

**A CONCEPTUAL FRAMEWORK ON EXAMINING THE INFLUENCE OF
 BEHAVIORAL TRAINING & DEVELOPMENT ON CSR:
 AN EMPLOYEES' PERSPECTIVE APPROACH**

Arslan Ayub

(Corresponding Author)

Iqra University Islamabad, Pakistan (44000)

MS MGMT Sciences

+92 321 6809171

ayub_arslan@ymail.com

Hanan Iftekhar

Iqra University Islamabad, Pakistan (44000)

MS MGMT Sciences

+92 321 8654666

hanan.iftekhara@gmail.com

Muhammad Salman Aslam

Iqra University Islamabad, Pakistan (44000)

MS MGMT Sciences

+92 331 7825276

msalman71f@yahoo.com

Adeel Razzaq

Iqra University Islamabad, Pakistan (44000)

MS MGMT Sciences

+92 307 8466533

m.adeel67@yahoo.com

ABSTRACT

The current paper aims to investigate the impact of behavioral training and development on the level of employees' involvement in CSR and its impact on their motivation, job satisfaction, and their role in corporate identity building. The proposed model in this paper constitutes five variables. Employee involvement in CSR as an independent variable influences employee motivation and job satisfaction (mediating variables), moderated by behavioral training and development (moderating variable), which ultimately influence dependent variable "corporate identity". Based on extensive literature review, our findings are also reliable with the consideration view of behavioral training and development, which would also result in increasing employees' knowledge, skills, and abilities regarding CSR. This research provides insights to managers about the importance of behavioral training and development of employees especially in comprehension, implementation, and optimum utilization of CSR initiatives.

Keywords Corporate social responsibility, Corporate image, Corporate identity, Job satisfaction, Motivation, Behavioral training and development.

1. INTRODUCTION

Over a past few decades, for businesses focusing on generating profits, sustainability was not an issue among corporations. Where, sustainability refers to the process that makes sure about every side of human life (Akisik and Gal, 2011). In this era of globalization, multinational and local corporations have to conduct ethical practices for attracting positive feedback from public. The demand for sustainable business practices has surged due to the impact of non-governmental organizations, increased media attention, and rapid globalization. In addition, corporations have realized the importance of being ethical in conducting their business operations for attracting and retaining employees and customers. Hence, corporations are required to perform well in non-financial areas, such as human rights, business ethics, environmental policies, community development, corporate governance, and workplace issues in alignment with profitability, termed as Corporate Social Responsibility (CSR).

Competition is the keen cutting edge of business, always shaving away at costs said by Henry Ford. Numerous studies provide evidence that Corporate Social Responsibility (CSR) influences company's financial performance (Saleh *et al.*, 2011; Nkundabanyanga and Okwee, 2011) and leads onto a competitive edge (Holme, 2010). To gain a competitive advantage, companies not only need to provide fine quality products or rendering services, but also to ensure the manifestation of CSR business management (Chen and Wongsurawat, 2011). As demonstrated by Quairel-Lanoizelee (2011) companies due to the detriment of competitive market make decisions because of the impact of competitive factors in society, and their actions influence social and environmental conditions. Corporations, therefore, may use their core competencies to drive CSR initiatives, and as a result, achieve a significant competitive edge and fulfilling societal and environmental needs and responsibilities. In addition to provide the competitive advantage to organizations, CSR is also a vital tool for internal decision-making, identifying strengths and weaknesses and, above all managing external relationships and attracting stakeholders (Waddock and Bodwell, 2004).

A growing number of organizations realize the need that both profitability and moral rights are put in parallel in order to operate their businesses by assuming more environmental and social responsibilities (Mozes, Josman and Yaniv, 2011). The development of CSR initiatives is coherently surged with the intense competition among organizations and dynamic nature of marketplace. Therefore, most service and manufacturing organizations look at it strategically to improve their corporate identity and, ultimately, to increase the market share (Valmohammadi, 2011). Corporate identity deals with the personality, impressions, and image that an organization presents to its stakeholders (Schmitt and Pan, 1994). Organizational image encourages and helps employees to identify themselves and to build a sound bonding with their organization (Mozes *et al.*, 2011). Hence, this is coherent that organizational image enhances motivation and job satisfaction of employees. Of focal interest is the motivation of employees, their job satisfaction and organizational identity.

