

## **Impact of CSR and Internal Marketing on Employee Job Satisfaction and Organizational Commitment: A Case Study from Export-oriented SMEs in Bangladesh**

Saadia Shabnam<sup>1</sup> and Md. Atiqur Rahman Sarker<sup>2</sup>

*The growing awareness of Corporate Social Responsibility (CSR) has become one of the important tools in Human Resource Management (HRM). One of the major issue in corporate accountability is how firms are careful and responsible for employee's well being. The practice helps to develop a distinguished corporate culture and social consciousness which certainly influence employee attitude and behavior. The purpose of this study is to find out an empirical effect of CSR on employee job satisfaction and organizational commitment. Based on the interviews taken both from employers and employees in export oriented SMEs of Bangladesh, it has been found that CSR practices are positively associated with job satisfaction which in result makes the workers more motivated and committed towards the organization. This paper also recommends that corporate responsibility practices, satisfied and committed employees together can create competitive advantage for a business with growth and profitability. Furthermore, the information summarized in this paper also provides the suggestions to utilize the CSR strategies that will improve the employee morale, job satisfaction and organizational commitment thus create an opportunity to capitalize on internal marketing for the organization.*

**Keywords:** Job satisfaction, Commitment, Internal Marketing, HRM, Corporate Social Responsibility, SMEs and Bangladesh.

### **1. Introduction**

Corporate Social Responsibility (CSR) has been defined as activities that protect and improve both the welfare of society as a whole and the interest of the organization (Davis and Blomstrom, 1975; Rupp, et al, 2006). Other definitions have been put forward (Maignan and Ralston, 2002; Michael, 2003) but the general concept is consistent. Around the globe, companies make social responsibility an essential part of their business strategies. While growing the numbers of researchers have considered the positive impact of CSR on customers, very little attention has been given specifically to the impact of CSR on current and potential employees of the organization (Mess and Jamie, 2004). There are some studies have been conducted about positive impact of CSR that increase the income of companies and making customers' impression good. Outside the company, it is widely recognized that CSR can increase investor interest, customer purchases of products, and positive relationships with the government, but there are little studies about the effect inside the enterprises (Valentine and Fleischman, 2008). For the last few years, there have been a

---

<sup>1</sup> Senior Lecturer of Marketing, Department of Business Administration, East West University, Bangladesh  
[saadiashabnam79@yahoo.com](mailto:saadiashabnam79@yahoo.com) / [ss@ewubd.edu](mailto:ss@ewubd.edu)

<sup>2</sup> Senior Lecturer of HRM, Department of Business Administration, East West University, Bangladesh

## Shabnam & Sarker

great deal of work on external impact of CSR, but it is also important to understand the internal impact of CSR. However, the concept of CSR in Bangladesh is still in its infancy. Will there be any positive influence on employees if companies take CSR? This study has been investigated CSR effects from this point of view.

The European Union perspective on sustainability incorporates economic, social and environmental pillars, all linked with competitiveness, set in the framework of the Lisbon Strategy for Growth and Jobs launched in 2005. CSR and sustainability were identified as two inter-linked corporate culture when Verheugen (2005) defined the relationship between these two as “CSR is also part of the glue that binds the Growth and Jobs Strategy into our overall objective of sustainable development”. In 2007, Verheugen again noted that “(w)e have not yet built the flexible, innovative, knowledge-based and environment friendly economy which will guarantee the longterm sustainability of our way of life.” (2007, p.3). From this, we can conclude CSR represents the main driver and increasingly common phenomenon of corporate sustainability. That means, the capability of a firm to create sustainable value through mutually beneficial relationships with its entire network of stakeholders, along with “business stakeholders” and “socio-political stakeholders” (Perrini et al., 2006) would be the imperative of the business.

