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## **A STUDY ON EMPLOYEE ENGAGEMENT IN CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES (CSR) IN KARNATAKA**

### **Abstract**

The study examines Karnataka companies' CSR awareness and employee engagement. Engagement, perceptions, challenges, and opportunities in employee CSR are examined. Karnataka IT, manufacturing, and services workers provided data. A structured questionnaire on CSR's employee benefits was assessed. Research shows that CSR involvement boosts job satisfaction and organizational commitment. Promoting sustainability among employees is crucial. CSR must include employee interests, positive emotions, and work-related needs. Motivating factors may lower employee CSR engagement. CSR gives workers purpose, motivation, and company loyalty. The study reveals major CSR employee engagement issues, motivation and other factors affect CSR effectiveness.

**Keywords:** Employee Engagement, Corporate Social Responsibility, Organizational Culture, Community Impact, Job Satisfaction.

## 1. INTRODUCTION

Corporate social responsibility is inherent of Indian culture. The concept of “good governance and responsibility of business” in present era termed as corporate social responsibility is not new for one of the most ancient Indian culture.

CSR must be pursued ethically by all organizations in order to benefit society as a whole. According to Cooke and He (2013), it is a management concept in which businesses attempt to cooperate on economic, social, and environmental issues. As a result, they coordinate with all stakeholders through business operations. In order to meet the expectations of all of its stakeholders, it aims to preserve stability in terms of economic, social, and environmental concerns. Simply put, corporate social responsibility (CSR) is any action taken to improve and elevate society (Rupp et al., 2018).

It is a crucial component of community development, particularly in underdeveloped and economically disadvantaged areas. CSR has an impact on how the business operates as well. In order to protect the environment, businesses must also strive to use resources as efficiently as possible. Businesses shouldn't be compelled to engage in CSR. It ought to be their top priority as a responsible citizen.

Since the CSR concept, it has gone through different stages of development in the beginning of 21<sup>st</sup> century. CSR is now being very much considered for strategic purpose by the different business and economic units. At present, the basic idea of strategic CSR is to provide direct or indirect benefits to the initiating organization besides the contribution for the society and environment. Engaged employee who work with passion and feel a profound connection to the organisation are willing to work themselves with organisation strategies, mission, CSR practices (Wollard & Shuck (2011).

### Research questions

- a) What is the level of employee awareness about companies' CSR policies and programs in Karnataka?
- b) What is the employee attitude toward company CSR activities?
- c) Do employees participate in CSR activities to ensure job satisfaction?
- d) What are the challenges faced by the employee in carrying out CSR activities?

### Significance for the Study

The increasing emphasis on Corporate Social Responsibility (CSR) has transformed it into a critical component of modern business strategy. In Karnataka, as companies strive to align their operations with societal expectations, understanding employee engagement with CSR initiatives becomes essential. This study addresses several key areas of Employee Awareness of CSR Policies and Programs, Employee Involvement in CSR Activities, Employee Perceptions of Job Satisfaction through CSR Activities and Challenges Faced by Employees in CSR Engagement.

### Objectives of the study

- a) To study employee awareness about companies' CSR policies and programs in Karnataka.
- b) To examine employee involvement in company CSR activities in Karnataka.

- c) The analysis employee perceptions about job satisfaction through CSE activities in Karnataka.
- d) To identify the employee's challenges in carrying out CSR activities in Karnataka

## **2. LITERATURE REVIEW**

There is limited study on CSR and employee engagement. Studies have examined CSR's effects on commitment, satisfaction, and OCB, but few on engagement. Today's biggest corporate challenge is disengagement. This situation requires thinking about a solution and the role of CSR. CSR's link to external and internal stakeholders makes it crucial to companies' future planning and decision-making. There are many questions about how CSR affects an organization's employee engagement strategy.

According to Ipsos (2006), "aligning corporate values with employee ethics had a significant impact on employee engagement". Strong CSR policies help companies recruit employees, it said. CSR improves employee retention and commitment, according to the 2001 US national employee benchmark survey. In the report, nearly 75% of employees recommended their organization as an employer to friends and family, while 56% did not because they believed their organization had not prioritized sustainability enough. Mirvis (2012) suggested transactional, relational, and developmental CSR engagement methods for employees. The transactional approach (HR management) suits employees interested in company social responsibility. In relational approach (socially responsible culture), employers and employees prioritize social responsibility. Socio commercial innovation encourages employees to value business success and social welfare. To improve reputation and employee engagement, companies should include CSR in their strategic decisions.

