every company are more advanced in technology. Therefore, provide best equipment and latest technology to co-workers for better performance.

Extrinsic rewards it's not necessary that you provide mostly opportunities to employees or give big money incentives. You can also present them some others rewards such as best performance award, distribute best performance certificates among best employees. Provide gifts as a reward that he/she perform well. Social gathering is also the best way that you appreciate their performance. These things are not more expensive but motivate employees to company goal and to their jobs.

Try to adopt CSR practice in the organizations it will be better and result oriented. CSR is like a nucleus as an atom nucleus is important and all the electron, neutron and positron are circulating around the nucleus and nucleus bonded all these particles then it's called atom. Such work performs CSR that it controls all economic, ethical, legal, social and discretionary responsibility in the organization. CSR is not an investment but it is plan for better future.

5.3 Limitations of research

The main problem that we observed during in research was time limitation. The time was so short to collect and get data from many resources. This was the first problem. And it became more critical and difficult when the survey that you conducted and then are waiting for employee's respondents. This thing takes a lot of time in this sense the time was much short. Second problem was selecting companies because all companies and managers are not aware from CSR. We were searching those companies that they have some practice on CSR field and they have knowledge about CSR means the companies are full aware from CSR strategy and policy. Third limitation that we faced was contacting companies for collecting data in this sense majority of the companies are not agree to provide company personal information. Some companies provide information not fully or wrong for this purpose we used personal approach to collect full and real data.

V. END SECTION

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Appendix

Table 3

Comparative Analysis Table

Company with high CSR	Company with low CSR
Most of them are happy from their position and not want to promotion because everything is fair in the company	Most of them are unhappy from their position and want to promotion because everything is not fair in the company less salary and overloaded work
<p>Few of them wants</p> <p>Additional responsibility 42%</p> <p>Leading a team 33%</p> <p>Promotion 17%</p> <p>Salary increase 8%</p>	<p>Few of them wants additional responsibility, leading a team but majority wants promotion</p> <p>Additional responsibility 8%</p> <p>Leading a team 6%</p> <p>Promotion 51%</p> <p>Increase salary 35%</p>
<p>All of the employees are satisfied from the salary not want to more they feel relax in the company</p> <p>Below average 7%</p> <p>Above the average 18%</p> <p>Enough for me 65%</p> <p>Wish to have more 10%</p>	<p>Mostly not satisfied from salary majority have less salary and a huge amount of work burden of work</p> <p>Below average 33%</p> <p>Above the average 15%</p> <p>Enough for me 10%</p> <p>Wish to more 42%</p>
For these companies employees are valuable assets and the target employees and satisfied employees needs and wants	They don't care for employees only focus on business and customers employees satisfaction is less

<p>For increase performance they use best technology, treat employees with fair means relation is fair to employees and also care of suitable working hours not want to tease or harass employees by workload</p>	<p>Not care that employees need some relaxation they provide best technology but maltreat to employees which spoil employees and in response employees not focus on company goal</p>
<p>In these group of companies, they say that health is the first priority of the company provide best facilities of</p> <p>Health and safety 45%, Suitable working hours 8% Fair treatment 26% Opportunity for promotion 21% Overtime 0%</p> <p>reward system is also excellent appreciate employees for better performance and paid big money incentives</p> <p>Appreciate employees 43% Taking Care of the Family 21% Paid big money incentives 25% Profit-Sharing Plan 11% Giving Free Vacations 0%</p>	<p>In these companies</p> <p>Health and safety 19%, Suitable working hours 20% Fair treatment 17% Opportunity for promotion 13% Overtime 31%</p> <p>reward system</p> <p>Appreciate employees 39% Taking Care of the Family 13% Paid big money incentives 11% Profit-Sharing Plan 8% Giving Free Vacations 29%</p>
<p>In these company's employees is important and they give value to employees therefore more significant social area for these companies are policy towards employees and company</p>	<p>Employees are not essential for this so that's why they not target employees in CSR initiatives there most significant area is relationship with clients and suppliers and CSR interest is increase</p>

interest in CSR is greater employees satisfaction	efficiency
Promote corporate image 15%	Promote corporate image 20%
Increase efficiency 23%	Increase efficiency 23%
Greater employee satisfaction 40%	Greater employee satisfaction 16%
Commercial advantages to new markets 20%	Commercial advantages to new markets 39%
Public Incentives 2%	Public Incentives 2%

