A STUDY ON THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY EFFECTS ON EMPLOYEE MOTIVATION, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN SELECT INDIAN COMPANIES

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ABSTRACT

Research on Corporate Social Responsibility (CSR) has come a long way in the last four decades, especially when it comes to metrics assessing Organisational Commitment, Job Satisfaction, and Employee Motivation. In reaction to very large external changes, a flexible framework for performance management that leverages the advantages of the organisational structure must be designed. The importance of internal CSR as a tool for performance enhancement must be emphasized. Moral obligation or personal norms and values are superior sources of motivation for State-owned firm employees. The employees understand that part of their job is to collaborate in order to serve the public good. In addition to its direct effects, internal corporate social responsibility influences adaptive performance through normative commitment and service incentive. After examining the factors that generate employee-driven CSR, this study looks at the connection between it and organisational commitment. The purpose of this study is to investigate the potential direct and indirect effects on creative performance inside a corporation of organisational commitment behaviour, employee perceptions of CSR, and work satisfaction. To find out more, it was hypothesised that organisational involvement among employees of Indian enterprises in the Delhi NCR is positively impacted by corporate social responsibility (CSR). To empirically investigate this, 620 completed surveys were conducted utilising the questionnaire approach. The study's findings support the hypothesis that there is a beneficial correlation between CSR and employee loyalty to their employers. These results imply that organisations in the Delhi NCR that want to attract and retain motivated, engaged workers need to improve and integrate CSR.

Keywords: Corporate Social Responsibility, Job Satisfaction, Organizational Commitment andDelhi NCR.

1. INTRODUCTION

In today's intricate and sophisticated business environment, corporate social responsibility, or CSR, has changed from being associated with charitable endeavours to being viewed as an innovative management approach that helps companies make money while also benefiting the

community. Corporate social responsibility, or CSR, is becoming strategically significant since it benefits businesses both internally and externally. Internal benefits that come from learning new abilities and resources, especially in terms of the information and corporate culture that staff members are exposed to. Additionally, there are outside advantages to a company's reputation influence. By being open and taking accountability for the social consequences of their actions, businesses may draw in outstanding people, strengthen their bonds with external stakeholders, and boost the commitment, motivation, and loyalty of their present workforce. The media might also pay them a lot of attention (Carroll et al. 1991). Consequently, CSR has become a primary priority for corporate sector executives. The expansion of international businesses is significantly impacted by CSR. This is particularly the case when multinational corporations' global brands implement CSR programmes in reaction to changing stakeholder expectations brought about by competitive tactics (Davis et al. 1973). These are the outcomes of the intricate global shifts in business, politics, culture, technology, and social ties. According to McWilliams et al. (2001), companies can implement CSR policies to enhance their brand image, promote employee loyalty, maximise long-term shareholder profitability, and redefine profit maximisation for the benefit of all stakeholders.

These days, it is essential for workers to have a happy and healthy work atmosphere. Organisations are utilising corporate social responsibility, or CSR, as a method to increase employee success and, in turn, financial benefits. High-wellbeing workers often put in more hours, which increases productivity for the company (Carroll et al. 1999). However, there hasn't been a lot of current research on the relationship between CSR and happiness management. Furthermore, little is known about how corporate social responsibility (CSR) affects variables like happiness management and work satisfaction, or how different CSR activities contribute to corporate happiness (Porter et al. 2006). Thus, it's critical to learn more about any connections that may exist between CSR and workers' happiness and well-being at work. An employee's level of job satisfaction is influenced by their pay, leadership role within the organisation, and reputation. However, the main stakeholder-oriented CSR (business-process and value-chain CSR) may also have an effect on job satisfaction. These corporate social responsibility initiatives centre on employee welfare and working conditions. Since employees are essential to every aspect of an organization's operations, their performance has a significant impact on its growth and profitability (Maignan et al. 2004). Performance plays a major role in figuring out how productive an organisation is. Thus, in order to accomplish their primary goals, acquire a competitive edge, and guarantee sustainable growth, organisations must attain and retain improved worker performance (Rupp et al. 2015). Assessing decreasing employee productivity is crucial for pinpointing areas that need to be improved, like strengthening organisational commitment, creating a happy work environment, emphasising job satisfaction, and encouraging employee loyalty in performing essential tasks and responsibilities as skillfully as possible.