There is a lot of news about some enterprises holding charitable activities or supporting welfare foundations. In fact, CSR has been considered an efficient management strategy (Baron, 2003), and it is a crucial factor in the enterprise's success. The practice of CSR is an investment in the company's future, so it must be planned specifically, supervised carefully, and evaluated regularly. From an outside perspective of companies, it is widely recognized that CSR can increase investor interest, the value of brand, customer purchases of products offered, and positive relationships with the government (McWilliams and Siegel, 2000; Trevino and Nelson, 2004). From an inside perspective of companies, a good reputation is necessary to attract, retain, and motivate skilled and efficient employees. In light of CSR, significant strands of research have investigated whether there are financial payoffs to increased social responsiveness (McWilliams & Siegel, 2001; Orlitzky et al., 2003), the influence of perceptions concerning corporate social responsiveness on customers (Romm, 1994; Smith, 1994), and the attractiveness of social performance to investors (Graves and Waddock, 1994; Johnson and Greening, 1999).

A number of previous articles have addressed how social identity theory applies to the relationship between the reputation of organizations and employee's work attitudes (Maignan and Ferrell, 2001). Because these studies have shown that organizational involvement in social causes generally enhances an organization's reputation (Hess et al., 2002), it would seem likely that an organization's commitment to social issues would lead to a positive organizational reputation and have a positive impact on employees' work attitudes (Peterson, 2004). Some positive outcomes are related to work attitude, such as greater worker productivity, reduced absenteeism, and lower turnover rates (Meyer et al., 1989). Organizational commitment will increase as employees will be proud to identify with work organizations that have favorable reputation (Peterson, 2004, p.299). Peterson (2004) also investigated that the relationship between social performance and work attitudes has positive impact on employees.

## **Shabnam & Sarker**

Although growing numbers of researchers have considered the positive potential of taking corporate social responsibility, very little attention has been given specially to employee perspectives. Until recently, the benefit of CSR for employees has been gradually emphasized. Even so, it is an area that is under-researched and under-discussed. This study aimed to find out an empirical effect of CSR on employee job satisfaction and organization commitment in the export oriented SMEs of Bangladesh.

### **2. Objective**

The main objective of the study is to identify the impact of CSR and Internal Marketing performance of the organization over employee job satisfaction and organizational commitment in the context of Bangladeshi export-oriented small and medium enterprises.

More specifically, this study reveals the fact if there is any relationship between organizational CSR activities and employee's job satisfaction and commitment.

More specific objectives are-

- to identify the influence of organizational CSR performance and internal marketing on employees job satisfaction
- to identify the influence of organizational CSR performance and internal marketing on employees organizational commitment.

### **3. Literature Review**

#### **3.1 CSR Performance of the Company and Employee Relations at Workplace**

However, it has been suggested that employee's perceptions of a company's ethics, values, and social responsiveness play a significant role in shaping the work attractiveness for a particular organization (Greening & Turban, 2000). More and more enterprises treat CSR as a strategy. During the past two decades, business ethics became an important element for stakeholders to evaluate a firm's integrity. Incidents like Rebar group and WorldCom have made stakeholders and investors focus on the importance of corporate business ethics. Since ethical concept has been emphasized, the public supervises some of firms and hopes they can take the social responsibility. Many researchers found that if a company takes the social responsibility, the company will get benefit from what they do, because they make good impression on the society. Besides, corporate social responsibility and environment values may play a particularly significant role in the recruitment. Until recently, some researchers have started to investigate the impact of CSR on employees.

#### **3.2 CSR and Job Satisfaction**

Job satisfaction is associated with many important organizational variables and is usually a central consideration in business research that investigates employee-based phenomena (Lokhandwala, 2005; Spector, 1997). In particular, it is believed that CSR should immediately enhance job satisfaction because demonstrated social responsiveness directly satisfies the employee's social requirements of the firm. CSR actions should also serve to

## Shabnam & Sarker

strengthen the informal contract between employees and the firm by satisfying a company's obligation to provide a desirable employment situation for its employees. Previous research also indicates that organizational ethics yields increased job satisfaction (e.g., Deshpande, 1996; Koh and Boo, 2001; Singhapakdi et al., 1996), and in the strong likelihood that a bridge exists between company ethics and CSR, suggests that social mindedness should also relate to such satisfaction. Shafer (2002) noted that individuals who are pushed to behave in a questionable manner often experience "lower levels of organizational commitment and job satisfaction which are further associated with higher turnover intentions."