Fewer studies have focused the influence of CSR on employees, their motivation, job satisfaction and identification with their organization (Collier and Esteban, 2007). Moreover, there is little understanding about influence of motivation and job satisfaction on mediating the relation of employee involvement in CSR and corporate identity (Mozes *et al.*, 2011). As CSR is a top-down strategy and enforced by CEO's or senior management therefore, in this case employees feel that they must have to settle down the differences by compromising their own values while pursuing the values of organization. This results in dissatisfaction with their work (Powell, 2011), ultimately, leading to an emotional dissonance, poor performance, and feeble attachment with organization. Hence, there arises the need of behaviorally training and developing employees in order to drive CSR initiatives successfully. This is the way, their motivation, job satisfaction, and involvement in CSR practices may increase, which in turn, promotes individual and corporate identification.

Thus, the current study explores how behavioral training and development moderates the relationship of CSR, corporate identification, job satisfaction, and motivation.

2. BACKGROUND

Corporate Social Responsibility has been an area of interest for researchers for the past few decades. The world Business Council for Sustainable Development (2001) defines CSR as: “The commitment of business to sustainable economic development through team work with employees, their representatives, their families, local and public communities, for enhancing quality of life by various beneficial ways both for business itself and economic development” (Jamali, 2006). In addition, CSR refers to “management of stakeholder concern for responsible and irresponsible acts related to environmental, ethical, and social phenomena in a way that creates corporate benefit” (Vaaland *et al.*, 2008). Moreover, Corporation therefore should act as a good corporate citizen by keeping into account the social care of stakeholders (Porter and Kramer, 2006). Freeman (1984) provided the definition of stakeholder as “any group or individual, who can affect, or is affected by, the achievement of the organization’s objectives.”

A compelling reason for an organization to be engaged in CSR initiatives is its stakeholders (Argandona, 1998; Harvey and Schaefer, 2001; Post, 2003; cited in Gupta, 2011). While organizations constitute internal and external stakeholders, social responsibility not only aims for enhancing standards of living by taking into consideration corporate profitability but also meeting the expectations of all stakeholders (Mozes *et al.*, 2011). Moreover, social responsibility results in improved environmental responsibilities, organizational performance, employee motivation (Zairi and Peter, 2002) and employee relations (Vitaliano, 2009). Thus, CSR aims to balance both social responsibility and broad range of stakeholders. The following paragraphs explain the constructs of this study with the help of theoretical background.

2.1 Corporate Image and Corporate Identity

Business Etiquette, Vicky’s Professional Image Consultant defines corporate image as “the sum total of its reputation, the way it organizes and operates its activities and how it conducts its business; and the attitudes of its employees and how they respond to customers and associates” (Powell, 2011). However, employees are the main source of corporate image building (Minkiewicz *et al.*, 2011). Studies have shown evidence that corporations who are engaged in social causes are well recognized and possess a good corporate image (Hess, *et al.*, 2002; Sen and Bhattacharya, 2001; Worcester, 2009). For determining the success or failure of organizations, corporate image is a crucial factor (Worcester, 2009). A good corporate image correlates superior competitive advantage (Balmer, 2009). In addition, there appears to be vast agreement on the positive impacts of CSR on corporate image, organizational identification (Arendt and Brettel, 2010) and employees’ identification (Minkiewicz *et al.*, 2009).