Developing a strong corporate culture is necessary to sustain a competitive advantage in the market, in addition to organisational dedication. An efficient business culture fosters and supports ongoing development. The current organisational culture of the organisation, which unifies its members in the pursuit of organisational goals and reflects its values, beliefs, symbols,

and standards, should serve as the cornerstone for its future development (Sen et al. 2001). Moreover, one of the most important factors in raising employee performance is job happiness. Since people may have differing levels of job satisfaction, personal views have an impact on job happiness. It mostly relies on how effectively a worker applies their knowledge and abilities at work. Consequently, those who are genuinely satisfied in their jobs need to give it their all in order to complete their work and improve the overall success of the organisation (Turban et al. 1997). There is a positive association between performance and employee satisfaction, according to numerous research. Research on the effects of corporate culture and an entrepreneurial attitude on worker performance, organisational commitment, and job happiness is, however, lacking. This study attempts to explore the relationship between work culture, job happiness, organisational commitment, and employee performance using the aforementioned components as a guide (Waddock et al. 1997).

2. LITERATURE SURVEY

El Akremi et al. (2018), seeks to better understand how employees perceive corporate responsibility by developing and validating a multidimensional Corporate Stakeholder Responsibility (CSR) scale. The researchers provide a thorough measuring tool that captures the nuanced components of CSR as experienced by staff members by employing a stringent methodology. The scale includes a wide range of subjects to provide a comprehensive assessment, and it has undergone extensive validation to guarantee its validity and reliability. This study offers a trustworthy method for evaluating employees' viewpoints, which significantly advances the body of knowledge on corporate responsibility. This allows for a more accurate and nuanced evaluation of CSR initiatives and their impact on stakeholders inside the business.

Chen et al. (2019), Examine how work-life balance affects the relationship between corporate social responsibility (CSR) and job satisfaction. The study highlights the crucial significance of work-life balance as a moderating factor by demonstrating a link between higher job satisfaction and corporate social responsibility (CSR) initiatives. Research on the beneficial effects of corporate social responsibility (CSR) programmes on employees' general well-being and contentment shows that CSR programmes, which promote work-life balance, not only foster a favourable work environment but also indirectly raise employee job satisfaction. This study clarifies the numerous benefits of corporate social responsibility (CSR) that go beyond its positive effects on the community and support employees' psychological well-being and job satisfaction.

Kalpinaet al. (2021), Research focuses on the function that job satisfaction performs as a mediator between motivation, job performance, and incentives. Using a five-point Likert scale, the researchers collected data from management and non-managerial staff members in industrial and service enterprises. To collect 422 empirical responses, a convenience sample method without probability was used. The collected data was analysed using the structural equation modelling technique. The results demonstrated that rewards and motivation greatly enhanced employees' job performance. However, the dimensional analysis showed that neither intrinsic nor extrinsic motivation had a significant effect on contextual performance. Additionally, the outcomes confirm

that job satisfaction is a prerequisite for any relationship to exist between incentives, job performance, and rewards. The research offers insightful advice on how to utilisedifferent motivating and reward systems to increase employees' job satisfaction and productivity in a range of business sizes, which can be very helpful to senior management in the industrial and service industries.

AskarGarad et al. (2022),the added value of the work lies in its thorough and in-depth analysis of the relationship among improved worker performance, better organizational effectiveness, and transformative leadership. The updated reference index for the years 2011 to 2020 and the written analysis of the work may be of interest to professionals and academics. The results show how revolutionary leadership raises workplace productivity. Subordinates of managers who demonstrate traits of a transformational leader, such as motivating others, creating a positive influence, and showing consideration for each individual, will be more creative in their thinking. Furthermore, the results demonstrate that a leader who exemplifies transformational leadership attributes significantly contributes to his subordinates' capacity development, which is positively correlated with increased organisational efficiency.

Talia Nabi et al. (2023),White-collar workers made up the bulk of those who participated in the survey, which was conducted at five telecom companies in India. This particular group was chosen because of their high standing and the difficult nature of their task. As part of the research project's parameters, a survey study comprising 338 employees was carried out in 2022, and the analysis was done using the Smart PLS 3.2 tool. The study's findings show a favourable correlation between employee green behaviour (EGB) and organisational success and corporate communication and transformational leadership. Moreover, transformational leadership serves as a bridge between efficient communication and the performance of organisations.

3. PROBLEM STATEMENTS

The research problem statements draw attention to important knowledge gaps on the connection between long-term job performances in particular industries and corporate social responsibility (CSR). The study highlights a lack of information about the precise impact of CSR initiatives on work performance and calls for a deeper investigation of the mediating variables, which include organisational commitment, job satisfaction, and employee motivation. The literature currently in publication gives little attention to contextual factors such as industry disparities and organisational sizes, which makes it more difficult to develop a customised knowledge of the benefits of corporate social responsibility (Greenwood et al. 2007). In addition to requesting an explanation for any unclear causal links, the study highlights the necessity of longitudinal research to examine the long-term effects of corporate social responsibility (CSR) on job performance. Gender and age are two demographic factors that have not gotten much attention. Verifying that the advantages of CSR programmes are recognised and shown in practical settings is crucial (Turker et al. 2009). Research on the role of employee voice in corporate social responsibility (CSR) activities and comparative evaluations that compare and contrast companies using different CSR strategies is lacking. To increase the effect of corporate social responsibility (CSR) on long-

term job performance in organisations and develop advanced approaches, these issue statements need to be addressed.

