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Improving Employee Satisfaction: Corporate Social Responsibility Way

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Abstract:

The idea of Corporate Social Responsibility is very old and it has been successfully implemented in many of the companies at world level and also in India. Corporate Social Responsibility and Sustainability is the much talked about area capturing the thoughts of practitioners as well as researchers. Companies today are concerned about Corporate Social Responsibility and are inclined to benefit the stakeholders. The new mantra for today's corporate has been to serve people. We cannot deny the truth that Employees are our true assets so companies need to focus on building the Employee base at each and every level. The basic focus of this paper is to make Corporate Social Responsibility activities the base of developing Employee Participation and ultimately measuring the effectiveness of Corporate Social Responsibility activities from Employees Perspective. We discuss on why and how can Corporate Social Responsibility become the potential area to improve employee satisfaction. What are the areas where Employees can truly be participative and what view employee holds towards Corporate Social Responsibility. Thus, the basic purpose of the paper is to verify the importance of Corporate Social Responsibility programs and activities and Employee job related outcomes for companies in India. Corporate Social Responsibility can act as a positive tool to influence employee behavior. The paper approach will help companies understand, how employee and employer relationship be improved Corporate Social Responsibility way.

Keywords: *Corporate social responsibility, job satisfaction, employee relationship*

1. Introduction

Corporate Social Responsibility is understood differently by different people. "Corporate Social Responsibility is not a concept bound by legal obligations, but it thinks beyond investment in human capital, the society, the environment and the stakeholders." This is a fact that companies today are more sensitive about their social role. The companies not only concentrate on how they will place their products or how they will sell it. They have a social strategy because they realize that brands build not only around quality but also depend upon the consumer's behavior. Through voluntary commitment to Corporate Social Responsibility, companies are hoping to send positive signals of their behavior to their various stakeholders like employees, shareholders, investors, consumers, regulators and NGO and in doing so, makes investment in their future and help to increase profitability. An employee being the part of the organization, Corporate Social Responsibility, is surely a reason in employee retention and reduces the turnover rate.

Corporate Social Responsibility and Employee Satisfaction have an intimate relationship. It is obvious that organizational ethics influences employee behavior. Society today is dominated by organizations. Everywhere we relate to organizations, and we are concerned with it. Human life itself starts with an organization and we end up with an organization. Whenever an organization wants to select employees for them, they always go for the best. Employees also want to select an organization that is best for them. If we talk in Indian context companies like Tata's, Birla's, TCS, Wipro and Infosys attract many people for employment as they are the best companies to work.

It is found that the expectation of the employee is dependent on the environment of the organization and its behavior and the nature of an individual. The employees' choice of the job is dependent on psychological thinking of an employee.

They are very much affected by the brand reputation and the lucrative offers provided by the company. Today Indian companies are undoubtedly branding their reputation through employees. The companies are doing it differently on the prospective employees and the other on the present set of employees.

Employees today have become crucial as they are the focal point in an organization who can build corporate reputation.

Today every progressive organization has a great concern about the sustainability and reliability of the employees. In this process of sustenance, employees play a very vital role. Today we are living in an advanced era where there are too much of the developments taking place. Scientific development and Information Technology development has made a transfer of knowledge easily accessible to each and everyone. People are becoming knowledgeable and proactive. So, Job satisfaction has emerged as a challenge for the companies. Job satisfaction is nothing but an attitude of an employee toward their job.

Locke (1976) has given a very comprehensive definition of the job satisfaction where he states "it is the employees' experience of pleasure and his appraisal of his performance at the job." Job attitude reflects the image of satisfaction of an employee towards their job. The concern has always been with the organization to produce satisfied employees so that they feel motivated and get attached to

the organization. There are many factors that lead to satisfaction and dissatisfaction of employees. Employee is satisfied with various facilities provided at the job. Salary and wages also determine the job satisfaction.