Organizations being immense scrutinized need the utmost demonstration of CSR policies other than profits too (Ledwidge, 2007) and have realized that they are recognized for their work in a positive environment where they have achieved performances (Cegarra-Navarro and Martinez-Martinez, 2009). Thus, the most important manifestation of CSR initiatives is the corporate identity. Dutton *et al.* (1994) define corporate identity as an employee defines himself with similar attributes as he defines his organization. Notably, employees are the key elements for building a good corporate image and for promoting the reputation of corporations (Simmons, 2009). As stated by Mozes *et al.* (2011) employees’ affection positively correlates with the prestige of the organization. Similarly, corporate identity demonstrates a psychological connection of employees with their organization. Hence, employees feel splendid because of their identification with reputable organizations, which leads organizations to a better identification ultimately promoting their corporate image.

2.2 Job Satisfaction

Locke (1976) defines job satisfaction as “job or job experience resulting from pleasurable or positive emotional state of employees.” Additionally, job satisfaction refers to employees’ expectations, related to their workplace and their attitudes towards job. Hence, higher the employees’ expectations, higher will be

their job satisfaction and vice versa, and higher the job satisfaction, more will be their involvement in CSR initiatives. Furthermore, co-workers, supervisors, organizational factors, and work environment influence job satisfaction (Coomber and Barriball, 2007). Therefore, corporate social responsibility plays a dominant role in job satisfaction of employees (Mozes *et al.* 2011). In Particular, job satisfaction is associated with individual performance; thus, it is significant for enhancing job behavior as well as performance of employees (Lambert *et al.*, 2002). The factors that lead to job satisfaction of employees are demonstrated by Herzberg's (1968) Motivation-Hygienic Theory, and are known as motivators including achievement, recognition and work itself etc (Turkyilmaz *et al.*, 2011). These factors posit a positive influence on job satisfaction of employees, ultimately enhances their affection with their job and organizations, which results in positive corporate identity building.

2.3 Work Motivation

Employee satisfaction, commitment, and loyalty have a positive relationship with motivation (Meyer *et al.*, 2004). The higher the satisfaction level, the higher will be employees' motivation. Motivated employees develop a strong bonding with their organizations. The self-determination theory suggests two types of rewards influencing employees' motivation: extrinsic and intrinsic. Extrinsic (external) rewards influence external motivation, which is, associated with the compensation system such as salary bonuses other benefits (Skudiene and Auruskeviciene, n.d.). According Minbaeva (2008) extrinsic rewards are necessary for keeping a person on job. While, for motivating a person to perform well, intrinsic rewards are most important. Intrinsic rewards (internal motivation) include satisfaction, appreciation, positive recognition, and feeling accomplishment. Moreover, Latham and Pinder (2005) defines motivation as "work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior and to determine its form, direction, intensity, and duration." Thus, motivation surges employees to put their best efforts in their job. Hence, motivated employees being more satisfied are more involved in exercising CSR initiatives and promoting corporate identity.

2.4 CSR and corporate identity mediated by job satisfaction and motivation

Motivation and job satisfaction both positively influence corporate identity. Moreover, CSR has a positive impact on corporate identity as demonstrated by literature review.

2.5 Problem Identification

However, CSR initiatives are acknowledged for strengthening the relationships with stakeholders as discussed earlier, as well as gaining competitive advantage (Du *et al.*, 2007; Bhattacharya *et al.*, 2009), most of the organizations are not found to be fully engaged in managing these relationships. Knox *et al.* (2005) argue that employee commitment in CSR is very critical but there are few organizations, who mobilize their employees in this way. Hence, achieving employee commitment to CSR may not be easy in reality. For instance, corporate social responsibility is strategically approached as atop-level concern, linking it to a top-down perspective (Powell *et al.*, 2009; Nord and Fuller, 2009) is not an easy task. In such situations, employees must feel they have to compromise their own values in order to sticking the values of organization. In this context, employees perceive that their own ethical values are not taken into account by the organization and they feel these strategies as extrinsic rather intrinsic; which results in employee dissonance (Powell, 2011). Therefore, this may have overwhelming consequences on the organization. Moreover, when employees have to pursue the ethical values of organizations, that they perceive may go against to their own values, their satisfaction is also reduced (Desphande, 1996; Koh and Boo, 2004).