According to Tsourvakas & Yfantidou (2018), CSR is a major driver of employee engagement and organization reputation, affecting both engagement and retention. CSR is a growing driver of employee engagement, according to reports, surveys, and academic research. Academic research and survey data agree that CSR's attitudinal and performance dimensions help attract, retain, and engage employees.

There is not much research on employee perspectives in Karnataka, despite the growing interest in CSR. Many studies focus on corporate CSR policies, but few have examined employee awareness, leaving a gap in understanding how well companies communicate their CSR strategies. Most CSR research focuses on organizational outcomes rather than employee engagement and participation. Maximizing CSR initiatives requires understanding what motivates or demotivates employees. Few details exist on the challenges employees face in CSR. Developing strategies to encourage employee participation requires understanding these barriers. This study seeks to fill these gaps to help Karnataka companies improve their CSR, employee engagement, and social responsibility.

## **3. METHOD:**

This study employed a descriptive research approach. The primary data was collected from employees working in companies that are involved in the manufacturing, information technology, and service sectors. We chose the companies for data collection using a random cluster-based convenience sampling pattern. The information gathered through the use of structured questionnaires on a Likert scale with five points. There were a total of 1200

employees from the state of Karnataka who participated in the survey. These employees were divided into four major regions, which included Mysore, Karavali Karnataka, Kalyana Karnataka, and Central Karnataka. The responses were collected from 300 employees from each region using an online form.

**4. RESULT**

**Table 1: Demographic profile of the respondents in Karnataka**

Demographic factor	Factors					Total
	Nature of the organisation	<b>IT</b> <b>528(44)</b>		Manufacturing 342(28.5)	Service 330(27.5)	
Gender	<b>Male</b> <b>668 (55.66)</b>		Female 532 (44.33)			1200
Age	21-25 154 (12.83)	<b>25-30</b> <b>353</b> <b>(29.41)</b>	30-40 336 (28)	40-50 215 (17.91)	50 above 142 (11.83)	1200
Designation	Managers 160 (13.33)		Team Lead 200(16.66)	<b>Associate</b> <b>840(70)</b>		1200
Experience	1-5 107(8.9)	<b>5-10</b> <b>396(33)</b>	10-20 340 (28.33)	20 above 357 (29.75)		1200
Qualification	<b>Graduate</b> <b>692</b> <b>(57.66)</b>	Master 345 (28.75)	Professional 125 (10.41)	Others 38 (3.16)		1200
Marital status	Single 228 (19)		<b>Married</b> <b>948 (79)</b>	Widow 24 (2)		1200

Source: Primary data, note: (%)

Table 1 presents the demographic profile of the employees selected for the study. The study selected information technology, manufacturing, and service organizations as the representative types. The majority of the 1200 employees, 528 (or 44%), come from companies that are involved in information technology. Most of the 668 employees, or 55.66 percent, are male. The estimated age range of the employees is between 25 and 30 years old. Most of them hold associate positions within the organization. All of the employees have between five and ten years of experience working for the company. Graduates represent the majority of them.

**Table 2: Employee awareness about companies' CSR policies and programs in Karnataka**

Statements	Mean	Min	Max	Std. deviation
Your company has CSR policies and programs.	2.2580	1.00	5.00	0.0258
Your company raises awareness about CSR within the organization.	2.0258	1.00	5.00	0.2568
In your corporate governance, you prioritize CSR.	3.2580	1.00	5.00	0.9875

Your company supports carrying out the CSR.	2.0285	1.00	5.00	0.9259
The organization has benefited from CSR activity.	1.2582	1.00	5.00	0.4758

Source: Primary data

Table 2 displays the level of employee awareness regarding the corporate social responsibility (CSR) policies and programs of companies in Karnataka. There are five statements that can be used to assess the level of awareness regarding CSR policies and programs in Karnataka. A five-point Likert scale was employed to assess the degree of awareness, with a rating of 1 indicating strong agreement and 5 indicating strong disagreement. Except for your corporate governance, which receives a higher rating of more than 3, most statements or factors are less than 3. These results indicate that a significant proportion of the employees are aware of the policies and programs of the company.