4. RESEARCH GAP

Using mediation analysis on employee motivation, job satisfaction, and organisational commitment, significant research gaps are found in the field of the relationship between Corporate Social Responsibility (CSR) and sustainable work performance. The need to compare businesses with various CSR practices, look into moderating factors, assess the benefits of CSR practices over the long run, assess employee voice in CSR initiatives, and look at contextual variations in various industries and cultures are a few of these gaps. It is imperative to consider the potential impact of an employee's demographics on their response. In summary, it is critical to ascertain the causal linkages between employee outcomes and CSR. Filling in these gaps would enable a deeper understanding of the complex connections between workplace efficiency and corporate social responsibility.

5. RESEARCH OBJECTIVES

a) To examine the mediating role of employee motivation, job satisfaction, and organizational commitment.

b) To examine the impact CSR have on employee commitment in the various company located at Delhi NCR.

6. RESEARCH METHODOLOGY

To achieve the study's goals and ensure the validity of the findings, an evaluation of the primary data that was collected was conducted. As part of the study, 620 working professionals from various organisations situated in Delhi NCR were given questionnaires. On a five-point Likert scale, the responses to the questions were Strongly Disagree-1, Disagree -2, Neutral-3, Agree-4, and Strongly Agree-5. A survey of 620 individuals was conducted to gather their perspectives. Table 1 displays the demographic distribution of the responses. The set of questions used for the inquiry is shown in Table 2.

Table 1. Demographic Profile of the Respondents

Variables	Number of respondents	%age
Gender		
Male	418	67.42%
Female	202	32.58%
Total	620	100%
Age		

21 – 25 years	88	14.2%
26 – 30years	186	30%
31 – 35years	198	31.93%
36 – 40years	76	12.25%
Above 40year	72	11.62
Total	620	100%
Total Work Experience		
Less than 2 years	69	11.12%
2-5 years	142	22.9%
5-10 years	180	29.05%
10-20 years	156	25.16%
Over 20 year	73	11.77%
Total	620	100%
Tenure with Current Organization		
Less than 1 Year	88	14.2%
1 – 3 years	126	20.32%
3 – 5 years	178	28.7%
5 – 10 years	152	24.52%
More than 10 years	76	12.26%
Total	620	100%
Position		
Lower-Level Management	255	41.13%
Middle Level Management	182	29.36%
Senior Level Management	78	12.58%

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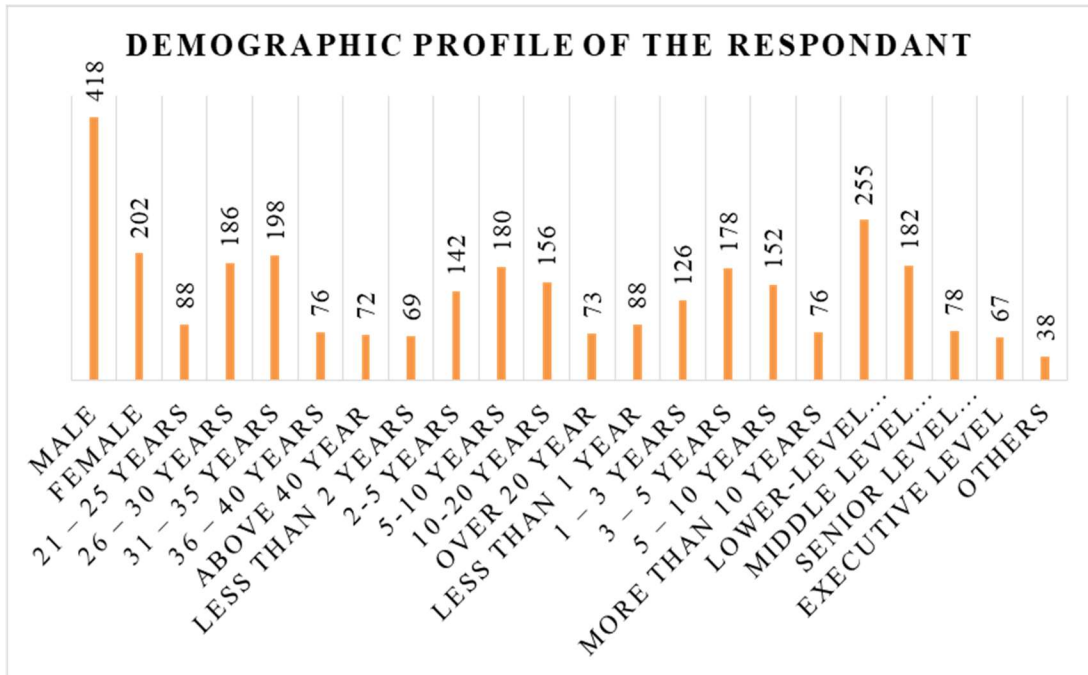| Executive Level	67	10.8%
Others	38	6.13%
Total	620	100%

Figure 1. Demographic Profile of the Respondents.