Equity theory of motivation states that “employees have a tendency to compare their salary with other salary, and if they find their salary lower than others, they get dissatisfied, and they exit from the organization affecting the attrition rate.” As the employees are very much prone to promotional activities, they find the opportunities for growth. Employees also give preference to their supervisors and their colleagues and if they find congeniality and harmony in an organization they are very much satisfied.

Another reason of job satisfaction is working condition. There are various other ways to make the job more interesting, some of them are:

- i. Fun with the job
- ii. Have fair pay, benefits and promotional opportunities
- iii. Match people with jobs that fit their interests and skills
- iv. Design jobs to make them exciting and satisfying.

Managing a workforce has become a tedious task today. The simple reason for that is the growing needs of an employee.

In the previous era, employee needs were limited, and they were the workers working in the industry.

After industrial revolution, there was a tremendous change in the behaviour of the employees. Landmark contributions were given by Hawthorne in his theory of Human Relation. It was he who gave the concept of human relations and thus the needs of employees grew. As the environment became challenging day by day, the demands of organizations became more competitive and thus the expectations of the companies changed drastically. When the organizations demand from employee, there is a change in the attitude and behavior of an employee. The employees demand increased, and their trend changed completely. The field of HR recognizes the relationship between the employees and the organization and it believes that strategy, people, process, rules and technology needs be organization driven. We need to be fair and ethical in our approach. Human Resource Management is a concept that believes in the ethical treatment with the employees. It believes in giving and providing good working conditions for the employees. Today we are not only limited to some of the facilities, organisation are providing various benefits and incentives to employee. Present day challenges are absenteeism, attrition and retention of talented employees. These challenges can be handled through the CSR efforts of the company.

1.1. Objectives

Employers of today’s environment feel that productivity is somewhere connected to workers’ satisfaction and involvement. With this view, some of the major objectives of study are mentioned as:

- i. To find out how Employee Satisfaction is related with Corporate Social Responsibility activities.
- ii. To find out how CSR be made a base for improving employee participation
- iii. To find the importance of CSR activities

Ha- Employee Satisfaction is positively related to Corporate Social Responsibility activities

Corporate Social Responsibility activities and employee satisfaction factors are the most essential feature, for establishing relationships between Corporate Social Responsibility and job satisfaction. As part of Corporate Social Responsibility efforts, the variables taken are corporate social responsibility awareness, this is awareness among employees about the Corporate Social Responsibility activities. If employees are aware about the Corporate Social Responsibility activities, then how much they are encouraged for community work. If we see that employees are taking part, then what are the benefits they are getting. What are the welfare programs of the firm and last is the occupational safety of the employees.

1	Awareness among Employees for Corporate Social Responsibility
2	Employee Involvement in Corporate Social Responsibility activities
3	Responsible Initiatives of the Organization for Corporate Social Responsibility
4	Encouraging employees for community work
5	Employee Incentives for Social Projects
6	Welfare Programs of the Firm
7	Occupational Safety for Employees

Table 1: Dimensions showing Scope of Study for Corporate Social Responsibility activities and Employee Satisfaction

Under the corporate social responsibility, the scope of the study covers the activities, for that response is taken from respondents. The variables taken are to find out the initiatives of the companies toward Corporate Social Responsibility. The companies selected for study are the major public limited company where corporate Social Responsibility is a major concern and employee awareness and satisfaction towards these activities is the purpose of the study.

2. Literature Review

According to the World council of Sustainable Development Report (1998) CSR is not one time effort it is a continuous effort and commitment of the company. Every organization has liability to behave in an ethical manner. It is the society that has permitted the company to do business, so companies owe a lot towards the society. CSR is organization responsibility towards the employee.

Employees are one of the major stakeholders of the firm, so it is the responsibility of the firm to behave ethically towards the employee. Under HR practices, companies take care of the employee. HR practices focus on the benefits, compensation and development of employee. Firms also need to focus on certain aspects beyond the normal HR practices. They are, the facilities under CSR activities like taking care of the family welfare of the employees, initiating with welfare programmes for the children of the employees, providing training and development programmes, and the training should focus on personal as well as professional development of the employees.