**Table 3: Employee attitude about companies' CSR activities in Karnataka**

Statements	Mean	Min.	Max.	Std deviation
Every time I participate in CSR, I experience a delightful feeling.	2.125	1.00	5.0	0.0589
The employee does not necessarily have to be a part of the organization's contribution to CSR.	3.258	1.00	5.0	0.6895
CSR is a complete and utter waste of time.	4.589	1.00	5.0	0.2584
Personally, I take pleasure in contributing to the betterment of society.	1.258	1.00	5.0	0.7587
My organization's CSR initiatives reflect my personal values.	1.025	1.00	5.0	0.8957
CSR activities are nothing more than a strategy for developing a brand image.	2.589	1.00	5.0	0.1025

Source: Primary data

Table 3 presents a summary of employee attitudes towards companies' CSR initiatives in Karnataka. We can use six statements to assess the attitude toward corporate social responsibility (CSR) activities in Karnataka. The study used a five-point Likert scale to measure the attitude, where a rating of 1 represented strong agree and a rating of 5 represented strong disagree. With the exception of two statements, „CSR is considered a futile and pointless endeavor, and individuals derive satisfaction from making a positive impact on society. However, the majority of statements or factors fall below a rating of 3. The results suggest that a substantial proportion of employees in Karnataka have a positive attitude towards the corporate social responsibility (CSR) activities of companies.

**Table 4: Employee perception about Job Satisfaction through CSR activities in Karnataka**

Statements	Mean	Min.	Maxi.	Std deviation
Being involved in CSR activities gives me the chance to collaborate with others and grow professionally.	1.895	1.00	5.0	0.1896
My involvement in CSR and my job satisfaction are two intertwined factors.	2.458	1.00	5.0	0.3875

CSR-related activities is responsible for establishing a work culture within the organization.	2.874	1.00	5.0	0.567
The mission and goals of my company, with regard to corporate social responsibility, inspire me to put in more effort.	1.745	1.00	5.0	0.985
Participation in CSR initiatives has contributed to the company's growth.	2.587	1.00	5.0	0.689

Source: Primary data

The summary of employee perception regarding job satisfaction associated with CSR activities in Karnataka is presented in Table 4. Five statements can be utilized to evaluate perceptions regarding corporate social responsibility (CSR) initiatives and their impact on job satisfaction in Karnataka. The study employed a five-point Likert scale to assess attitudes, with a rating of 1 indicating strong agreement and a rating of 5 indicating strong disagreement. Most of the statements or factors are rated below a score of 3 mean value. The findings indicate that a significant number of employees in Karnataka exhibit a favourable perspective regarding the corporate social responsibility (CSR) initiatives of companies and their overall job satisfaction.

**Table 5: Challenged faced by the Employee about CSR activities in Karnataka**

<b>Factors</b>	<b>Mean</b>	<b>Min.</b>	<b>Max.</b>	<b>Std deviation</b>
We are unable to participate in their activities.	2.485	1.00	5.00	0.9874
No trained professionals are available for customer service.	1.258	1.00	5.00	0.2564
Our mission and vision do not include any mention of corporate social responsibility.	4.256	1.00	5.00	0.1458
Participating in CSR activities does not result in any financial benefits for our organization.	1.258	1.00	5.00	0.4578
The roles are not very clear.	3.258	1.00	5.00	0.2578
The amount of paperwork that is required for its upkeep is excessive.	3.147	1.00	5.00	0.4578
The available funds are insufficient to support the CSR activities.	3.985	1.00	5.00	0.2458

Source: Primary data

Table 5 illustrates the challenges encountered by employees regarding CSR activities in Karnataka. Seven statements can be employed to pinpoint the challenges encountered by the employee regarding corporate social responsibility (CSR) initiatives in Karnataka. The study utilized a five-point Likert scale to identify the challenges, where a rating of 1 represented strong agreement and a rating of 5 represented strong disagreement. Employees in Karnataka encounter obstacles in engaging in CSR initiatives stemming from a shortage of skilled professionals, absence of reference in the mission and vision statements, financial incentives, ambiguous responsibilities, overwhelming documentation, and inadequate funding. The roles appear ambiguous, the documentation seems excessive, and there is a noticeable absence of corporate social responsibility in the organization's mission and vision.