Table 2. The List of Questionnaireused for Investigation.

Sl. No.	Items
1.	Sex
2.	Your current age
3.	Your working experience
4.	Tenure with the present company
5.	Your position inside the company.
Employee Organizational Commitment (EOC) Scale	
6.	Do you feel committed to the mission and values of our company?

7.	Do you feel a strong sense of loyalty to our company?
8.	Is company's CSR initiatives align with your personal values?
9.	Do you believe our company is making a positive impact on society through its CSR initiatives?
10.	Will you to recommend our company to others as a socially responsible employer?
11.	I feel emotionally attached to this organization.
12.	Is company's CSR initiatives contribute to your sense of pride in working for this company?
13.	Are you satisfied with the company's efforts to involve employees in its CSR initiatives?
14.	Do you feel that the company's CSR initiatives contribute to your overall job satisfaction?
15.	Will you to stay with the company long-term because of its CSR initiatives?
Corporate Social Responsibility (CSR) to Social and Non-Social Stakeholders Scale	
16.	Is company's CSR initiatives known to you?
17.	Your company's CSR initiatives better familiarize to you?
18.	Do you receive updates on your company's CSR initiatives?
19.	Do CSR initiatives motivate you to perform your job better?
20.	Do you feel proud to work for a company that engages in CSR initiatives?
21.	Do you believe that your company's CSR initiatives increase your job satisfaction?
22.	Do your company's CSR initiatives contribute to your job satisfaction?
23.	Do you believe that your company's CSR initiatives make your job more fulfilling?

24.	Do you believe that your company's CSR initiatives improve the work environment?
25.	Do your company's CSR initiatives make you feel more committed to the organization?
CSR to Employees Scale	
26.	The company values its employees and their well-being as much as its profitability.
27.	The company provides adequate training and development opportunities for its employees.
28.	Do company provides a safe and healthy work environment for its employees?
29.	The company treats its employees fairly and equally.
30.	Is company's compensation and benefits package is fair and competitive compared to other companies in the same industry?
31.	The company encourages work-life balance and provides flexible working arrangements.
32.	Do you feel that the company supports diversity, inclusion, and equal opportunities for all employees?
33.	The company provides opportunities for employees to contribute to CSR initiatives and make a positive impact on society.
34.	Do company values and listens to employee feedback and suggestions?
35.	Are you satisfied with the company's overall commitment to corporate social responsibility towards employees?
CSR to Customers Scale	
36.	The company values its customers and their satisfaction as much as its profitability.
37.	The company is committed to providing high-quality products or services to its customers.

38.	Do you feel that the company communicates honestly and transparently with its customers?
39.	The company takes responsibility for any negative impact its products or services may have on the environment or society.
40.	The company values customer feedback and takes it into consideration when making decisions.
41.	Do you feel that the company values and respects customer privacy and data protection?
42.	The company supports social and environmental causes that align with customer values.
43.	Do you feel that the company provides excellent customer service and support?
44.	Are you with the company's overall commitment to corporate social responsibility towards customers?

7. DATA ANALYSIS AND PRESENTATION

A. EMPLOYEE ORGANIZATIONAL COMMITMENT (EOC):

After the Employee Organisational Commitment (EOC) response was logged, evaluated, and graded, the hierarchy shown below was developed: Professional employees are rated. "Do you think that your overall job satisfaction is influenced by the company's CSR initiatives?" after earning 2710 points and getting in touch with my organisation first, the response was, "Will you suggest our business to others as a socially conscious employer?" I'm in second place at my organisation with 2709 points. "Do the company's CSR initiatives make you feel proud to work for this organisation?" With 2707 points, "I feel emotionally attached to this organisation" came in third. "Do you believe our company is making a positive impact on society through its CSR initiatives?" There were 2690 points obtained. "Are you satisfied with the company's efforts to involve employees in its CSR initiatives?" earned a total of 2674 points. When asked if the company's social responsibility objectives aligned with their own values, they received 2671 points. They received 2667 points when asked if they thought the company's CSR efforts will help them survive in the long run. "Do you feel committed to the mission and values of our company?" A score of 2652 was obtained. Upon answering the question, "Do you feel a strong sense of loyalty to our company?" you received 2588 points. A total of 2584 points were acquired. Figure 2 shows the ranking of the Employee Organisational Commitment Scale Items.