Table: Profile of the Respondents

Q.No	Important Headings	No of Responses	Percentage
01	Gender		
	Male	82	63%
	Female	48	37%
02	Experience		
	Less than 6 months	12	9%
	6 months – 1 year	23	18%
	1-3 years	51	39%
	3-5 years	31	24%
	More than 5 year	13	10%
03	Leadership Communicate goals and strategies		
	Yes	108	83%
	No	22	17%
04	Important Personal Development		
	Additional responsibility	10	8%
	Leading a team	48	37%
	Promotion	61	47%

	Salary increase	11	8%
	Others	00	0%
05	For Increase Performance		
	Best technology	57	44%
	Better equipment	05	4%
	Fair relation with your manager	25	18%
	No workload	15	12%
	Suitable working hours	28	22%
	Others	00	0%
06	Discrimination or harassment		
	Racial/ ethnic discrimination	02	4%
	Gender discrimination	13	21%
	Sexual harassment	10	17%
	None observed	36	58%
07	Yours's Salary		
	Above the average	28	22%
	Below average	18	14%
	Enough for me	60	46%
	Wish to have more	24	18%
08	Do you know CSR		
	I know it very well	117	90%
	I don't know so well	10	8%
	I have no idea about that	03	2%
09	CSR initiatives		
	Health	43	33%
	Water	13	10%
	Child care/ Development	10	8%
	Rehabilitation	00	0%
	Education	32	25%

	Sanitation	01	0%
	Woman Empowerment	10	8%
	Disaster Management	04	3%
	Agriculture	12	9%
	HIV/AIDS	00	0%
	Charity Events	05	4%
	Other	00	0%
10	Target groups covered in your CSR initiatives		
	People living nearby your industry	29	22%
	Random selection of area or community	70	55%
	Poor people living in rural areas	25	19%
	Selected in consultation with NGOs	03	2%
	Tribal people in any part of country	03	2%
	Other	00	0%
11	CSR affects your company's employee's performance		
	Yes	114	88%
	No	16	12%
12	Main benefits that company gets from CSR		
	Increase Consumer trust and retention	18	14%
	Save money on energy and operating cost and manage risk	05	4%
	Generate positive publicity and media opportunities	05	4%
	Develop relation with costumers, supplier, community and others	37	28%
	Improve company image and reputation	17	13%

	Attract, retain and maintain a happy workplace and long term employees	46	35%
	Provide access to investment and funding opportunities	02	2%
	Other	00	0%
13	What Company adopted to reduce Environmental impact		
	Energy saving Sustainable packaging	23	18%
	Management environmental system	12	9%
	Waste recycling	47	36%
	Develop of environmental friendly products	31	24%
	Use of renewable resources	05	4%
	Mobility management (carpooling, car sharing)	02	1%
	Life cycle assessment processes	10	8%
14	Ideal working conditions that be most productive		
	Healthandsafety	84	65%
	Suitableworkinghours	21	16%
	Opportunityforpromotion	62	48%
	Fairtreatment	31	24%
	Jobsecurity	26	20%
	Groupwork	32	25%
	Others	00	0%
15	Benefits package of the company from which you satisfied		
	Medicalcareplan	31	24%
	Paidholidays	10	8%
	DisabilityInsurance	4	3%

	Healthandlifeinsurance	33	25%
	Maternity, Paternityleave	14	11%
	Dentalplan	15	12%
	Retirementplan	31	24%
	Overtime	40	31%
	Workerscompensation	15	12%
	Others	00	0%
16	From what are you satisfied		
	Salary	20	15%
	Communication	22	17%
	Workingenvironment	13	10%
	Workinghours	33	25%
	Healthandsafety	5	4%
	Vacations	29	22%
	Insurancepolicy	8	6%
	Nothing	1	1%
17	Rewarding system in the company and how you satisfied		
	Taking Care Of The Family	12	9%
	BigMoneyIncentives	10	8%
	EmployeeAppreciation	62	47%
	Profit-SharingPlan	13	10%
	Take care of Employees Health	35	26%
	Others	0	0%
18	Area of social responsibility more significant for your company		
	Policytowardemployees	13	25%
	Relationship with clients and suppliers	57	44%
	Relationshipwiththecommunity	14	11%