**Testing of Hypothesis**

**Hypothesis -01**

H<sub>0</sub>: “There is low level employee awareness about companies CSR policies and programs in Karnataka.”

H<sub>1</sub>: “There is high level employee awareness about companies CSR policies and programs in Karnataka.”

Table 6- Showing the result of one sample t-test

Statements	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Your company has CSR policies and programs.	12.11	1199	<b>.023</b>	.54463	.5195	.3697
Your company raises awareness about CSR within the organization.	12.22	1199	<b>.047</b>	.38588	.6537	.4181
In your corporate governance, you prioritize CSR.	14.21	1199	<b>.031</b>	.89718	.5624	.5319
Your company supports carrying out the CSR.	15.26	1199	<b>.001</b>	.26610	.5309	.4013
The organization has benefited from CSR activity.	14.12	1199	<b>.029</b>	.40282	.4688	.3368

Source: SPSS output

The results of a one-sample test aimed at assessing employee awareness of CSR policies and programs within companies in Karnataka are presented in Table 6. The null hypothesis (H<sub>0</sub>) states that there is a low level of employee awareness regarding companies' CSR policies and programs in Karnataka, whereas the alternative hypothesis (H<sub>1</sub>) states that there is a high level of employee awareness about these CSR initiatives in Karnataka. The test value has been assigned a value of 3. The t-test results for all factors show statistical significance (p-value less than 0.05), suggesting an acceptable degree of awareness among employees about CSR policies and programs. Therefore, if all the factors hold significance, there exists sufficient evidence to reject the null hypothesis (p < 0.05). As a result, we reject the null hypothesis and accept the alternative hypothesis. The findings suggest that employees in Karnataka possess a significant awareness of CSR policies and programs of their company.

**Hypothesis-02**

H<sub>0</sub>: “There is a negative attitude towards employee engagement in companies CSR activities in Karnataka.”

H<sub>1</sub>: “There is a positive attitude towards employee engagement in companies CSR activities in Karnataka.”

Table 7- Showing the result of one sample t-test

Statements	Test Value = 3				
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference

					Lower	Upper
Every time I participate in CSR, I experience a delightful feeling.	17.989	1199	<b>.025</b>	.54576	.4827	.6088
The employee does not necessarily have to be a part of the organization's contribution to CSR.	16.165	1199	<b>.045</b>	.49492	.4309	.5590
CSR is a complete and utter waste of time.	17.672	1199	<b>.003</b>	.53333	.4773	.5894
Personally, I take pleasure in contributing to the betterment of society.	16.378	1199	<b>.039</b>	.62599	.5553	.6967
My organization's CSR initiatives reflect my personal values.	14.633	1199	<b>.047</b>	.47119	.4034	.5390
CSR activities are nothing more than a strategy for developing a brand image.	13.354	1199	<b>.029</b>	.52881	.4510	.6067

Source: SPSS output

The findings from a one-sample test evaluating attitudes towards employee engagement in corporate social responsibility activities within companies in Karnataka are displayed in Table 6. The null hypothesis (H0) states that there exists a negative attitude towards employee engagement in companies' CSR activities in Karnataka, while the alternative hypothesis (H1) states that there is a positive attitude towards employee engagement in these activities within the same region. The test value has been designated as 3. The t-test results for all factors indicate statistical significance (p-value less than 0.05), implying a favorable attitude towards employee engagement in companies' CSR activities in Karnataka. Therefore, if all the factors are considered significant, there is adequate evidence to reject the null hypothesis ( $p < 0.05$ ). As a result, we reject the null hypothesis and accept the alternative hypothesis. The findings indicate a favorable attitude among employees regarding their engagement in corporate social responsibility activities within companies in Karnataka.

**Hypothesis -03**

H<sub>0</sub>: “There is no employee job satisfaction through CSE activities in Karnataka.”

H<sub>1</sub>: “There is an employee job satisfaction through CSE activities in Karnataka.”