2.1. CSR Practices and Employee Satisfaction

Different management experts like Maslow's (1954) and Herzberg (1959) have also insisted upon the job satisfaction and good workable atmosphere to the employees. Robbins (2003) has also given emphasis on the positive feeling of employees that ultimately results to job satisfaction. A person with high job satisfaction holds a positive attitude towards the job. According to Iyer Radha and Sakrani (2009) "CSR practices undertaken by the Indian corporate sector in the recent past, are especially those practices that directly involve or impact the employees of the organization." (Hian and Einstein, 1990;) Employees today still are not compatible with the technology so they demand more job based training and if their need is met it influences their work behaviour. As per (Zain, 1999) the environment prevailing in the organization is a learning organization environment. It becomes the responsibility of the organization to imbibe learning behavior in employees. According to (Akdere, 2006) the basic needs of employees have to be ensured to work with high satisfaction, quality of work-life has become an important issue since last decade only then the firms can meet their goal or targeted volume.

Last century has witnessed a revolutionary change in the business environment all over the world. Gradually the business houses have started deviating their objectives and goals. From the historic objective of wealth maximization to social objectives. There has been a paradigm shift from economic quality to social quality of life. The success of a business depends upon the society in that it works, therefore, the business houses started feeling that they should care for the society and its need, otherwise it will be difficult for them to grow.

The concept of CSR is not a new term. According to Carroll (1979) Corporate Social Responsibility came into prominence after 1950s. He holds the view that social responsibility of business includes varied expectations from the society. Clarkson (1995) proposes in his study that the primary stakeholder group as "one without whose continuing participation the corporation cannot survive as a going concern." With the primary group including shareholders and investors, employees, customers and suppliers, together with what is defined as the public stakeholder group; the governments and communities that provide". Singhpakdi (1999) ^{marketing} professional in the company, are also very much for CSR activities. Sen and Bhattacharya (2001) writes that CSR is very much common from a marketing perspective.

Maignan and Ferrell (2004) writes that CSR has relationship with marketing as organizations objective is to promote the image of the company so they can do this by involving into CSR activities and marketing them.

Kotler and Lee (2005) holds some different opinion they say that CSR has become a crucial issue nowadays. He holds the view that CSR has become an important issue today, and stakeholders are very enthusiastic towards it that has made CSR popular among marketing professionals, and it has become a corporate identity and consumers purchase intentions are dependent on it. So, CSR is an approach that can be used a source for improving the stakeholder satisfaction level as given in the outcome of Kriels (2006) study.

Kriel (2006) mentions in his study that ethics is very much related to CSR and presents a theory of evolutionary psychology. The research gives an association of employee satisfaction through ethics.

Although the concept of CSR has existed for decades, "it is only in some decades that the number of organizations engaging in such behaviours and activities has increased markedly." (Mc Williams et al 2001; Stainer and Stainer, 2003; Pryce (2002) proposes that that CSR in current time is driven by five forces; customer pressure, changes in getting business legislation of government, investment for a social cause, and the changing expectations of employees and the impact of CSR practices in organizations are developed further. Stainer and Stainer, 2003 the word "quality" in a global marketplace, suggests an inclusive approach for embracing major stakeholders, such as customers, employees, investors, and society

Simon Zadek (2001) gave definition of three generations of CSR. In the first generation, the changes were incorporated. Second generation focused on CSR as a strategy and Third generation of CSR focused on helping the society and the environment.

According to Retab et al (2009) CSR is positively related to organizational performance, financial performance, organization reputation and employee commitment. Important finding in his study is that there is a positive association between the variables taken for study. He found out that the relationship between CSR and financial performance is highly significant in today's time.

Islam and Siengthai (2009) says that CSR has become an important issue in manufacturing organisations. In their study, they found that CSR has a positive relationship with job satisfaction. They suggested that as employee's satisfaction has a positive relationship with job satisfaction so managers should try to develop a relationship between CSR, employees job satisfaction and organization performance.