The previous results also indicates that ethics codes, ethics training, and perceived CSR are positively associated with employee job satisfaction, which is consistent with past work suggesting that organizational ethics is related to an individual's positive response to work and the organization (e.g., Koh & Boo, 2001; Valentine & Barnett, 2003). Taken as a whole, Valentine and Fleischman (2008) purposed a finding contribute to the ethics literature by indicating that management should consider invigorating the ethical focus and culture of the organization with ethics codes, training, and CSR activity, which might prompt more positive beliefs about the firm, as well as the immediate work context and culture. Results of the current quantitative review indicate that employees' perception of CSR displays appreciable correlations with job satisfaction.

### 3.3 CSR and Organizational Commitment

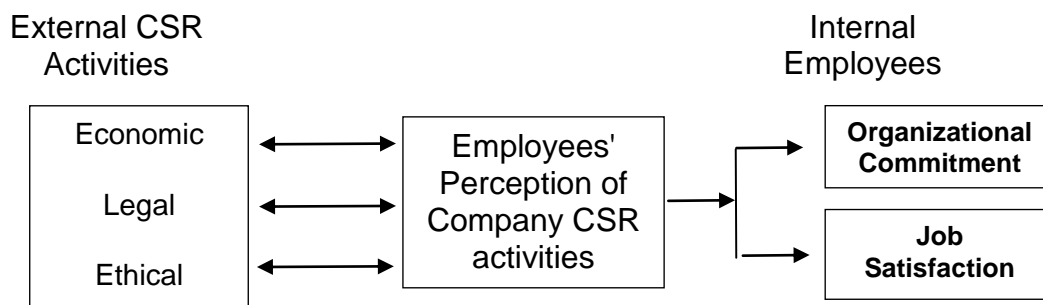
Peterson (2004) verified a relationship between perceptions of corporate citizenship and organizational commitment. At the same time recent studies have shown positive relationships between corporate reputation and philanthropy and corporate involvement in social causes and reputation (Hess et al., 2002). More importantly, current study investigated the possible moderating effects of employee's attitudes regarding the social responsibility of businesses as well as examined the relationship between organizational commitment and each of the four measures of the corporate citizenship instrument separately. These issues may provide further evidence that social identity theory is a useful means of conceptualizing the relationship between corporate citizenship and organizational commitment. Since social identity theory suggests that employees will be proud to identify with organizations that have a positive external reputation (Dutton et al., 1994; Maignan and Ferrell, 2001), a positive relationship is expected between organizational commitment and external corporate social responsibility. According to social identity theory, workers may derive a positive sense of identity from association with a firm that is viewed as possessing valued characteristics. Conversely, a poor organizational image created by a negative reputation on corporate citizenship may have a detrimental impact on an employee's self-concept, and consequently, may result in lower organizational commitment. Peterson's (2004) results of the survey demonstrated that the relationship between corporate citizenship and organizational commitment was stronger among employees who believe highly in the importance of the social responsibility of business. The Hellenic Network for Corporate Social Responsibility has adopted the following definition: "Corporate Social Responsibility is the voluntary commitment of enterprises to include in their business practices social and environmental activities that go beyond what is imposed by legislation

## Shabnam & Sarker

and refer to all those who are influenced by their activities (employees, shareholders, associates, suppliers, investors, consumers, communities in which they operate etc).

CSR involves the “economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (Carroll, 1979, p. 500). Although external societal obligations drive CSR activity (Zenisek, 1979), internal considerations like organizational characteristics, culture and leadership should shape a company’s response to those external obligations. In the construction of conceptual framework, the independent variables are employees’ perception of corporate social responsibility of their respective organizations; here, dependent variables are job satisfaction and organizational commitment as they are the derivatives of the corporate social responsibilities. To this study, employees’ perceptions of CSR, job satisfaction, and organizational commitment are what we are earning data for. As per the literature review, the conceptual framework is presented as figure 1.

