Measuring the Effects of CSR on Compassion at Workplace: An Empirical Study in North East Region of India

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Abstract

The purpose of this study is to find the effect of CSR on compassion at workplace in Asian developing countries mainly India.This study was conducted among the managers of financial institutions in northeast states of India. A sample of 441 was collected through self-administered questionnaire. Confirmatory factor analysis and Structural equation modeling were used to analyze the data. Findings indicated that CSR actions have direct effect on compassion at workplace and indirect effect through organizational identification and positive emotion. This study also supports two theories, social identity theory and effective events theory.This study gives series of recommendations to practitioners in north east region of India with regard to CSR activities. It may guide them to rethink about their CSR plans, policies and implementations.There is a dearth of empirical studies on CSR in Asian Developing Countries mainly India. This study highlights the roles that can be played by managers in framing the CSR policies. It proposes an approach to enforce CSR programmes effectively and efficiently.

1. Introduction

CSR has been viewed and treated from different perspectives such as ethics, marketing, management studies etc. In 21st century CSR is gaining attention from both researchers and practitioners. Today, this concept is becoming one of the central issues which describe the role of society (Vilanova et al., 2008).Organizations are under tremendous pressure to adopt CSR initiatives to meet the demands of stakeholders (Smith, 2003).Companies have responsibilities towards their stakeholders. According to stakeholder theory CSR initiatives is beneficial to the organization by meeting the requirements of various internal and external stakeholders which consists of government, employees, consumers and shareholders(Freeman 1984).Organizations are attempting to balance the profitability and public image by investing more on CSR activities (Mozes et al., 2011).Employees are key to the organization and investing in CSR activities create positive impact on employees' attitude and behavior. There is need to study CSR from the perspectives of internal stakeholder i.e. employees. There are plenty of studies done on the relationship between external customers and CSR activities (Brown and Dacin, 1997; Kang et al., 2010) and few studies have been done from employees' perspective (Chiang, 2010). Although CSR has been widely explored in western context but in Asian developing countries there is a dearth of research work (Kansal et al., 2014).Companies' bill 2012 of India has made it mandatory to disclose CSR activities. CSR is unique in Indian scenario for various reasons. One of the most important reasons is that many large business organizations are run by family groups. For over 100 years CSR has been practiced by leading family corporations. The second unique feature is the set of Indian government CSR Voluntary Guidelines 2009 and 2010. There are prior studies which have mainly examined CSR employee behavior link with the help of identity mechanism (Farooq et al., 2014).Recent study suggested studying the impact of CSR on employee pro social behavior along with identity mechanism (Farooq et al., 2014). Prior studies have mainly focused in production and manufacturing sectors. CSR research needs to be done in the service sector.

This study aims to cover existing research gaps. We have viewed CSR from employees' perspective. The study shows how CSR cultivates pro social behavior among members of organization i.e. compassion at workplace. Secondly there are differences in culture of eastern and western world, due to which results may vary from countries to countries. Therefore, we have tested our model in Indian context. This study has been conducted among the managers of financial institutions in north east states of India. Thirdly, there are numerous studies which have answered how CSR influences employee pro social behavior with the help of social identity mechanism. In this study, we have introduced affective events theory (AET) along with social identity theory(SIT) to explain the linkage of CSR and employee pro social behavior. Lastly, this study has introduced two new mediators OI and positive emotion to explain the relationship of CSR and compassion at workplace. Drawing on the social identity and affective events mechanism, this study finds out how social initiatives taken towards various stakeholders such as social and non-social, customers, government and employees influence compassion at workplace.

2. Literature Review

2.1. Corporate Social Responsibility

Since many decades CSR has become a hot topic for academicians, government and non-government, consultants, researchers, practitioners etc. Due to the numerous factors the significance of CSR has gained rapidly, factors such as stakeholder relationship, corporate image and globalization (Azim et al., 2009). There are many definitions given by several scholars, ranging from 1980 to 2003. It has been found that 27 authors have given 37 definitions, yet universal definition of CSR has not been accepted. The definition given by (Caroll, 1979) is widely accepted. CSR is defined as a concept that comprises of four dimensions philanthropic, legal, ethical and economic. CSR is defined as decisions, actions, obligation and policies taken for the welfare of the society (Bowen, 1953). Turker (2009a) has defined CSR as corporate behavior that goes beyond the economic objective of organization and meets the interests of stakeholders. Research shows that the definition of CSR has been evolving since many decades and expected to evolve further with passage of time.

Corporate are socially responsible to its stakeholders and these stakeholders are broadly categorized into internal stakeholder i.e. employees and external stakeholders like customers, government, social and non-social (Turker 2009a).

Responsibilities to employees- CSR to employees includes providing suitable working conditions, fair treatment, safety, growth, salary and opportunities.