According to Valentine and Fleishman (2008) CSR perceived by the person, plays an important role in establishing a relationship between ethical program and job satisfaction. The variables taken in his study were ethics codes, communication of an ethics code, presence of ethics training, and hours of ethics training.

According to Kim and Lee (2010), have stated that CSR participation is related to employee commitment identification in companies. According to Riordan and Fairbrass (2008) proposed a model of CSR framework by that companies can respond to stakeholders' response in an effective manner. CSR is simply a fact that CSR cannot be implemented in a fruitful manner unless and until it is backed by certain motivation.

According to Trevino and Nelson (2004), within the company CSR should focus on enhancing employee's behavior towards their work environment. Companies promote ethical behavior through establishment of ethical codes and ethical beliefs in the organization. Tuzzolino and Armandi (1981) also holds the same view regarding employee behavior towards CSR inside the company. According to McWilliams and Siegel (2001) Employees are another source of stakeholder demand for CSR. by satisfying employees expectations about CSR, as well as business ethics in general, companies should expect improved job attitudes, increased productivity and reduced turnover (Trevino and Nelson 2004; Tuzzolino and Armandi 1981).

According to Eamets and Motsmees (2010), employees of smaller firms tend to show high job satisfaction compared to large firms' employees. According to Dutta (2010), stable CSR is the requirement of today's time, and it is essential for business investment and Industry operations. Hui (2008) writes that faith-based CSR is beneficial for the firms.

According to Ferrell and Gresham (1995) business ethics is company's ability to adopt ethical; principles and ethical standards. Many companies promote ethical behavior in the company. Trevino and Nelson (2004)

According to Carroll (1979) natural extension of organizational ethics, is a company's involvement in CSR activities. Joyner and Payne (2002) holds the same view. Wartick and Cochran (1985) writes ethics mean involvement in CSR activities.

Essentially CSR means giving employees a good work environment and hand in the management of the company. Employees will feel better about their work, will be more loyal, will represent the company ably to others, will be more productive, will take risks in innovation, and will ultimately advance the company's bottom line.

According the concept of CSR the good employment practices such as fair remuneration, satisfactory blending of work and family responsibilities, allowing employees to advance and upgrade skill, policies against harassment in all forms and encouragement of employee community service.

Wood (1991) writes that not only speaking about CSR is important but making employees learn that what is meant by CSR is important. We cannot only speak about ethics, but we need to train employees about that. How CSR is likely to play a special role in employees' relationship. It can have a great impact associate your employee into such activities. CSR should not only be limited to one department only. As proposed by Matten and Moon (2008) there are two types of CSR category it is implicit CSR and Explicit CSR. Implicit CSR refers to values, norms, and rules that result in mandatory and customary need of an organization for addressing the issues of the stakeholder this is what is termed as a collective effort rather than individual effort. Collective effort is always for the betterment of the society.

CSR is defined as economic, legal, ethical and discretionary entity of business it means taking right and avoiding wrong decisions.

From the view of Bowen (1953) he says that if companies define broader goals for themselves then it is bound to give a benefit to the company that will have social as well as economic implication. Sen and Bhattacharya (2001) writes that CSR actions have a positive relationship with the goodwill of the company. Brown and Dacin (1997) also holds the same view. Mohr and Webb (2006) also think that CSR helps in building goodwill of the company.

Murray and Vogel (1997) looks upon CSR as pro-social corporate endeavors. Since we depend on too many groups in the society the involvement of all the groups for social investment is multiplying. Turban and Greening (1997) have defined it in terms of corporate social performance, that has traditionally been conceptualized rather broadly as obligations of the managers to protect and improve the well-being of the society as well as the organisation. McGee (1998) ⁸²advocated a reliable and valid scale for measuring marketers' perceptions regarding the importance of ethics and social responsibility.