Table 3. Employee Organizational Commitment (EOC) Scale Items.

| Detail (Reference Table 2)	Opinion										Total	Rank
	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree			
	Nos.	Points	Nos.	Points	Nos.	Points	Nos.	Points	Nos.	Points		
6.	276	1380	211	844	104	312	23	46	6	6	2588	9
7.	238	1190	286	1144	68	204	18	36	10	10	2584	10
8.	278	1390	277	1108	48	144	8	16	9	9	2667	7
9.	302	1510	234	936	68	204	8	16	8	8	2674	5
10.	285	1425	292	1168	34	102	5	10	4	4	2709	2
11.	287	1435	280	1120	35	105	12	24	6	6	2690	4
12.	301	1505	255	1020	56	168	6	12	2	2	2707	3
13.	290	1450	249	996	65	195	14	28	2	2	2671	6
14.	275	1375	317	1268	15	45	9	18	4	4	2710	1
15.	275	1375	266	1064	62	186	10	20	7	7	2652	8

Source: Primary data
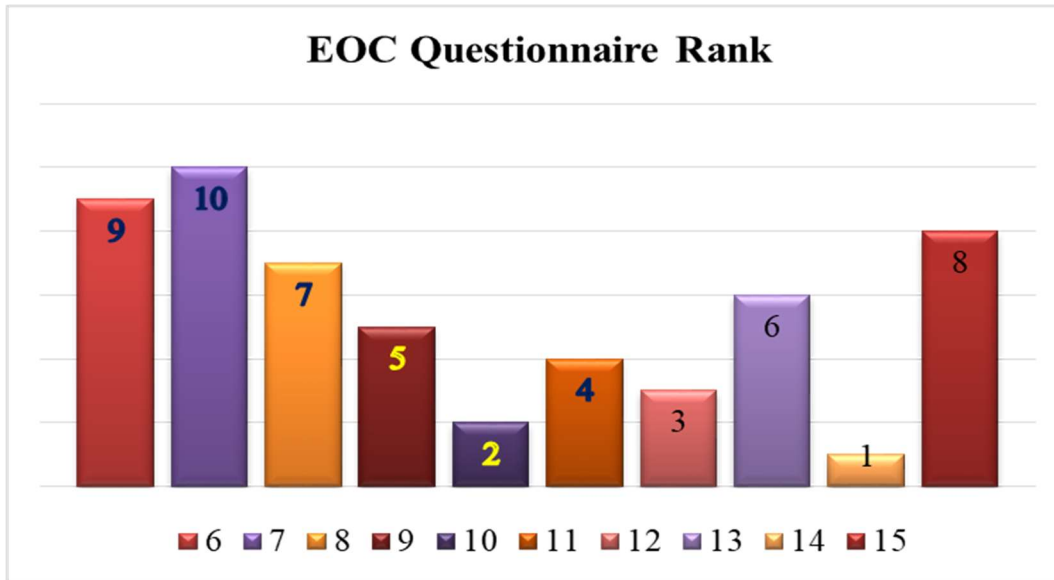
Figure 2. Employee Organizational Commitment Scale Items.

B. CSR TO SOCIAL AND NON-SOCIAL STAKEHOLDERS:

The following conclusions regarding corporate social responsibility to social and non-social stakeholders were drawn from a poll of 620 working professionals. "Do you feel proud to work for a company that engages in CSR initiatives?" "Do you believe that your company's CSR initiatives improve the work environment?" scored 2709. Finished with 2690 points to position first and second, respectively. Scored 2707 on the question "Do you believe that your company's CSR initiatives contribute to your job satisfaction?" and so on.

Table 4. CSR to Social and Non-Social Stakeholders Scale Item.

Detail (Reference Table 2)	Opinion										Total	Rank
	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree			
	Nos.	Points	Nos.	Points	Nos.	Points	Nos.	Points	Nos.	Points		
16.	290	1450	203	812	88	264	34	68	5	5	2599	9
17.	255	1275	248	992	76	228	39	78	2	2	2584	10
18.	315	1575	223	892	56	168	23	46	3	3	2667	7

19.	284	1420	239	956	71	213	15	30	11	11	2674	5
20.	320	1600	214	856	70	210	12	24	4	4	2709	2
21.	309	1545	215	860	67	201	14	28	15	15	2690	4
22.	178	890	341	1364	80	240	9	18	12	12	2707	3
23.	290	1450	216	864	86	258	20	40	8	8	2671	6
24.	244	1220	312	1248	53	159	5	10	6	6	2710	1
25.	288	1440	265	1060	49	147	13	26	5	5	2652	8

Source: Primary data

Figure 3: CSR to Social and Non-Social Stakeholders Questionnaire Rank.