**Figure1: Conceptual Framework**



The results of the current study are consistent with the proposal that a company’s reputation on social issues influences workers’ attitudes. More specifically, this investigation demonstrated that favorable perceptions of corporate citizenship were associated with higher organizational commitment. Because organizational commitment is known to be related to a number of positive outcomes, including higher worker motivation, reduced absenteeism, and lower turnover rates, and existing literature on consumer preferences, investment decisions, and job selection, firms will get these benefits if they have a positive reputation on social issues. Results of the current quantitative review indicate that employees’ perception of CSR displays appreciable correlations with organizational commitment.

### 3.4 Job Satisfaction and Organizational Commitment

Job satisfaction is the degree to which people like their jobs (Spector, 1997). Both the theoretical and empirical work suggests that higher levels of satisfaction are associated with higher levels of commitment (e.g., Meyer et al., 2002; Currivan, 1999; Curry et al., 1986). Organizational commitment as an empirical construct is generally regarded as a psychological state characterizing an employee's relationship with the organization that has implications for the employee's decision to remain or leave the organization (Taylor, 2008). Furthermore, this form of commitment reflects the employee's acceptance of the goals of

## Shabnam & Sarker

the organization and willingness to engage in behaviour that are specified in the job description, as well as those that are considered to be beyond the job expectations. Earlier studies also suggest that the age of the respondent, length of employment in the organization and the seniority of the respondent will be positively related to affirmative commitment (Meyer et al., 2002). Employee satisfaction is a strong predictor of affective commitment (Matzler and Renzl, 2007). Research shows that affective commitment has the strongest positive correlation with job performance, organizational citizenship behaviour, and attendance, followed by normative commitment (Meyer et al., 2004).

### 3.5 CSR Performance of the Company and Internal Marketing

Jane Fiona (2007) identifies that people are the 'DNA' of an organization and a key source of competitive edge in today's knowledge-based environment. When CSR is embedded in mainstream business strategy, therefore, it becomes a mechanism for unlocking human potential. By helping to enhance corporate reputation and build pride and shared values, CSR contributes to an organization's ability to attract and retain the best people. By promoting new ways of looking at risk and opportunity, CSR can develop better knowledge sharing across all levels of an organization.

The European Commission (2001) in its Green Paper also emphasizes other views on CSR dimensions: *the internal dimension* – within the company socially responsible practices primarily involve employees and relate to issues such as investing in human capital, health and safety, and managing change, while environmentally responsible practices relate mainly to the management of natural resources used in the production; *the external dimension* – CSR extends beyond the doors of the company into the local community and involves a wide range of stake-holders in addition to employees and shareholders such as business partners and suppliers, customers, public authorities and NGOs representing local communities, as well as the environment.

<b>Table 1 : Aspects of CSR</b>	
<b>Dimension Content</b>	
<b>Internal dimension</b>	<b>External dimension</b>
<ul style="list-style-type: none"> <li>• Human capital management</li> <li>• Working environment and health &amp; safety</li> <li>• Quality of management</li> <li>• Adoption to change and innovation</li> <li>• Managing environmental impacts and natural resources</li> <li>• Managing finances</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder relations (business partners, consumers, suppliers, community etc.)</li> <li>• Corporate governance structure</li> <li>• Human rights</li> <li>• Community involvement</li> <li>• Global environmental concerns</li> </ul>
Sources: (European Commission, 2001)	

Practice of responsible Human Resource Management practices on equal opportunities, diversity management, whistle blowing, redundancy, human rights, harrasment shall give credibility to the CSR initiatives of the organization. (Sharma et al, 2009)

## **Shabnam & Sarker**

Greening and Turban (2000) found that job applicant and employee perceptions of a firm's CSR determines their attractiveness towards the organizations. Moving on the same track Cropanzano et al (2001) demonstrates that employee attitudes and behaviors are heavily influenced by fairness of organizational actions towards them. Good relationships with employees also allows a company to gain additional benefits including improving their public image, increasing employee morale, and support from the community (Zappala and Cronin, 2002). The role of HR function in embedding the CSR values in the corporate culture is immense and has been underlined also. An organization can exhibit a better image in the minds of people by presenting itself as an excellent employer which cares for its people and involves them in the ambit of social responsibility. This involvement of employees indicates the strategic importance of HRM in the CSR initiatives of an organization. Human Resource policies, forming the framework for the culture in the business management, create awareness towards the need to achieve the business goals in the best possible and ethical manner (Agrawal, 2007).