	Environmentprotection	21	16%
	Governance and dialogue with stakeholder	19	15%
19	Reasons of company CSR interest?		
	Ethical motivation of TOP Management	06	5%
	Promotecorporateimage	57	44%
	Increaseefficiency	65	50%
	Greateremployeesatisfaction	40	31%
	Commercial advantages to new markets	50	38%
	Benefit in relationship with institution finance and community	04	3%
	PublicIncentives	11	8%
	Pressure from consumer association and media	00	0%
20	Problem related to the development of CSR initiatives		
	Lackofknowledge	30	23%
	Lackofinstitutionassistance	4	3%
	Businessbenefitsnotimmediate	4	3%
	Highcost	55	42%
	Lackofcorporateskill	32	25%
	Little impact on social and environmental business	3	2%
	Few interest of the company	15	12%
21	Extrinsic and intrinsic Rewards		
	Extrinsic Reward	83	64%
	Intrinsic Reward	47	36%
22	Satisfaction from your current position		
	Yes	36	28%
	No	94	72%

Survey Questionnaire

1. What's your gender?

- Male Female

2. How long have you worked at (company)?

- Less than 6 months 6 months – 1 year
 1-3 years 3-5 years
 More than 5 year

3. Do you feel that leadership team clearly communicates company goals, and strategies?

- Yes No

Explain

4. What type of personal development is most important for you?

- Additional responsibility leading a team
 Promotion Salary increase
 Others _____

5. What do you need to increase your performance?

- Best technology Better equipment
 Fair relation with your manager No workload
 Suitable working hours others please explain your answer _____

6. Have you ever observed or experienced any of the following forms of discrimination or harassment at this company?

- Racial/ ethnic discrimination Gender discrimination
 Sexual orientation discrimination Sexual harassment
 None observed

7. Your salary.....?

- Above the average Below average
 Enough for me Wish to have more

8. Do you know CSR (Corporate Social Responsibility)?

- I know it very well I don't know so well
 I have no idea about that

9. What CSR initiatives are undertaken in your organization?

- Health Water
 Child care/ Development Rehabilitation
 Education Sanitation
 Woman Empowerment Disaster Management
 Agriculture HIV/AIDS
 Charity Events Other (Please Specify)_____

10. Which are the target groups covered in your CSR initiatives?

- People living nearby your industry Random selection of area or community
 Poor people living in rural areas Selected in consultation with NGOs
 Tribal people in any part of country Other (Please Specify)_____

11. Do you think that CSR affects your company's employee's performance?

- Yes No

12. What do you think the main benefits that company gets from CSR?

- Increase Consumer trust and retention
 Save money on energy and operating cost and manage risk
 Generate positive publicity and media opportunities
 Develop relation with costumers, supplier, community and others
 Improve company image and reputation
 Attract, retain and maintain a happy workplace and long term employees
 Provide access to investment and funding opportunities
 Other (Please Specify)

13. Which of the following measures has company adopted to reduce environmental impact?

- Energy saving Sustainable packaging
 Management environmental system
 Waste recycling

- Develop of environmental friendly products
- Use of renewable resources
- Mobility management (carpooling, car sharing)
- Life cycle assessment processes

14. Which reward system is more important for greater employee’s satisfaction and higher performance?

- Intrinsic reward (Appreciation, recognition, Work freedom or autonomy, Sense of achievement)
- Extrinsic Reward (Pay, Bonus or commission, improved working condition, Promotion, Profit sharing, Fringe benefits)

15. What are the ideal working conditions for you to be most productive please grade it?

1 = Not at all important 2 = Not very important 3 = Somewhat important
 4 = Very important 5 = Extremely important

Working conditions	Grades				
	1	2	3	4	5
Health and safety					
Suitable working hours					
Opportunity for promotion					
Fair treatment					
Job security					
Group work					
others					

16. What is the benefits package of the company from which you satisfied please grade it?

Packages/ Benefits	Grades				
	1 (Very Poor)	2 (Poor)	3 (Fair)	4 (Good)	5 (Excellent)
Medical care plan					
Paid holidays					
Disability Insurance					
Health and life insurance					
Maternity, Paternity leave					
Dental plan					
Retirement plan					
Overtime					
Workers compensation					
Others					