Donaldson and Preston (1995) writes that in today's era environment has come out to be an important stakeholder. There are many problems that are arising due to rapid industrialization. Problems like global warming, environment deregulation, scarcity of natural resources, etc. so CSR has known to give benefits to the society and the environment.

Efforts taken by companies towards CSR is not fully done but slowly they are initiating towards it, as noted by Edmunds S.W(1977). According to Chapple and Moon (2005) CSR varies across Asian countries, this variation is due to country-specific problems so CSR significance depends upon national factors

According to Webb and Mohr (2006) says that CSR helps in building corporate reputation. It is found that consumers take CSR activities positively. Crouch (2006) observes that companies practicing CSR will be able to anticipate change and disturbances.

According to Sen, Bhattacharya and Korschun (2006) in their research found that today companies are going beyond corporate marketing they are developing goodwill and becoming good corporate citizen this is helping companies to market their competitive advantage. The basic advantage of this is that company can build its asset and this asset if deployed will be not only beneficial to the customers but other stakeholders like employees and investors too.

According to Galbreath (2010) write that CSR can help an organization in many ways like pure bottom-line approach can help to reduce turnover, it will also satisfy the justice needs of the customer. Once the customer is satisfied it will create positive characteristics of the firm.

According to Gh. Militaru (2006) writes that by adopting CSR a firm can gain competitive advantage. Social responsiveness like organizational citizenship behavior, Corporate Credibility and Corporate Visibility, he found that corporate credibility has relationship with a competitive advantage.

3. Methodology

Primary data have been collected with the help of a questionnaire through sample survey. The data has been collected from different large-scale units of Chhattisgarh. The secondary data, on the other hand, were obtained from published documents and literatures that were relevant to quality of work-life, corporate social responsibility and Employee satisfaction. The questionnaire is adapted from a previous study and Likert-type 5-point scale on CSR activities and employee satisfaction describes the CSR practices and employee

satisfaction. Under the corporate social responsibility, the scope of the study covers the activities for that response is taken from respondents. The variables taken are to find out the initiatives of the companies toward Corporate Social Responsibility. The companies selected for study are the major public limited company where corporate Social Responsibility is a major concern and employee awareness towards these activities is the purpose of the study. Seven dimensions to measure CSR activities and Employee satisfaction level are 1. CSR Awareness, among employees 2. Employee involvement, in CSR activities 3. Responsible initiatives, of the organization 4. Encouraging employees, for community work 5. Incentives for Social Projects done by employee 6. Welfare programs of the firm and 7. Occupational safety for employee.

1. CSR Awareness among Employees- CSR awareness among employees include making known the CSR activities done by the company. General a Company highlights its CSR activities in its annual report and time to time announce it through various means. CSR awareness has become one of the most important factors among CSR sustainability. Employees being the important stakeholder of the firm companies to generate awareness so that employees feel proud and take participation in CSR activities.
2. Employee Involvement in CSR activities – The input of employees and other key stakeholders has always been solicited at every stage. CSR implementation largely depends in the hands of the employees. They act as ambassadors, advocates and sources of new ideas and information on CSR Employee involvement is engaging employees in CSR implementation.
3. Encouraging employees for community work- The process of executing the CSR activities would require the active involvement of employees and would result in building up the reputation of the organization, known as employer branding. The CSR activities would also have a positive impact on the employee engagement levels and employee morale.
4. Employee Incentives for Social Projects- Incentives to be given to employees for taking initiative for social projects. It can be tangible or intangible incentives. It will develop a feeling of ownership among the employees.
5. Welfare Programs of the Firm - Human resources are easier to attract and retain. CSR stresses good employment practices such as fair remuneration, satisfactory blending of work and family responsibilities, allowing employees to advance and upgrade skill, policies against harassment in all forms and encouragement of employee community service. Essentially CSR means giving employees a good work experience and hand in the management of the company. Employees will feel better about their work, will be more loyal, will represent the company ably to others, will be more productive, will take risks in innovation, and will ultimately advance the company's bottom line. Employees – a fair wage, good working conditions, no harassment, opportunity to advance and upgrade qualifications, help them feel good about the work they do, help them combine work and family life without inordinate stress.
6. Responsible Initiatives of the Organization - “CSR is the commitment of business to contribute to sustainable economic development, working with employees, their families. CSR movement resonates with people concerned about quality of work life, and the wider social impact of business operations.
7. Occupational Safety for Employees -Occupational health and safety are concerned with providing protection to employees and providing them safety taking care of their health and welfare. Related to job whatever requirements an employee has it has to be provided to employees. Employees should have interactions within the organization regarding their occupational safety requirements.