C. CSR TO EMPLOYEES:

Based on the responses of 620 working professionals, the following conclusions about corporate social responsibility to employees were made. "Does the company provide a safe and healthy work environment for its employees?" was one of the top three most often asked questions. ("The company values its employees and their well-being as much as its profitability"; score 2719), and ("The company provides adequate training and development opportunities for its employees"; score 2734). (2699 evaluations), "Does the company value and listen to employee feedback and suggestions?" and the remaining 2696 points.

Table 5. CSR to Employees Questionnaire Scale Item.

| Detail (Reference Table 2)	Opinion										Total	Rank
	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree			
	Nos.	Points	Nos.	Points	Nos.	Points	Nos	Points	Nos.	Points		
26.	307	1535	266	1064	44	132	0	0	3	3	2734	1
27.	322	1610	242	968	39	117	7	14	10	10	2719	2
28.	294	1470	274	1096	38	114	5	10	9	9	2699	3
29.	294	1470	246	984	65	195	7	14	8	8	2671	7
30.	289	1445	246	984	79	237	2	4	4	4	2674	6
31.	255	1275	290	1160	63	189	6	12	6	6	2642	10
32.	260	1300	302	1208	53	159	3	6	2	2	2675	5
33.	267	1335	273	1092	63	189	15	30	2	2	2648	9
34.	286	1430	283	1132	36	108	11	22	4	4	2696	4
35.	276	1380	274	1096	50	150	16	32	4	4	2662	8

Source: Primary data
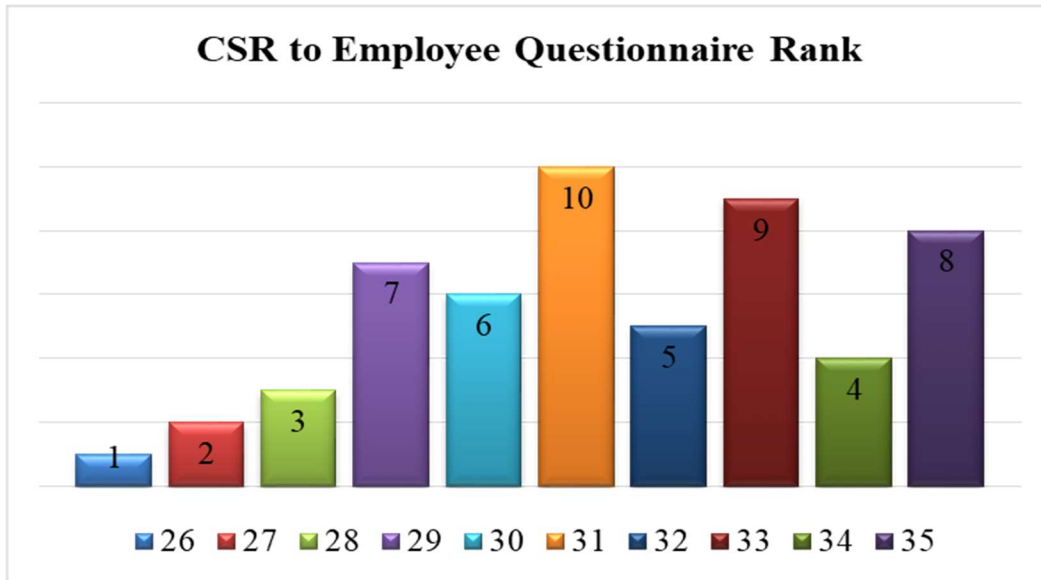
Figure 4. CSR to Employees Questionnaire Rank.

D. CSR TO CUSTOMERS:

620 working professionals from various organisations in Delhi NCR participated in a survey to find out how consumers view corporate social responsibility. The results are shown below. "Do you think the business interacts with its customers in an honest and open manner?" was the question that scored the highest, with 2663 points. It was followed by 2644 points for "The company takes responsibility for any negative impact its products or services may have on the environment or society," 2646 points for "The company is committed to providing high-quality products or services to its customers," and so on.

Table 6. CSR to Customer Scale Questionnaire Rank.

Detail (Reference Table 2)	Opinion										Total	Rank
	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree			
	Nos.	Points	Nos.	Points	Nos.	Points	Nos.	Points	Nos.	Points		
36.	318	1590	185	740	65	195	45	90	7	7	2622	7
37.	295	1475	234	936	56	168	32	64	3	3	2646	2

38.	342	1710	165	660	71	213	38	76	4	4	2663	1
39.	297	1485	218	872	80	240	22	44	3	3	2644	3
40.	280	1400	232	928	72	216	31	62	5	5	2611	8
41.	312	1560	199	796	75	225	28	56	6	6	2643	4
42.	278	1390	248	992	69	207	11	22	14	14	2625	5
43.	295	1475	210	840	74	222	31	62	10	10	2609	9
44.	282	1410	243	972	61	183	25	50	9	9	2624	6