Responsibilities to social and non-social- CSR to community includes promotion of education program, indulging in philanthropic activities, protecting social and natural environment, empowering youth and human, generate employment opportunities.

Responsibilities to customers- CSR to customers include ensuring the quality and safety of products, handling, grievances and complaints.

Responsibilities to government- Business is expected to operate under the legal frame work they are expected to follow rules and regulation which are laid down.

In the context of OB and HRM, CSR has been studied with many variables by scholars. The linkages of HRM and CSR have been addressed. Scholars attempted to see whether CSR can come under the purview of HRM function or not. It was found that some areas of HRM are treated as part of HRM function. CSR has been addressed worldwide at different levels such as individual, institutional and organizational. At the micro as well as at macro level this area has been studied and found many predictors, outcomes and mediators.

Employees are primary stakeholders because they determine the quality of service and products. The well-being of employees can have massive impact on job performance. Through behavior i.e. communication and performance leaders may increase employee participation in CSR actions (Chen and Baesecke, 2014). Since 1980's empirical studies have increased tremendously. Fombrun and Shanley (1990) found that investment in social responsibilities becomes an important factor for creating reputation. Literature acknowledges the significance of social responsibilities on employee retention, employment choice and customers' behaviors (Turker 2009b). Socially responsible firms attract prospective job candidates, resolve employee related issues and earn good image in the eyes stakeholders (Turban and Greening, 1996). Few studies have focused on how CSR action of firms affect OCB, job satisfaction, organizational commitment, employee/organizational attractiveness, job performance and organizational reputation (Valentine and Fleischman, 2008; Aguilera et al., 2007; Maignan et al., 1999).

Chiang (2010) viewed that CSR could be used as a tool to manage human resources effectively and efficiently by improving customer orientation, organizational trust and employee satisfaction. Social responsibilities taken by firms enhance customer loyalty, purchasing behaviors and consumer satisfaction (Maignan et al.,1999). Studies have illustrated that social responsibilities influence shareholders and job seekers (Graves and Waddock 1994; Turban and Greening 1996). CSR is positively correlated with organization's performance (Waddock and Graves, 1997). Recent works within the context of organizational behavior have investigated performance, behaviors and attitudes of employees in response to firm's CSR actions(Weick, 1995; Brickson, 2007;Aguilera et al., 2007). Recent studies have focused on how CSR affects knowledge sharing behavior, employee engagement, organizational justice, organizational identification (Farooq et al., 2014; Moon et al, 2014; Aguinis and Glavas 2012).

The various search process has given us varied numbers of work done with many interesting areas but after extensive reviewed of literature we narrowed down the search and confined it to the constructs used in this study. We have linked CSR with other constructs such as emotions, organizational identification and compassion at workplace. Finally, with these constructs we have developed conceptual framework.

2.2. Organizational Identification

OI is derived from SIT which was introduced in 1979 by (Tajfel and Turner. 1979).SIT believes that people prefer to associate themselves with groups that permit themselves to visualize their identity in distinctive and positive manner. (Mael and Ashforth, 1992) Individual defines him or herself in terms of their membership of particular group in an organization. OI has garnered the interests of organizational scholars (Kreiner and Ashforth, 2004; Fuller et al., 2006). Dutton et al. (1994) have defined it as the cognitive linkage of firm's definition with self-definition. OI is the degree of an individual to identify him/herself cognitively and emotionally with an organization (Ashforth et al., 2008). Individuals are having different levels of identification such as leaders, coworkers and workgroups in the organization (Ashforth et al., 2008, Riketta and Van Dick, 2005). Organizational identification has two main motives, they are need for self-categorization and need for self enhancement (Smidts et al., 2001). OI occurs when individual's image meet with the essence of an organization (Ashforth and Mael, 1989). OI sustains the collective interests of an organization and influences pro organization behavior (Ashforth and Mael, 1989; Fuller et al., 2006). OI integrates the success of an individual with success of an organization. Fostering OI enhances the effectiveness of an organization (Pratt, 1998).

SIT proposes that individuals aspire to identify with those groups which allow them to see in a positive and distinctive way. Reputation or image of an organization instill strong OI among

individuals (Dutton et al., 1994) which in turn cultivates pro social behavior such as OCB, intent to stay, greater coordination and cooperation (Mael and Ashforth,1995; Dutton et al., 1994). OI cultivates organizational outcome such as job involvement, job satisfaction (Rikettaand Van Dick, 2005) and reduces negative outcome which is detrimental to the organization for e.g. negative emotion, turnover intention (Wegge et al., 2012; Mael and Ashforth, 1995).