4. Discussion

Companies can advocate CSR by involving employees through CSR Awareness programmes, Employee Involvement in CSR activities, Responsible initiatives by employers, involving employees in community work, giving incentives to employees doing social projects, Welfare programs of the company, Occupational health and safety. Encouraging Employee Participation in Welfare activities. CSR is a strategic tool practiced by the company. In today's era organizations have CSR department that is exclusively undertaking CSR activities. Employees are also taking CSR activities seriously. CSR is helping organizations building up their brand. With this perspective, CSR activities, has been taken as the part of this study. Employees has to feel the part of CSR policy and from the various studies it can be concluded that employee participation in CSR activities can help organization develop the self-actualization needs of employees at higher level. From the literature review it is evident that CSR and Employee satisfaction is very well validated. If employees get an opportunity to be part of the CSR activities, it will help in developing morality among employees. The image of the company in the view of employees will be of an ethical company. Freeman said that business of business is not only doing business. Companies need to inform its employees what they are doing, what are the social projects in which they are involved and how can with the help of employees we can help in improving the society.

S. No	Parameters of Scale	No of Responses
1	Completely Satisfied	175
2	Satisfied	199
3	Moderately Satisfied	115
4	Dissatisfied	45
5	Completely Dissatisfied	66
6	No of Employees	600

Table 1: Awareness among Employees for CSR

S. No	Parameters of Scale	No of Responses
1	Completely Satisfied	68
2	Satisfied	222
3	Moderately Satisfied	129
4	Dissatisfied	134
5	Completely Dissatisfied	47
6	No of Employees	600

Table 2: Employee Involvement in CSR activities

S. No	Parameters of Scale	No of Responses
1	Completely Satisfied	131
2	Satisfied	191
3	Moderately Satisfied	155
4	Dissatisfied	65
5	Completely Dissatisfied	58
6	No of Employees	600

Table 3: Responsible Initiatives of the Organization towards CSR

S. No	Parameters of Scale	No of Responses
1	Completely Satisfied	88
2	Satisfied	196
3	Moderately Satisfied	177
4	Dissatisfied	94
5	Completely Dissatisfied	45
6	No of Employees	600

Table 4: Encouraging employees for community work

S. No	Parameters of Scale	No of Responses
1	Completely Satisfied	175
2	Satisfied	199
3	Moderately Satisfied	115
4	Dissatisfied	45
5	Completely Dissatisfied	66
6	No of Employees	600

Table 5: Employee Incentives for Social Projects

S. No	Parameters of Scale	No of Responses
1	Completely Satisfied	136
2	Satisfied	236
3	Dissatisfied	56
4	Completely Dissatisfied	62
5	No of Employees	600

Table 6: Welfare Programs of the Firm

S. No	Parameters of Scale	No of Responses
1	Completely Satisfied	129
2	Satisfied	278
3	Moderately Satisfied	107
4	Dissatisfied	49
5	Completely Dissatisfied	37
6	No of Employees	600

Table 7: Occupational Safety for Employees

Variables	Items	Mean	Std Deviation	Reliability
CSR activities				.772
	Awareness among Employees for CSR	3.63	1.19	
	Employee Involvement in CSR activities	3.16	1.07	
	Responsible Initiatives of organization for CSR	3.46	1.15	
	Encouragement Regarding Community Work	3.34	1.07	
	Employee Incentive for Social Project	3.24	1.12	
	Welfare Programs	3.6	1.12	
	Occupational Health for Employees	3.66	1.04	