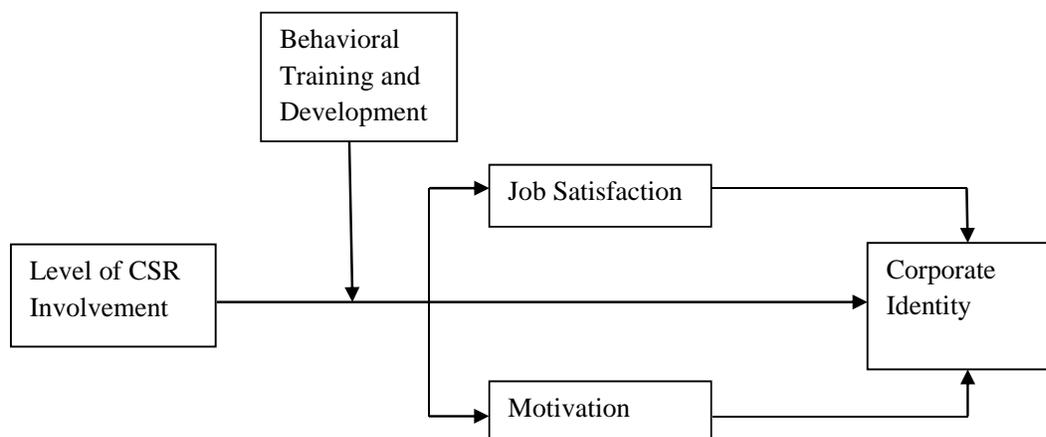
2.6 Behavioral Training and Development

Employees are the key elements of organizations, which provide an important source of competitive advantage (Pralhad, 1983 and Pfeffer, 1994). For instance, corporate image of organizations enhances when organizations have a well recognition in terms of their internal stakeholders. Employees provide organizations with competitive advantage through deliberately working with optimal outputs. This results in

better organizational performance. Similarly, the case is with employees' involvement in CSR, as CSR also provides organizations a source of competitive advantage. Thus, higher employee involvement in CSR leads to better results, while lower the involvement leads to poor results. Studies have provided evidence that employee involvement highly depends on their knowledge about CSR process and implementation. Therefore, organizations are required to get their employees trained and developed in order to achieve the optimal outcomes.

Correspondingly, employee training is associated with sustainable competitive advantage because it has long-term implications for employees and hence, enhances organizational performance (Soltani and Liao, 2010). Thus, there develops a strong link between employee training and his performance. Chiaburu and Tekleab (2005) defined training as “the planned intervention that is designed to enhance the determinants of individual job performance.” Moreover, “training and development is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees” (Training and Development, n.d.). Therefore, there arises an intense need for training and development because of lack of knowledge to employees about the process or implementation of CSR and dearth of opportunities regarding seminars or training to learn about CSR (Arevalo and Aravind, 2011). Specifically, training practices in organizations influence organizational commitment, employee motivation (Meyer and Allen, 1991) and job satisfaction (Sahinidis and Bouris, 2008; Rowold, 2008). Consequently, employees training and development is a crucial tool for making every employee a good citizen in order to resolve the conflicts that might arise, and that might ultimately impair the value of organizations. Thus, the present study seeks to examine the impact of behavioral training and development of employees on their level of motivation, job satisfaction, and corporate identity as a consequence of corporate social responsibility.

2.7 Conceptual Model



3. DISCUSSIONS AND PRACTICAL IMPLICATIONS

The current study provides support to the findings of (Mozes *et al.*, 2011) about the positive effects of CSR on corporate identity. CSR as defined by Hopkins (2005) is ‘concerned with treating the stakeholders of the firm ethically or in a socially responsible manner.’ Studies have shown evidence that CSR results in gaining a competitive advantage for organizations, capturing a good corporate image, and better employee motivation and his job satisfaction (Soltani and Liao, 2010; Zairi and Peter, 2002). Both motivation and job satisfaction mediates the influence of CSR on corporate identity (Mozes *et al.*, 2011). The more the employee gets himself attached with organization, the more will be the corporate identity. Similarly, the more the corporate identity, the more positive will be corporate image. This happens only when an employee develops a strong bonding with his organization. Ultimately, the CSR practices exercised by management play this role.