2.3. Emotion

In the context of psychology emotion has become an important and critical construct. (Fineman, 1996) From the era of 1990 the significance of emotions has increased tremendously in the area of organizational and sociological theory. Emotions are natural which cannot be detached from normal activities. Emotion is a mental state that occurs spontaneously rather than through conscious efforts and is often accompanied by physiological changes. Emotional states are personal experiences which are associated with unique physiological patterns (Kreibig et al., 2013).). Ivancevich et al. (2006) have defined emotion as a subjective feeling of an individual about something that leads to physiological changes. Other scholars have defined it as an experience of person that leads to changes in physiological (Schachter and Singer, 1962; James, 1884).

Emotional states are categorized into positive and negative(Larsen et al., 2001). Positive emotions are characterized by hope, love, awe, amusement, pride, gratitude, contentment and sexual desire (Fredrickson et al., 2003). Negative emotions are characterized by angry, scared, sad, disgust, embarrassed, contemptuous, ashamed and repentant (Fedrickson et al., 2009). Fredrickson (1998, 2000) stated that positive emotions put down autonomic behavior of individuals whereas negative emotions cultivate individuals' autonomic behavior. Positive emotions cultivate thoughts among individuals which are creative (Isen et al., 1987), openness (Estrada et al., 1997) and flexible (Isen and Daubman, 1984). Positive

emotions induce individuals' preferences for varieties and acceptable behavior(Kahn and Isen, 1993). Positive emotions build social resources (e.g. social support), physical resources (e.g. health and skills), intellectual resources (e.g. knowledge, expert) and psychological resources (optimism and creativity) (Fredrickson, 1998).

2.4. Compassion at Workplace

In the context of religion, sociology, and medicine compassion has long tradition but in the context of organizational behavior it has short history (Frost et al., 2006). Recently, scholars started to learn the effect of organizational conditions on compassion at work. The effect of compassion was initially felt by employees after getting compassion acts in the organization from others (Frost et al., 2000; Dutton et al., 2002). Compassion is a multi-dimensional concept consists of three elements; noticing the agony of others, emphatically feeling that pain, and intend to release the agony (Kanov et al., 2004; Dutton et al., 2006). To understand the compassion all the elements are essential. Compassion involves having sympathy and caring for the one's who are going through suffering, through communication and behavior. Compassion is defined as "the heart response to sorrow" Kanov et al. (2004). It is a reaction to the suffering of others which involves seeing with the eyes of others, hearing with the ears of others, feeling with the heart of others.

Compassion brings closeness among people which in turn develops positive feelings in the workplace (Miller and Stiver, 1997). It helps those individuals who are going through person difficulties which in turn lead to positive emotions among them (Fredrickson et al., 2003; Folkman and Moskowitz, 2000). Compassion enhances commitment to an organization, employees perception of being taken care and valued by an organization encourages employee to identify with the organization(Meyer and Allen, 1991). Individuals having compassionate acts give support to one who is going through difficulties in the workplace by helping them to balance both personal and work life (Allen, 2001).

2.5.Underlying Theories

With the help of SIT and AET, this study shows the effects of CSR on compassion at workplace directly and indirectly. Tajfel and Turner (1985) introduced the theory of SIT. This theory states that individual identifies and classifies him or herself into various groups such as organization membership, religious groups, political groups etc. CSR activities influence employee prosocial behavior i.e organizational identification and compassion at workplace. Although identity mechanism explains how CSR influences prosocial behavior but it doesn't explain how employees' emotional reaction arises in the work place. Therefore, we have introduced affective events mechanism. Affective events theory was introduced by Weiss and Cropanzano in 1996. "Things happen to people in work settings and people often react emotionally to these events, these affective experiences have direct influence on behaviors and attitudes"(Weiss and Cropanzano, 1996). Firm's CSR actions may be considered a critical factor in influencing emotional reactions. This theory says that organizational events are the causes of emotional reaction in the workplace. Events occur in the workplace results in emotional reaction which in turn shapes work attitude and behavior of employees. Organizational event i.e. organization CSR action leads to emotional reaction i.e. positive emotion indirectly through the role of organization identification. We hypothesized that CSR directly affect compassion at work place and indirectly affects through organizational identification and

positive emotion

2.6. Conceptual Framework

2.6(a) CSR and Compassion at Workplace

CSR has been predominantly explored at macro level and compassion has not been explored at macro level. There is need to explore compassion at macro level. The aim of this study is to focus on how CSR actions of firm develop compassionate acts among employees at workplace. According to Cropanzano et al. (2001),attitudes and behaviors of employees are predominantly affected by actions taken by organization at workplace. Rupp et al. (2006) have shown that CSR may induce attitudinal and behavioral and responses. CSR action triggers intrinsic motivation among members(Ellemers et al., 2004). SIT states that individuals identify themselves cognitively by classifying into different groups (Haslam and Ellemers, 2005). Previous studies have found that evaluation of an organization's success is associated with attitude and work behavior of employees (Dutton et al., 1994; Maignan and Ferrell, 2001). CSR actions of firms may enhance reputation of an organization and employees prefer to identify with those firms which are actively engaged in social responsibilities (Turban and Greening, 1996), these activities results in improving their attitudes and behavior at the workplace (Dutton et al., 2004). Employees working in firms which are disengaged in CSR will be reluctant to associate with those organizations and will not be identified with those firms