Source: Primary data
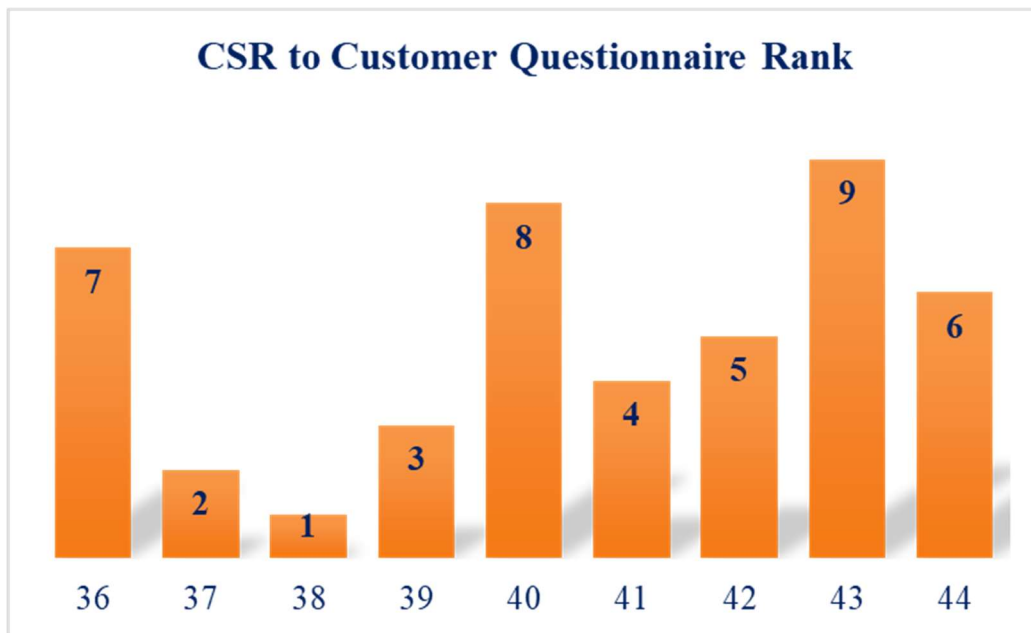
Figure 5.CSR to Customer Questionnaire Rank.

Summary

Finding the association between employee organisational commitment and CSR features in Delhi, NCR-based enterprises was the main objective of this quantitative correlation study. Both the CSR theory of motivation and the expectation theory of motivation have contributed to the validity of the investigations. This study examined the impact of internal CSR on employees' motivation for organisational commitment. This study found two significant marginal deviations in the respondents' responses. When comparing the replies of employees from various organisational sizes with regards to their support for organisational commitment, there was initially a very high degree of confidence. There were no discernible differences found. This finding

suggests that employee organisational commitment was unaffected by the organization's size. Second, there was no appreciable difference in how employees responded to commitment based on their age or gender. An analysis of correlations between the CSR to Employees Scale and ten CSR variables revealed a strong relationship. The analysis of the quantitative study revealed that employee organisational commitment was significantly correlated with employee-driven CSR practises, such as a strong sense of loyalty, awareness of and motivation for CSR initiatives, training and development, a safe and healthy work environment, the company's benefits and compensation package, high-quality products or services, customer feedback, social and environmental supports, and overall commitment to CSR. The multiple R analysis indicates a relationship between employee-driven corporate social responsibility (CSR) and employee organisational commitment. This suggests that 63% of the factors predicted to affect employee organisational commitment may be attributable to CSR. Based on the R-square value, eleven CSR components explain 41% of the employee innovation trend. Employee organisational commitment was most influenced by job satisfaction, then by CSR to Social and Non-Social Stakeholders. Furthermore, as one of the employee-driven CSRs, it was demonstrated that there is a strong positive correlation between workers' organisational commitment and job satisfaction.

The study evaluated the connection between corporate social responsibility (CSR) and organisational commitment (OC) in a range of Delhi, National Capital Region (NCR)-based enterprises. Quantitative research employed structural equation modelling along with exploratory and confirmatory factorial analysis. The results illustrated the connection between workers' opinions of corporate social responsibility (CSR) programmes and their organisational citizenship (OC) degree, which is further divided into two groups: affective/normative and continuous commitment. The criteria related to how consumers perceive corporate social responsibility (CSR) activities in this study were divided into three areas instead of the customary four: organisational commitment from employees, CSR to customers, CSR to employees, and CSR to stakeholders that are social and non-social. The study notes that in evaluating the correlation between employees' opinions of corporate social responsibility initiatives and organisations' levels of transparency across different sectors, it only looked at a small sample of companies. Moreover, the study was not able to document changes to CSR strategies. Longitudinal research can be utilised to investigate the temporal behaviour of the relationship between these constructs, so contributing to this issue further. Later campaigns could evaluate the employees' varied duties and draw attention to any inconsistencies. This may contribute to the explanation of why some CSR projects generate more open content than others. Not many firms exist, but the ones that do employ a significant number of people, which was enough to build a model. By suggesting a reorganisation of the components of OC and CSR activities, this work conceptually contributes to the corpus of research on developing nations. Demonstrating to corporations how their support of CSR programmes can lead to increased commitment and value generation for all stakeholders is a valuable contribution.