The term internal marketing got acceptance from academics very recently. The term recognized to the practitioners as the communication of corporate ethical activities and performance of the internal people for increasing job motivation, enhance commitment, instilling confidence and make them competent to serve the external customers. Today's marketer feel that it make no sense to promise excellent services before the companies staffs are not confident on the company accountability and satisfied with the companies' ethical status. Internal branding, Activities and Processes that help to inform and inspire employees (Kotler and Keller, 2006)

### **3.6 CSR in Export Oriented SMEs in Bangladesh**

The practices of Corporate Social Responsibility (CSR) in Bangladesh have long history in the form of community development activities (Belal, 2001). CSR practices in Bangladesh is fueled by MNCs, but the local companies are also following CSR by participating and improving corporate governance, labour rights, work place safety, fair treatment of workers, community development and environment management in order to get access in global market where business needs to ensure CSR into their business practices (Jamali and Mishak, 2007; The Financial Express, 2010). As most of the SMEs in Bangladesh largely depend on export ensuring CSR practices has become important in this era of global business competition.

However, the disclosure of social and environmental issues in the corporate annual report is not made properly. Most of the SMEs in Bangladesh do not follow the legal compliance and they have less contribution towards poverty alleviation, eco-justice issues of child labour and equal employment opportunity (Belal, 2001; Imam, 2000; Khan, 2006; Kabir and Mahmud, 2004). Belal and Owen (2007) also note that SMEs in Bangladesh are not bother about CSR as there is no legal requirement for them. Beside that lack of knowledge is another reason for not practicing CSR in SMEs as the owners and management of SMEs are not well educated and trained. Corruption within the regulatory bodies, lack of enforcement of industrial laws and regulations, weak unions and absence of consumer right groups also influence SMEs for CSR violation in Bangladesh (The Financial Express, 2010).

## Shabnam & Sarker

The following hypotheses are also developed in order to meet the research objectives.

**H1:** Company CSR practices and internal marketing increase employees job satisfaction.

**H2:** Company CSR practices and internal marketing increase employees commitment to the organization

### 4. Methodology of the Study

The research looks at the micro level issues of private companies relating to the implementation consequences of CSR programs in the backdrop of compliance imperatives of businesses. A single cross sectional research design has been followed for this study in order to find out the influence of CSR on employee job satisfaction and organizational commitment. Data has been collected through the survey method where 322 personal interviews have been taken both from the employers and employees of export oriented SME businesses in Dhaka division of Bangladesh. Only the employees with managerial responsibilities were interviewed and non-managers were excluded from this study. This research has used a semi-structure questionnaire with both comparative and non-comparative scaling methods. The pilot-survey was conducted before formal questionnaires were sent out to the participants. After that pretesting of the questionnaire, we found that most creditable values of the factors were more than 0.6. After deleting two items from the questionnaire, Cronbach's  $\alpha$  is more than 0.6 and increased to 0.677 and achieved the standard (Malhotra,1993). After the presentation of descriptive information of respondents' profile, an empirical analysis has been conducted and bivariate regression was performed for investigating whether Company CSR and job satisfaction are related, again, whether company CSR and organizational commitment are related.

### 5. Analysis of Findings

#### 5.1 Influence of CSR on Employee Motivation and Commitment

Among the respondents, 72% of employers and employees have agreed that if the firm practices CSR externally, it will definitely follow good HRM practices and legal compliance internally, whereas 20% of the respondents expressed that practicing CSR does not ensure good HRM practices internally for the employees. Majority of the respondents mentioned that CSR practices influence employee motivation and commitment towards the organization as their organization practices good HRM and legal compliances. The rate of variance of their opinion regarding the impact of CSR on employee motivation and organization commitment is 0.67.