Fig.1. Mechanism of CSR Influence on Compassion at work place
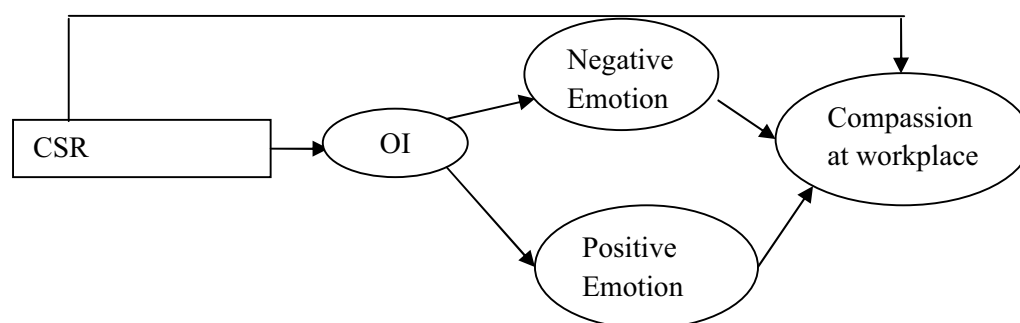
(Ellemres et al., 2004). Eventually they are likely to disengage in work relatedoutcome i.e. compassion (Meyer and Allen, 1997). Thus, we anticipate CSR affects compassion at workplace positively.

H1: There is a significant relationship between CSR and compassion at workplace

2.6 (b) CSR and Organizational Identification

Many of the studies have revealed that CSR actions have positive impact on OI. When an organization actively participates in CSR activities, it will create positive image and enhance reputation. Firms CSR actions will lead to organizational identification. Employees want to achieve positive social identity by becoming a part of various groups (Aberson et al., 2000; Asforth and Mael, 1989). According to Hogg and Terry (2000), the most important factor for achieving social identity is the membership of various classifying groups in corporate. Self-worth of an Individual can be assessed by using positive image of an organization (Tyler, 1999). (Tajfel and Turner, 1985) Employees would like to join those organizations which have prestige, satisfies the desires of an individual and gives opportunity for self-advancement. Organizational identification is derived from organizations reputation (Tyler and Blader, 2003; Dutton et al., 1994). Social responsibilities to non-social and social stakeholders and towards customers may induce positive image of the organization. Social responsibilities for example welfare for the community, providing maximum return, protection of environment, complying the legal formalities, and be transparent to shareholders and following ethical standards will create reputation. Philanthropic activities may help organizations to enhance external image (Brammer and Millington, 2005; Fryxell and Jia, 1994; Fombrun and Shanley, 1990). Since social responsibilities enhance corporate reputation, it may also lead to have self-worth among members of an organization. Secondly fair treatment given by organizations enhances OI (Tyler and Bladder, 2002). Fair treatment given by the organization such as

physical and psychological well-being will create in the minds of employees that they are being treated well and given justice by the organization. Thus, we anticipate CSR affects organizational identification positively.

H2: There is a significant relationship between CSR and OI

2.7 (c) Organizational Identification and Emotions

Since Organizational identification has positive impact on employee behavior and attitude therefore it leads to positive emotions (Wegge et al., 2012) Organizational identification is positively correlated with positive emotion. Terms emotion, emotional state and mood have been used interchangeably. Studies have revealed the relationship between OI and indicators for emotion i.e. job satisfaction. It has also been found that emotion influences organizational identification with social groups. This relationship has been tested empirically by scholars Riketta and Van Dick (2005). Other scholars have also revealed the relationship between OI and physical symptoms (as an indicator of emotion) (Dick and Wagner, 2002).Research in the area of social cognition has shown that social judgments, for example the way we look at somebody, can be affected by emotional states (Forgas and Bower, 1987). A person who is in positive mood has tendency to form positive judgments about others more than the person who is in negative mood (Mackie and Worth, 1989;Forgas and Bower, 1987). Individuals who are in a good mood tend to evaluate social groups more positively than individuals who are in a neutral mood (Forgas et al., 1990). Judgments about social groups are key factors of organizational identification (Ahearne et al., 2005). Various evidences have supported that positive evaluation of social groups affect organizational identification. Research has found that the individual the way they have been treated by organization largely affect identification (Tyler and Blader, 2003).Person who feels that he or she is being respected by members of the group will

possess a strong level of identification (Tyler and Blader, 2003).Persons in good mood shows more sympathy and offer help as compare to person who is in bad mood (Holloway et al., 1977).Thus, there is strong theoretical and empirical evidence which support the relationship of organizational identification and emotions. Thus, we anticipate organizational identification affects positive emotions positively and negative emotion negatively.