Table 8- Showing the result of one sample t-test

Statements	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Being involved in CSR activities gives me the chance to collaborate with others and grow professionally.	9.329	1199	<b>.020</b>	.22260	.1758	.2694
My involvement in CSR and my job satisfaction are two intertwined factors.	27.044	1199	<b>.001</b>	.54825	.5085	.5880

CSR-related activities is responsible for establishing a work culture within the organization.	23.591	1199	<b>.000</b>	.47825	.4385	.5180
The mission and goals of my company, with regard to corporate social responsibility, inspire me to put in more effort.	26.170	1199	<b>.023</b>	.49746	.4602	.5348
Participation in CSR initiatives has contributed to the company's growth.	28.053	1199	<b>.040</b>	.53672	.4992	.5743

Source: SPSS output

The results of a one-sample t-test related to the level of job satisfaction among employees through CSE activities in Karnataka are presented in Table 8. The aim of the test is to assess employee job satisfaction in relation to CSE activities in Karnataka. Most of the factors exhibit significance values that fall below 0.05. The alternative hypothesis, indicating that employee job satisfaction is influenced by CSE activities in Karnataka, is accepted, while the null hypothesis is rejected. The findings indicate that employees express satisfaction with the CSE activities implemented by the company.

**Hypothesis-04**

H<sub>0</sub>: “There are no challenges faced by the employee in carrying out CSR activities in Karnataka.”

H<sub>1</sub>: “There are challenges faced by the employee in carrying out CSR activities in Karnataka.”

Table 9- Showing the result of one sample t-test

Statements	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
We are unable to participate in their activities.	15.434	1199	<b>.000</b>	.49944	.4359	.5629
No trained professionals are available for customer service.	18.594	1199	<b>.002</b>	.59435	.5316	.6571
Our mission and vision do not include any mention of corporate social responsibility.	15.161	1199	<b>.000</b>	.55141	.4800	.6228
Participating in CSR activities does not result in any financial benefits for our organization.	17.120	1199	<b>.000</b>	.57740	.5112	.6436
The roles are not very clear.	12.891	1199	<b>.026</b>	.45424	.3851	.5234
The amount of paperwork that is required for its upkeep is excessive.	10.987	1199	<b>.014</b>	.39548	.3248	.4661
The available funds are insufficient to support the CSR activities.	12.696	1199	<b>.030</b>	.47797	.4041	.5519

Source: SPSS output

The results of a one-sample test aimed at identify challenges faced by the employee in carrying out CSR activities in Karnataka are presented in Table 9. The null hypothesis (H0) states that there are no challenges faced by the employee in carrying out CSR activities in Karnataka, whereas the alternative hypothesis (H1) states that there are challenges faced by the employee in carrying out CSR activities in Karnataka. The test value has been assigned a value of 3. The t-test results for all factors show statistical significance (p-value less than 0.05), suggesting that there are challenges faced by the employee in carrying out CSR activities in Karnataka. Therefore, if all the factors hold significance, there exists sufficient evidence to reject the null hypothesis ( $p < 0.05$ ). As a result, we reject the null hypothesis and accept the alternative hypothesis. The findings suggest that employees in Karnataka faced challenges in carrying out CSR activities in Karnataka.

## 5. CONCLUSION

This Karnataka study on employee engagement in Corporate Social Responsibility (CSR) activities shows how CSR affects employee perceptions and job satisfaction. Employees view CSR initiatives positively, seeing their potential to boost collaboration, motivation, and professional growth.

Despite this positive outlook, the study shows a range of opinions on how CSR affects work culture and job satisfaction. Many employees feel a strong link between CSR and job satisfaction, but others are ambivalent, suggesting that organizations may need to tailor their CSR strategies to better resonate with diverse employee perspectives.

The research also emphasizes the importance of integrating CSR into organizations' core values and missions to boost employee engagement. Effectively communicating CSR goals and involving employees in related initiatives may boost morale, productivity, and retention.

Finally, promoting CSR benefits communities and stakeholders and boosts employee engagement. Karnataka companies should prioritize CSR to motivate employees and promote a sustainable business model. Future research could examine the long-term effects of CSR engagement on employee retention and organizational performance, as well as sector differences.

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