#### 5.2 Employees' Perception of CSR on Job Satisfaction

In the study, employees' job satisfaction was considered as the outcome of employees' perceptual belief of organizational CSR activities. Here, job satisfaction is considered as the dependent variable and CSR activities of the organization is the independent variable. As shown in table 2, the job satisfaction is regressed on four factors of CSR, when  $p < 0.05$  and



## Shabnam & Sarker

adjusted  $R^2=0.201$ . According to F-value and p-value, our null hypothesis of no influence of CSR activities on employees' job satisfaction is rejected, proving that there exists the significant influence.

<b>Table 2: Regression Between Employees' Perception of CSR on Job Satisfaction</b>		
Independent Variable CSR		Dependent Variable Job Satisfaction
<i>Employees perception about Organizational CSR activities</i>	Economic	0.140*
	Legal	0.223
	Ethical	0.174*
	Discretionary	0.089*
F-value		12.443*
$R^2$		0.215
Adj- $R^2$		0.201
*p<0.05		

From table 2 it is also revealed that the legal component of CSR (coefficient 0.223) has the largest influence on the job satisfaction of employees. Previous research of Despande (1996), Koh & Boo (2001) and Singhapakdi et al., (1996) indicates that there is the relation between organizational ethics and job relation of employees. Company ethics can be considered as one of the prominent component of companies' internal aspects of CSR. Results of this research direct that if employees' perceived CSR about their company is higher then they are comparatively more satisfied with their organizational tasks.

### 5.3 Employees' Perception of CSR on Organizational Commitment

Again, in this bivariate regression, we considered employees' commitment to the organization as the outcome of employees' perceptual belief of organizational CSR activities. Here, organizational commitment is considered as the dependent variable and CSR activities of the organization is the independent variable. As shown in table 3, the job satisfaction is regressed on four factors of CSR, when  $p<0.05$  and adjusted  $R^2=0.219$ . According to F-value and p-value, our null hypothesis of no influence of CSR activities on employees' organizational commitment is rejected, proving that there exists the significant influence. From table 3 it is also revealed that all the economic, legal, ethical and discretionary CSR performance of the organization have influence on the workplace commitment of employees.

Table 3: Regression Between Employees' Perception of CSR on Organizational Commitment		
Independent Variable CSR		Dependent Variable Organizational Commitment
Employees' perception about Organizational CSR activities	Economic	0.122*
	Legal	0.132*
	Ethical	0.211*
	Discretionary	0.158*
F-value		17.345*
R <sup>2</sup>		0.245
Adj-R <sup>2</sup>		0.219
*p<0.05		

Previous research on related studies of Peterson (2004) indicates that there is several outcome of organizational commitment in the form of lower turnover, better motivation etc. Results of this research continued to add deeper insight to this view and directs that if employees' perceived CSR about their company is high then they are comparatively more committed to their organization and tasks.

## 6. Managerial Implications

The framework of this study with the concept of social responsibility theory was supported by several of the evidences in the existing literature. The empirical results suggest that employees' perceptions of CSR have a significant impact on job satisfaction and organizational commitment. These findings recommend that management should consider focusing on corporate ethics, values and accountability culture of the organization with ethics codes, and CSR activity, which might raise more positive trust and bonding of employees with the firm. More conclusively, corporate responsibility programs can play significant role as a component of internal marketing.

The growing imperative for business organizations to pursue socially responsible strategies (Kapstein, 2001) has raised questions about the impact of such strategies on the behavior of external and internal stakeholders. Internal staffs and employees, as one of the important productive resources, considered as the most dynamic stakeholder of the business. Satisfied and committed employees can bring every success to the organization.

Trust of employees on the ethical companies can increase job satisfaction and commitment. In the same way, it builds a distinct social identity that makes them confident and competent to communicate that trust to the customers and other counterparts. Moreover, communication of corporate responsibility activities and programs to the employees can create a shared new identity of socially committed, responsible and empathetic personalities in the multicultural working environment of organizations. And the suggestion is company managers concerned to build the human capital should let them know about companies'

responsible programs, actions and vision.