H3: a) There is a significant relationship between OI and positive emotions
b) There is a significant relationship between OI and negative emotions

2.7 (d) Emotions and compassion at workplace

Literature shows the linkage between compassion at the workplace and emotion. This linkage has been tested theoretically as well as empirically. Emotions and mood shave been used interchangeably. Positive mood fosters competence, achievement, meaning in the workplace and compassion (George, 1998). Positive emotional state improves work-life balance of employees, reduces conflicts, creates suitable working environment and provide a supportive family environment (Allen, 2001). Many studies have shown the relationship between compassion at the workplace and emotions (Folkman and Moskowitz, 2000). Compassion increases the frequency of positive emotion (Folkman and Moskowitz, 2000). Self-worth and self-respect are created from the experiences of workplace which leads to positive emotion (George, 1998). Frost et al. (2000) posits that experience felt in workplace is represented by compassion, which conveys self-respect and self-worth in the group. Thus we anticipate that positive emotions affect compassion at workplace positively and negative emotions affect compassion at workplace negatively.

H4:a) There is a significant relationship between positive emotions and compassion at workplace

b) There is a significant relationship between negative emotions and compassion at workplace

3. Research Methodology

Questionnaire has been administered to the employees working in financial service industries such as banks, stock broking firms, loan financing institutions and insurance companies of north east states of India. A total of 441 samples have been collected out of 623 which had been targeted. Interview techniques such as direct interview, mail questionnaire and telephonic have been conducted. For data collection we have used some steps. First we have contacted and sought permission from branch head, thereafter questionnaire had been distributed among employees of particular branch and requested them to fill it up. Employees working at lower level, middle level and top level have filled up the questionnaire.

3.1 Measurement scales

We have used the existing scales in the questionnaire. Five Point Likert-type scaleshave been used. Employees were asked to rate (1 strongly disagree to 5 strongly agree) and (1 never to 5 nearly all the time). To measure CSR components we have adopted 17 items from (Turker, 2008)to measure organizational identification we have used five items from (Mael and Ashforth, 1995), to measure emotions we have used 18 items from (Fredrickson et al., 2003) and for measuring compassion we have used three items from (Lilius et al., 2008). Pilot study was conducted and all the items had Cronbach's alpha more than .70.

4. Data Analysis

Asper the study, 37.64% of the respondents were female and 62.36% were male. 53.06% respondents were working at lower level, 38.32% were working at middle and 8.62% were working at top level. 56.69% respondents belong to age group of 20-29, 22.45% respondents belong to age group of 30-39, 10.66% belongs to 40-49, and 10.20%

belongs to 50-59. As far as work experience is concerned employees having work experience of 6-10 were found to be the highest among groups 32.43%, followed by 0-5 which is 27.66%, 11-15 which is 24.26% and lastly employees having more than fifteen years which is 15.65%.

Table 1. Respondents' profile

Variables	Sample	Percentage
Gender		
Male	166	37.64
Female	275	62.36
Age		
20-29	250	56.69
30-39	99	22.45
40-49	47	10.66
50-59	45	10.20
Levels of management		
Lower	234	53.06
Middle	169	38.32
Top	38	8.62
Total experience		
0-5		
6-10	122	27.66
11-15	143	32.43
More than 15 years	107	24.26
	69	15.65

Table 2. Descriptive Statistics (Mean and standard deviation)

	N	Mean	Std. Deviation
CSR to social and non-social	241	3.76	.71
CSR to employees	241	3.72	.74
CSR to customers	241	4.17	.73
CSR to govt	241	4.37	.76
Negative emotions	241	2.43	.88
Positive emotions	241	3.54	.59
Organizational identification	241	4.17	.75
Compassion at workplace	241	3.79	.81
Valid N (listwise)	241		

Table shows the descriptive statistics of the constructs. The means of CSR is 4.005, negative emotion is 2.43 which is the lowest among all constructs, positive emotion is 3.54, OI is 4.17 which is the highest among all constructs and compassion at workplace is 3.79.

4.1. CFA

Confirmatory factor analysis was run to examine the measurement model. The final outcome displayed satisfactory indices (CFI= 0.921, IFI= 0.921, TLI= 0.911, RSMEA= 0.063). Normed Chi-square $\chi2/_{(787)}$= 1510.36. AVE for each factor was found between 0.519 and 0.726, which were higher than the minimum cut-off i.e. 5.Averagevariance extracted was more than the squared correlation between constructs and others which shows that measurement scale exhibits discriminate validity (Fornell and Larcker, 1981). All factor loadings are above .5, provides the evidence of convergent validity (Hair et al., 2006). Therefore, convergent validity has been verified in this study. All measures exhibit high reliability, ranging from .729 to .929.