17. From what are you satisfied? Please mark and grade?

Areas	Grades				
	1 (Very Poor)	2 (Poor)	3 (Fair)	4 (Good)	5 (Excellent)
Salary					
Communication					
Working environment					
Working hours					

Health and safety					
Vacations					
Insurance policy					
Nothing					

18. What is the rewarding system in the company and how you satisfied from it please grade it?

Areas	Grades				
	1(Very Poor)	2 (Poor)	3 (Fair)	4 (Good)	5(Excellent)
Taking Care Of The Family					
Rewarding Safety					
Big Money Incentives					
Employee Appreciation					
Profit-Sharing Plan					
Giving Free Vacations					
Take care of Employees Health					
Immediate Vacation					
Others					

19. Which is the area of social responsibility more significant for your company?

1 = Not at all important

2 = Not very important

3 = Somewhat important

4 = Very important

5 = Extremely important

Area of Social Responsibility	Level of Importance				
	1	2	3	4	5
Policy toward employees					
Relationship with clients and suppliers					
Relationship with the community					
Environment protection					
Governance and dialogue with stakeholder					

20. What are the reasons of company CSR interest?

1 = Not at all important

2 = Not very important

3 = Somewhat important

4 = Very important

5 = Extremely important

Reason	Level of Importance				
	1	2	3	4	5

Ethical motivation of TOP Management					
Promote corporate image					
Increase efficiency					
Greater employee satisfaction					
Commercial advantages to new markets					
Benefit in relationship with institution finance and community					
Public Incentives					
Pressure from consumer association and media					

21. Which are in your opinion problem related to the development of CSR initiatives in your company?

1 = Not at all important

2 = Not very important

3 = Somewhat important

4 = Very important

5 = Extremely important

Problems	Level of Importance				
	1	2	3	4	5
Lack of knowledge					
Lack of institution assistance					
Business benefits not immediate					
High cost					
Lack of corporate skill					
Little impact on social and environmental business					
Few interest of the company					

22. Are you satisfied from your current position/post?

Yes

No

MINISTRY OF EDUCATION AND SCIENCE OF RUSSIAN FEDERATION
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SCHOOL OF ECONOMICS AND MANAGEMENT
Department of Management

ACADEMIC ADVISER OPINION ON
graduate qualification paper

for the student Sabir Ali

(Last name, Name)

field of study Master of Project Management group M1202 Eng

Academic adviser PhD, Marina A. Potapova

(Academic degree, Name, Last name)

GQP topic THE EVALUATION OF CSR INFLUENCE ON HUMAN
RESOURCE PERFORMANCE

Nowadays, the society expects that companies would be more responsible for what they are doing. Companies' legal responsibility is controlled by government through laws and legal acts, however, social responsibility is not prescribed. It becomes more important nowadays as the level of companies responsibility affects the level of employees job satisfaction and as a result the level of their performance.

There is a debate whether the company should be responsible to shareholder or also to stakeholder. It is also debated if the company should be socially responsible or economic responsibility is enough.

Sabir Ali made an effort to study what social responsibility is, what corporate social responsibility is and how it affects the job performance. He made the research on the influence of CSR on employees performance and compare the results in companies with high and low level of CSR and prove that CSR is important factor for the employees productivity.

There are several advantages of the work that should be mentioned:

- Deep analysis of the available literature on the basis of which student identified the definition of social responsibility and the evolution of the meaning.
- The author give a clear understanding of the factor of CSR that give influences to employees performance.
- High quality analysis of existing influence of CSR to employees performance
- The author also presents the comparative analysis of indicators in companies with high and low level of CSR.

When it comes to disadvantages, I should mention that paper could have been more complete if Sabir Ali presented correlation analysis.

The issues considered in the paper provide a solid foundation for further research. GQP has a logical structure and is performed in complete compliance with the assignment and the plagiarism check was successfully passed to 94% original.

Defense date « 02 » July 2018

Conclusion: grade EXCELLENT and degree awarded MASTER

GQP academic adviser PhD
(academic degree)


(signature)

M. S. Potapova
(Name, Last name)

« 20 » June 2018