8. RESEARCH FINDINGS AND DISCUSSION

The study discovers a positive correlation between corporate social responsibility (CSR) initiatives and employee motivation. Corporate social responsibility programmes are seen by staff members of the selected organisations as career-advancing catalysts. This suggests that companies could increase employee motivation through corporate social responsibility (CSR). The study's findings demonstrate a strong correlation between increased worker job satisfaction and CSR actions. Workers who feel their bosses care about social issues report higher levels of job satisfaction, according to the survey. This illustrates how CSR could support the development of a joyful environment that fosters employee satisfaction. The study concludes that corporate social responsibility greatly raises organisational commitment. Employee loyalty and commitment to the company are more likely if they perceive their employers to be highly devoted to social responsibility (Gond et al. 2017). Better long-term work performance is positively correlated with increased organisational commitment.

In order to shed light on the relationship between CSR and sustainable work performance, the mediation study underlines the mediating roles of employee motivation, job satisfaction, and organisational commitment. CSR policies have an impact on several crucial aspects, and having these traits enhances an organization's long-term productivity. The significance of industry differences and organisational sizes in the relationship between job performance and corporate social responsibility (CSR) is acknowledged by the study. The study also emphasises how crucial it is to consider demographic variables such as age, gender, and job title in order to understand why certain employees respond to CSR initiatives in different ways (Glavas et al. 2009). The data indicates that there hasn't been much focus on the relationship between CSR and long-term sustainable job performance. The study concludes that in order to understand how the benefits that have been discovered evolve over time, longitudinal research is required. It is also emphasised how crucial it is to identify the causal relationships between CSR, employee motivation, job happiness, and organisational commitment in order to have a deeper understanding.

The study investigated the possible relationship between employee-driven CSR and workers' commitment to the organisation. Descriptive analysis, ANOVA, analysis of variance, independent t-tests, correlation, and multi-regression analysis were used to analyse the research concerns. The majority of attendees were from businesses in Delhi, NCR. Employee-driven corporate social responsibility (CSR) and employee organisational commitment were found to be significantly correlated based on questionnaire responses. Other possibilities were supported by the data acquired for this study's analysis. A correlation study showed that there was a significant association between all independent characteristics and employee organisational commitment. A safe and healthy work environment, a strong sense of loyalty, knowledge of and motivation for corporate social responsibility (CSR) initiatives, training and development, high-quality products and services, customer feedback, and social and environmental supports were all found to have a strong correlation with employee innovation (Deephouse et al. 2000). The strongest association was discovered between corporate social responsibility (CSR) to customers and workers and employee organisational commitment to social and non-social stakeholders. This outcome is in

line with both the CSR theory and the expectancies theory of motivation. Employees have a significant influence on an organization's success, making them vital stakeholders. Since employees are a valuable resource, ensuring their satisfaction is vital for every firm (Bhattacharya et al. 2009). Internal corporate social responsibility programmes influence employee behaviour and boost productivity. Fair hiring practices and employee well-being are important to a corporate social responsibility (CSR).

9. CONCLUSION

Corporate social responsibility (CSR) and its implications and impacts have been extensively researched in the past with respect to a variety of business issues, such as company reputation and brand image as well as relationships with suppliers, consumers, shareholders, and employees. The survey also highlights the strong correlation that exists between CSR and job happiness. Survey questionnaires were self-completed by working professionals in Delhi NCR, and SPSS software was used to evaluate the results. The assumption that employees who work on corporate social responsibility programmes are more committed is also supported by the body of research. Employee participation in CSR is more than just carrying out projects; it also entails developing policies, making decisions, and assigning tasks to others. When innovation is flowing and when events, like CSR campaigns, are happening, teams and employees may see it (Ellen et al. 2006). Taking part in CSR programmes improves hiring, retention, productivity, and employee morale. When one is engaged at work, one feels valued and confident in themselves. These initiatives foster a closer-knit sense of family between businesses and employees. Employees are more likely to identify with organisations that put the health of their community and themselves first. The company's business culture is defined by its welcoming environment and dedication to luring and keeping exceptional personnel (Rupp et al. 2006). Organisational commitment is a key mediating factor in the relationship between CSR and workers.

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