4.2. Common Method Bias

(Spector, 2006) In behavioral research, researchers admit that common method bias is a serious

Table 3. Results of Confirmatory Factor Analysis

Constructs	Items	α	AVE	CR	λ
CSR1(social and non-social stakeholders)	Our company involves in the activities which aim to protect and improve the quality of the natural environment Our company invests to make a better life for the upcoming generations Our company indulges in special programs to reduce its negative effect on natural environment Our company tries to achieve a sustainable growth which considers to the upcoming generations Our company gives aid to the non-governmental organizations operating in the problematic areas Our company gives aid to the projects and campaign that promote the well-being of the community	.831	.501	.830	.673 .763 .697 .728 .647 .734
CSR 2(Employees)	Our company supports its employees to involve in voluntarily activities Our company policies give encouragement to employees to enhance their careers and skills The management of our company is concerned with employees' wants and needs Our company's policies are flexible to maintain a good work and life balance for employees The managerial decisions of our company for employees are fair Our company encourages employees who want to go for further education	.851	.518	.854	.691 .670 .775 .774 .747 .653
CSR 3(Consumers)	Our company protects rights of consumer beyond the legal obligation Our company gives accurate and fullinformation to its customers about its products Satisfaction of customers is very important for our company	.701	.559	.739	.648 .775 .810
CSR (Government)	Our company pays its taxes on a continuing and regular basis Our company follows the legal formalities promptly and completely	.798	.683	.811	.896 .751

Negative emotions	I frequently experienced Angry/irritated/annoyed I frequently experienced Sad/downhearted/unhappy I frequently experienced Scared/fearful/afraid I frequently experienced Disgust/distaste/revulsion Ifrequently experienced Contemptuous/scornful/disdainful I frequently experienced blushing /Embarrassed/self-conscious I frequently experienced Repentant/blameworthy/ guilty I frequently experienced Ashamed/disgraced/ humiliated	.934	.623	.929	.620 .732 .817 .854 .876 .827 .829 .729
Positive emotions	I frequently experienced Grateful/appreciative/thankful I frequently experienced Interested/alert/curious I frequently experienced Love/closeness/trust I frequently experienced Amused/silly/fun-loving I frequently experienced Glad/joyful/ happy I frequently experienced Hopeful/encouraged/optimistic I frequently experienced Proud/self-assured/confident I frequently experienced Content/peaceful/serene I frequently experienced Awe/amazement /wonder	.845	.513	.882	0.728 0.662 0.786 0.663 0.847 0.701 0.756 0.622 0.651
	When someone criticizes my company, it feels like a personal insult I am very interested in what others think about my company When I talk about my company, I usually say "we" rather than "they" My company's successes are my successes When someone praises my company, it feels like a personal compliment	.871	.565	.865	0.664 0.653 0.749 0.856 0.815
Compassion	I frequently experienced compassion on the job I frequently experienced compassion from supervisor I frequently experienced compassion from co workers	.886	.726	.888	.828 .902 .824

Table 4. Test of Discriminant Validity

	Composite reliability	AVE	Social and non-social	OI	Negative emotion	Positive emotion	Compassion at workplace	Customers	Govt	Employee
CSR to social and non-social	0.830	0.531	0.728							
OI	0.865	0.565	0.518	0.752						
Negative emotions	0.929	0.641	-0.142	-0.184	0.790					
Positive emotions	0.882	0.564	0.441	0.562	-0.102	0.751				
Compassion	0.888	0.726	0.497	0.643	-0.059	0.586	0.852			
CSR to consumers	0.739	0.691	0.698	0.621	-0.155	0.467	0.491	0.831		
CSR to govt	0.811	0.683	0.584	0.576	-0.092	0.413	0.417	0.721	0.827	
CSR to employees	0.854	0.728	0.654	0.566	-0.162	0.578	0.591	0.589	0.486	0.853

hindrance. This hindrance can be resolved by statistical and procedural remedies (Podsakoff et al., 2003). Procedural remedies involve separation of the measurement of outcome and predictor, improvement of item wording, keeping respondents' identity confidential. We have tested it statistically by applying CFA to Herman's one factor analysis. The outcome did not show satisfactory results $\chi 2/_{(795)}$= 2598.08. Therefore, CMV was not considered problematic in this case.