On the contrary, studies also provide evidence that employee often perceive CSR initiatives to be contradicting to their own values, which reduces their satisfaction and becomes the basis of their detachment from the organizations (Powell, 2011) and lower involvement in CSR. This results in the lack of commitment towards their work and organization. This happens when organizations exercise corporate social responsibility strategies only for the sake of profits. These initiatives then let the organizations meet the employees' needs at the end. This results in their poor performance, lack of commitment to work, reduced job satisfaction, and ultimately, lower corporate identity. For seeking the solution of this problem, current study provides evidence about the importance of behavioral training and development of employees in their motivation and job satisfaction. Whereas, training process leads to better employee performances, increased motivation and enhanced job satisfaction (Meyer and Allen, 1991; Sahinidis and Bouris, 2008; Rowold, 2008).

Because of environmental instability and competitive marketplace, organizations are not only required to implement CSR strategies successfully but also take into account the needs of both external and internal stakeholders. As human capital/internal stakeholders (employees) are the main source of organizational identification, organizations therefore need to exercise CSR initiatives for the well-being of employees in parallel with making profits. This is possible only when both employers and employees are well aware about CSR process and its implementations. As, organizations have social responsibilities not only to society but also to key employees such as friendly environment, bonuses, and other benefits. Therefore, both management and employees must get trainings about CSR initiatives, about its benefits, and core responsibilities.

Hence, the need for training employee arises due to the evidence provided by Arevalo and Aravind (2010) about lack of knowledge of CSR process and implementation, lack of information, lack of skills, and training provided by management. Management should therefore arrange multiple seminars and training programs for the development and training employees based on planned schedules. Employee behavioral training and development focusing on knowledge about CSR including knowledge about CSR process and CSR implementation; employer CSR orientation and effective communication strategy results in positive behavioral change. Thus, this behavioral change results in higher employee motivation, their commitment, and job satisfaction as they got the required skills and abilities in order to pursue CSR initiatives. Ultimately, this change results in higher employee involvement in CSR and in the end higher motivation and job satisfaction scores in enhanced corporate identity and improved corporate image. While, corporate identity is an organizational effort about how to present itself to public for the sake of captivating their perception about the company. Corporate identification therefore correlates itself to employee identification that develops a strong bonding with their organizations, which, in turn, promotes corporate identity, ultimately, demonstrating a good corporate image.

Building a motivated and satisfied employee base is so crucial to develop a good corporate image and sustainable competitive advantage. The authors identify several managerial implications:

- 1) This research provides insights to managers about the importance of behavioral training and development of employees especially in understanding, implementation, and optimum utilization of CSR initiatives.
- 2) While organizations are required to be socially responsible and good corporate citizens, it is therefore important that they should spend resources on allocating to CSR initiatives in this manner that maximizes its benefits to society as well as to a wide range of stakeholders including employees.

4. CONCLUSION/ FUTURE RESEARCH

Corporate social responsibility is an important strategic tool for organizations in order to gain a competitive advantage and to display a positive image to society. The authors have explored the concept of CSR and its influence on corporate identity, and its role in corporate image building. The current study has shown evidence that employees' involvement in CSR positively correlates with corporate identity. Nevertheless, employees sometimes become dissatisfied because of their wrong perception and dearth of knowledge about CSR process and its implementation. This becomes the basis of their emotional dissonance, which ultimately leads to the detriment of corporate identity. The present study has extended the model given by Mozes *et al.* (2011) by endeavoring behavioral training and development in moderating the influence of employee involvement in CSR on corporate identity and has shown evidence that training and development leads to better employee performance, improved satisfaction and motivation, and building a good corporate identity and image.

As the current study is a conceptual paper, future studies therefore may extend the body of knowledge by empirically testing the model, which may contribute additional insights to this study. Furthermore, the research may also be conducted in other developing countries in order to investigate employees' conceptualizations and their preferences about CSR initiatives.

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