### 7. Scope of Further Research

In the next phase of the study, employees' perceptions regarding corporate social responsibility would be assessed with a scale developed by Maignan and Ferrell (2000). Peterson (2004) also used this scale to measure the CSR perception of employees which incorporated four dimensions with regard to CSR: Economic responsibility, Legal responsibility, Ethical responsibility, and Discretionary responsibility. The result of the study suggests the beginning of several researches. The extent of the study can be broadened to large scale businesses and in different industries apart from export oriented SMEs.

### 8. Conclusion

In this paper the question: "To what extent has corporate social responsibility activities of the organization has been able to improve employee job satisfaction and organizational commitment at the workplace" was rightly purposed. It was answered by stating that employee job satisfaction and organizational commitment is highly influenced by CSR activities in the workplace. Such internal marketing can influence employees to gain the confidence and competence to serve the external market. It is also explained how corporate social responsibility and competent employee with high satisfaction work together for building internal strength of the company.

### References

- Baron, D 2003. *Business and its environment*, NJ: Prentice Hall, Upper Saddle River.
- Carroll, AB 1979, 'A three dimensional conceptual model of corporate performance', *Academy of Management Review*, vol.4, pp. 497-505.
- Currivan, D B 1999, 'The causal order of job satisfaction and organizational commitment in models of employee turnover', *Human Resource Management Review*, vol. 9, no. 4, pp. 495-524.
- Curry, J P, Wakefield, D. S., Price, J. L., & Mueller, C. W. 1986, 'On the causal ordering of job satisfaction and organizational commitment', *Academy of Management Journal*, vol. 29, pp. 847-858.
- Davis, K, & Blomstrom, R L 1975, *Business and society: environment and responsibility*, 5th edn, McGraw-Hill, New York.
- Deshpande, S P 1996, 'The impact of ethical climate types on facets of job satisfaction', *Journal of Business Ethics*, vol. 16, pp. 655-660.
- Dutton, J E, Dukerich, J M, & Harquail, C V 1994, 'Organizational images and member identification', *Administrative Science Quarterly*, vol. 39, pp. 239-263.
- European Commission 2001, *Promoting a European Frame-work for Corporate Social Responsibility*, Green Paper. European Commission, Directorate-General Employment and Social Affairs: Luxembourg.IK
- Graves, S B, & Waddock, S A 1994, 'Institutional owners and social performance', *Academy of Management Journal*, vol. 37, pp.1034-1046.