Table 8: Descriptive statistics & reliability value for CSR activities and Employee satisfaction

CORRELATION				
		Pearson Correlation	Sig.(2-tailed)	N
1	Awareness among Employees for CSR	.938	.000	600
2	Employee Involvement in CSR activities	.702	.000	600
3	Responsible Initiatives of organization for CSR	.886	.000	600
4	Encouragement Regarding Community Work	.704	.000	600
5	Employee Incentive for Social Project	.536	.000	600
6	Welfare Programs	.993	.000	600
7	Occupational Health for Employees	.988	.000	600

Table 9: Correlation between the variables of CSR activities and Employee Satisfaction

*Correlation is significant at .01 (2 tailed level)

5. Findings

The variables under CSR activities and employee satisfaction are Awareness among employees for CSR, Employee Involvement in CSR activities, Responsible Initiatives of the Organization for CSR, Encouraging employees for community work, Employee Incentives for Social Projects, Welfare Programs of the Firm, Occupational Safety for Employees. From the data given in the descriptive analysis mean for all the variables is in the range of 3.16-3.66. The satisfaction of employees is moderate. This gives an understanding that companies which are involved into CSR activities their employees are not much satisfied. There can be various reasons for that. This can be may employees are not concerned, or may be they are isolated by the company or it can be just a means to do something by imposition. The study is very primitive in Chhattisgarh. The study has just focuses on how much satisfied are the employees with these CSR activities so the satisfaction is moderate so there is lot of scope to improve it.

The Pearson correlation is +1 in the case of a perfect positive (increasing) linear relationship, -1 in the case of a perfect decreasing (negative) linear relationship. Value between -1 and 1 in all other cases indicates the degree of linear dependence between the variables. As it approaches zero there is less of a relationship. The closer the coefficient is to either -1 or 1, the stronger the correlation between the variables. The analysis data table clearly shows the different dimensions of CSR (acts as independent variables) considered for this study are highly positively related with each other, values ranging from 0.993 to 0.536 So the null hypothesis is rejected leading to acceptance of the alternative hypothesis i.e. dimensions of CSR taken into account are highly positively interrelated. All these seven variables have significant impact on job satisfaction. The output of the test is summarized in table where it is found that there is positive relationship between CSR activities and employee satisfaction. Many companies have used it as a tool to build a stronger relationship with the employees so why not same approach can be practiced in companies of Chhattisgarh. Employers can also take interest of areas of CSR from their employees and make employees participate for those activities. The variables taken for study support the relationship between CSR activities and Employee Satisfaction

6. Conclusion

CSR activities and employee satisfaction. Based on the findings, the respondents are particularly satisfied with most of the corporate social responsibility activities.

The study findings should provide useful measures for future studies on CSR. Regarding practical contributions, given the results of the survey it gives insight to companies to improve the Employee Satisfaction through Social Responsibility way. Employees can be trained by results found. Certain areas of CSR can be improved. It will also help the employers find the areas to improve Employees likeliness toward CSR activities. Another lesson imparted from the study can be that it identifies the significant relationship between the different dimensions of CSR across the companies of Chhattisgarh. The results indicated that Employees Involvement and Encouragement for CSR activities plays a crucial role in the relationship between CSR and Employee Satisfaction.

Taken as a whole these findings contribute to the ethics literature by indicating that employer should consider focusing on Employee participation in welfare programs. CSR can be communicated through proper training and improving the code of ethics. They suggested that companies should include elements of comprehensive corporate social policies that target specific CSR activities that the firm wishes to engage. Thus, it can be concluded in the words of (Trevino and Nelson, 2004) that organizations would be less concerned with minimal CSR goals such as meeting legal and economic requirements and more interested in higher level challenges such as satisfying "ethical" and philanthropic stakeholder obligations.

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