4.3 Structural Equation Modeling

SEM shows satisfactory level of fit CFI=0.914, TLI=0.905, IFI=0.915, RSMEA=0.065, X^2/df= 733.939/366=2.005. The results of path estimates are shown in Fig 2. The figure shows all the paths are significant except H4 (b) whose value is (p>.05). H1 is supported that CSR has significant relationship with compassion at workplace (CSR-Compassion at workplace= .676, p<.05). H2 is supported that CSR has significant relationship with OI (CSR-OI=.945, p<.05). H3(a) and H (b) are supported that there are significant relationship between OI and positive emotions, negative emotions (OI-negative emotions=.-222, OI-positive emotions=.556, p<.05). H4(a) is supported that there is a significant relationship between positive emotions and compassion at workplace.H4 (b) is not supported that there is no significant relationship between negative

emotions and compassion at workplace. (Positive emotions-compassion at workplace=.363, p<.05) and negative emotions-compassion=.050 p>.05).

Standardized Direct Effects

In the hypothesized model, we have found the strongest direct effect between CSR and OI which is 0.739, significant at p<0.05. It indicates that CSR actions taken for employees and external stakeholders significantly cultivate organizational identification among employees. The standardized direct impact of OI on positive emotion is 0.599 and on negative emotion is -0.189 which are significant at p<0.05 which imply that OI cultivates pro social behavior and reduces negative behavior and attitude which is detrimental to the organization. The standardized direct impact of positive emotion on compassion is 0.322 which is significant at p<0.05 and the standardized direct impact of negative emotion on compassion is insignificant at p<0.05.

Standardized Indirect Effects

The strongest standardized indirect effects exerted in the relationship of CSR and positive emotion which is 0.443 in the other hand on negative emotion there is negative indirect effect i.e. -0.139 which indicates the mediation effect of OI,. The standardized indirect effect of CSR on compassion is 0.135. The standardized indirect impact of OI is

Fig.2. Mechanism of CSR Influence on Compassion at workplace
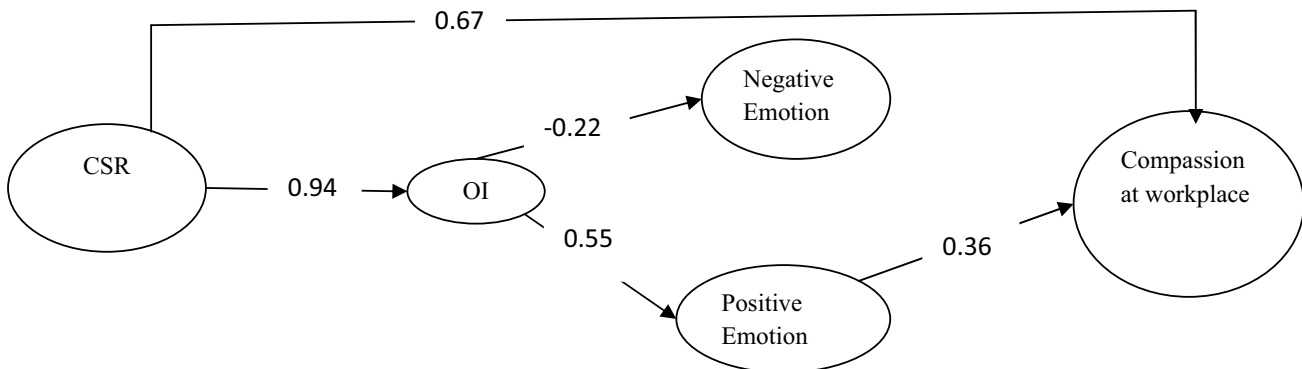
0.183 which indicates the mediation effect of positive emotion; on the other hand there is no mediation effect of negative emotion in the relationship of OI and compassion.

5. Discussion and Implications

Drawing upon affective events and social identity theories, this study attempts to explain the direct and indirect effects of CSR on compassion at workplace. This study reveals that CSR doesn't only affect compassion at workplace directly but it also affects indirectly through organizational identification and positive emotion. Findings are consistent with prior studies (Farooq et al., 2014)and this study has revealed that CSR actions cultivate organizational identification among members of an organization. Findings of the study have revealed that CSR develops compassionate acts among members which are congruent with previous research which was conducted by Moon et al. (2014). Other findings are also coinciding with prior studies, Wegge et al. (2012) asserted that OI cultivates positive attitude and behavior i.e. positive emotion and reduces behavior which is detrimental to an organization i.e. negative emotion. In our study we have found the same results. Lastly, our finding has revealed that there is no relationship between negative emotion and compassion but in the other hand there is a significant relationship between positive emotion and compassion at workplace which is consistent with prior study (Lilius et al., 2003). The next section discusses the theoretical and practical implications which are useful for both academicians and practitioners.

Theoretical Implications

This study sheds new light on the domain of CSR by covering many existing gaps. The concept, dimensions, definition of CSR has been viewed differently by scholars in different context. CSR has been evolving since many decades. It has been varied from context to context and has been explored in several ways. This study gives new insight to understand the concept of CSR more

clearly in the context of organizational behavior. In order to understand the concept of CSR and its effect on compassion at workplace, we have included four important stakeholders and shown how CSR activities towards these stakeholders develop pro social behavior.