## Shabnam & Sarker

- Greening, D W, & Turban, D B 2000, 'Corporate social performance as a competitive advantage in attracting a quality work force', *Business and Society*, vol. 39, pp. 254-280.
- Hellenic Network for Corporate Social Responsibility (last update: April 11, 2006), What is Corporate Social Responsibility, Link: [http://www.csrhellas.gr/CSR\\_gr/ekegr.htm](http://www.csrhellas.gr/CSR_gr/ekegr.htm) (Accessed: October 2, 2006)
- Hess, D, Rogovsky, N, & Dunfee, T W 2002, 'The next wave of corporate community involvement: Corporate social initiatives', *California Management Review*, vol. 44, pp. 110-125.
- Jane Fiona Cumming, 2007, "HR & Corporate Social Responsibility: Using CSR to Enhance Employee Engagement and Deliver HR Objectives" chaired the recent conference on HR & Corporate Social Responsibility (CSR) run by Symposium Events in London. *ClickPress, Sat Jul 28 2007*
- Johnson, R D, & Greening, D W 1999, 'The effects of corporate governance and institutional ownership types on corporate social performance', *Academy of Management Journal*, vol. 42, pp. 564-576.
- Koh, H C, & Boo, E H Y. 2001, 'The link between organizational ethics and job satisfaction: a study of managers in Singapore', *Journal of Business Ethics*, 29, 309–324.
- Kotler & Keller 2006, *Marketing Management*, 12<sup>th</sup> edn, NJ: Prentice-Hall India Pvt. Ltd.
- Lokhandwala, S 2005, HR's Role in Promoting Corporate Social Responsibility across a Global Workforce.
- Maignan, I, & Ferrell, O C 2001, 'Corporate citizen as a marketing instrument – concepts, evidence and research directions', *European Journal of Marketing*, vol. 35, no. 3, pp.457.
- Maignan, I, & Ralston, D A 2002, 'Corporate social responsibility in Europe and the U.S.: insights from business' self-presentations', *Journal of International Business Studies*, vol. 33, no. 3, pp.497-514.
- Malhotra, N K 1993, *Marketing research: an applied orientation*, NJ: Prentice-Hall, Englewood Cliffs.
- Matzler, K, & Renzl, B 2007, 'Personality traits, employee satisfaction and affective commitment', *Total Quality Management*, vol. 18, no. 5, pp. 589-598.
- McWilliams, A, & Siegel, D 2001, 'Corporate social responsibility: a theory of the firm perspective', *Academy of Management Review*, vol. 26, no. 1, pp. 117–127.
- Meyer, J P, Paunonen, S V, Gellatly, I R, Goffin, R D, & Jackson, D. N. 1989, 'Organizational commitment and job performance: It's the nature of commitment that counts', *Journal of Applied Psychology*, vol. 74, pp. 152-156.
- Meyer, J P, Stanley, D J, Herscovitch, L, & Topolnytsky, L 2002, 'Affective, continuance and normative commitment to the organization: A meta-analysis of antecedents, correlates and consequences', *Journal of Vocational Behavior*, vol. 61, pp. 20-52.
- Michael, B 2003, 'Corporate social responsibility in international development: an overview and critique', *Corporate Social Responsibility and Environmental Management*, vol. 10, pp. 115-128.
- Orlitzky, M, Schmidt, F L, & Rynes, S.L. 2003, 'Corporate social and financial performance: A meta-analysis', *Organization Studies*, vol. 24, no. 3, pp. 403-441.
- Peterson, D K 2004, 'The relationship between perceptions of corporate citizenship and organizational commitment', *Business and Society*, vol. 43, pp. 296-319.

## Shabnam & Sarker

- Romm, J J 1994. *Lean and clean*, Kodansha International, New York.
- Shafer, W E 2002, 'Ethical pressure, organizational conflict, and related work outcomes among management accountants', *Journal of Business Ethics*, vol. 38, pp. 263–275.
- Sharma S, Sharma J and Devi A 2009, 'Corporate Social Responsibility: The Key Role of Human Resource Management', *Business Intelligence Journal*, vol. 2, no. 1206.
- Singhapakdi, A, Vitell, S J, Rallapalli, K C, & Kraft, K. 1996, 'The perceived role of ethics and social responsibility: A scale development', *Journal of Business Ethics*, vol. 15, pp. 1131–1140.
- Smith, C N 1994, 'The new corporate philanthropy', *Harvard Business Review*, vol. 72, no. 105-116
- Spector, P E 1997, *Job Satisfaction: application, assessment, cause, and consequences*, Sage press, London.
- Trevino, L K, & Nelson, K A 2004, *Managing business ethics: straight talk about how to do it right*, 3rd edn, John Wiley and Sons, New York.
- Valentine, S, & Barnett, T2003, 'Ethics code awareness, perceived ethical values, and organizational commitment', *Journal of Personal Selling and Sales Management*, vol. 23, pp. 359–367.
- Valentine, S, & Fleischman, G 2008, 'Ethics programs, perceived corporate social responsibility and job satisfaction', *Journal of Business Ethics*, vol. 77, pp. 159–172.
- Zappala G and Cronin C 2002, 'The Employee Dimensions of Corporate Community Involvement in Australia: Trends and Prospects', paper presented at the 6th ANZTSR Conference, Auckland, 27-29 November pp. 1-24.
- Zenisek, T J: 1979, 'Corporate Social Responsibility: A Conceptualization Based on Organizational Literature', *Academy of Management Review* vol. 4, no. 3, pp. 359–368.