Secondly, we have suggested new pathways through which CSR affects compassion at work place. Organizational identification and positive emotions are the new pathways through which CSR affects compassion at workplace. This study does not show only the direct effect of CSR on compassion but also indirect effect of CSR on compassion at workplace. This is the first study which has explained the relationship of CSR and compassion at workplace through these double mediation i.e. organizational identification and positive emotion.

Thirdly, this study supports two theories, SIT and AET. The direct effect of CSR on compassion at workplace and indirect effect of CSR on compassion at workplace through OI and positive emotion has many implications for researchers and scholars. This is the first study where these theories have been tested with these variables.

Fourthly, since our study has revealed that CSR is an important contributor to OI, positive emotion and compassion at workplace. This study can be used by scholars who are investigating the consequences of CSR.

Lastly, there is a paucity of research work which has focused on the potential effect of CSR on managers of the financial sector. This study has made contextual contribution as well. It has been conducted in Indian context focusing on the north east region which has never been the site of previous studies.

Practitioners

For practitioners there are several implications. Findings of the study give series of suggestions and recommendations to the practitioners. Firstly it can

be useful for top management who frames policies for the organizations. It gives guidelines for them to invest in CSR activities and also shows that to whom they should be socially responsible. This study can be useful for them to rethink about their CSR actions.

Secondly, since CSR activities develop compassionate acts among the members. Therefore employees having compassionate acts feel the suffering of others, heal their pain and support their colleagues. Thereby helps managers to solve industrial problems such as stress, conflict, employee turnover, absenteeism etc. Compassionate acts help members of an organization to improve the efficiency, productivity and motivate them to go further.

Thirdly, findings of the study give recommendation to managers of financial institutions of north east states of India. In today's world companies are giving CSR to strategic importance. CSR can be source of competitive advantage. Engagement in CSR actions increases attractiveness to prospective employees. We have found that CSR enhances reputation of firms which lead to develop identification among members. Therefore, employees prefer to identify with those organizations which have positive image.

Fourthly, findings of the study can be useful to government of India. North east is an integral part of India which is consistently contributing to Indian economy. They have abundant resources and have potential to grow further. This study may help government to monitor the CSR activities taken by the organization in this region. By looking at these activities government can think of planning and implementing such CSR activities to bring north east into the mainstream.

Lastly, organizations can attract potential employees if employees working in the organization are having compassion at work place. Prospective applicants prefer to associate or join those organizations where members can find

conducive and supportive family environment, who listen to their problems, provide support and offer help. Members having compassionate acts demonstrate these.

6. Conclusion and Future Studies

Despite the managerial and theoretical contribution, this study has some limitations which give direction for future research. We have conducted this study in north east region of India. The study has been done among the employees of financial institutions operating in this region. Since CSR actions vary from organization to organization, perception of employees may be different regarding CSR actions taken by the organization. Therefore, future study should focus on other industries.

Secondly we have introduced identity mechanism and affective mechanism to study the effects of CSR on compassion at workplace. Affective events mechanism states that events occur in the workplace causes emotional reactions (Weiss and Cropanzano, 1996). Identity mechanism states that individuals classify themselves into various groups and define their identity in terms of organization membership (Tajfel and Turner, 1985). Future investigation should introduce some other mechanism and find out how CSR affects compassion at workplace.

Thirdly, with the help of identity and affective events mechanism, we have introduced variables such as organizational identification, emotions, compassion at workplace. Employees' perception of CSR affects organizational identification and compassion at workplace positively (Moon et al., 2014; Farooq et al., 2014). Previous studies have found the linkage of positive emotions with organizational identification and compassion at workplace (Wegge et al., 2012; Lilius et al., 2003). There are other variables which may cause these effects. To understand the relationship of CSR and employee behavior better. Future study should include other variables which come under the purview of cognitive and emotions reaction and

find out the differential effects of CSR components on those variables.

Fourthly, we have studied the effect of CSR at the individual level i.e. we have shown how CSR develops compassion at workplace among employees. Future study should do the investigation at the organizational level, so that the study could be used to measure the effectiveness of an organization.

Lastly this study has to be tested in different countries. Due to different cultural aspects, different behavioral and mindset of employees results may vary from countries to countries. Therefore, future study should be conducted by taking into account cultural, behavioral and mindset of employees. We advise researchers to conduct study in India's neighboring countries such as Nepal, Sri Lanka, and Bhutan. To the best of our understanding, there is a need of conducting similar research in this area. We have considered only four components of CSR social and non-social, customers, government and employees. We suggest future researchers to consider other stakeholders for e.g. suppliers, shareholders.

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