

The Impact of CSR on Positive Emotion. Multiple Regression Analysis

Deepak Subba

Research Scholar, Department of Management Studies
Indian Institute of Technology, Roorkee
Uttarakhand, India

Abstract

Over the decades, corporate social responsibility (CSR) has been viewed from different perspectives like ethics, marketing, human resource management, and organizational behaviour by scholars across the globe. The purpose of this study is to examine the effect of CSR activities on positive emotions in Asian developing countries, mainly, India. This study was conducted among the managers of insurance companies across the Northeast states of India. A sample of 235 managers was collected, and multiple regression analysis was performed for analyzing the data. In this study, the proposed hypotheses proved effective. The results indicated that CSR activities related to social and non-social, employees, government and customers induce positive emotions among the members of organization. This study gives new insight to the practitioners as well as researchers. It shows the possible ways by means of which CSR actions influence positive emotions that provide a new insight to the existing body of knowledge. The findings also encouraged managers to rethink about their CSR policies for inducing pro-social behavior among their employees.

Introduction

In the present era of globalization, research related to corporate social responsibility (CSR) is increasing rapidly (Wagner et al., 2009; Serenko and Bontis, 2009). CSR is also known as sustainable business, responsible business, corporate citizenship, corporate sustainability and corporate responsibility. With the passage of time, scholars are measuring the effect of CSR and addressing crucial issues in their research. Wood (2010) examined the ways of measuring CSR. Pelozo and Shang (2011) reviewed several studies to find out the methods followed by CSR for adding value to all stakeholders. Research on CSR is carried out in relation to different disciplines, such as information system (Elliot, 2011); psychology (Aguinis, 2011); human resource management (HRM), organizational behavior (OB), industrial and organizational marketing (Maignan and Ferrell, 2004). Stakeholders have different expectations from CSR activities of an organization. Research has shown that an organization's participation in CSR activities is extensively influenced by the stakeholders.

In the western context, CSR has been widely explored related to many constructs such as organizational citizenship behaviour OCB, identification of an organization based on its' knowledge sharing behavior, dedication and loyalty of an organization, conviction of an organization and containment of employees towards their work (Farooq et al., 2014; Fu et al., 2014; Moon et al., 2014). CSR activities enhance organizational performance and also affect attitudes and behavior of employees. Organizations engaged in social responsibilities tend to be more successful in developing pro social behaviors among employees than those detached from social responsibilities. Recently, scholars have been concerned towards studying the impact of CSR on pro social behaviours that are different from knowledge sharing behavior (Farooq et al., 2014). Organizations by engaging in social responsibilities are trying to enhance their corporate reputation and positive image.

While the practices and connotation of CSR vary from organization to organization, basically CSR denotes engagement in the philanthropic activities

and involvement towards development of the environment, society, and community. CSR is any voluntary action that lies beyond legal, technical, and economic interest of an organization for promoting social welfare (Aguilera et al., 2007).

The relationship between CSR and emotions has been explored by several researchers. Previous studies show that the relationship is primarily studied from the view point of customer, and the impact of CSR on customer emotion is observed. Emotion is a critical factor in influencing customer reactions and consumption experience (Lee et al., 2008; Babin et al., 1998). Grappi et al. (2013) showed that CSR actions influence customers' behavior by giving rise to positive emotion resulting in intentions to perform. Several studies showed that CSR actions affect customers' feelings positively (Romani et al., 2013). CSR actions of an organization influence consumers by emotionally connecting them with the organization (McEwen, 2010). Recent studies have indicated that CSR of any firm influence customer emotions which in turn leads to customers' loyalty (Vlachos et al., 2010; Su et al., 2014). However, it is evident from the previous studies that research on the relationship of CSR and employees' emotions need to be conducted.

Recent research suggests that mechanism other than social identity theory SIT should be used for examining the impact of CSR on employee behavior (Farooq et al., 2014). Therefore, we investigated the effect of CSR to stakeholders on positive emotion by using other mechanism like affective events theory (AET). AET states that organizational events are the cause of emotional reactions. CSR actions are the events which affect behavior of employees at their work place. This paper aims to fill these existing gaps. The data for this study is gathered through survey method from the employees of insurance companies in north east states of India. On the basis of AET, a conceptual framework is proposed in this paper, which shows the impact of CSR to stakeholders on positive emotions.

Literature Review

Corporate Social Responsibility

Corporate Social Responsibility (CSR) has attracted the attention of governmental and non-governmental agencies, researchers, practitioners, and consultants over several decades. There are various factors that have impacted the vitality of CSR and the factors include globalization, corporate reputation, and the significance of stakeholder relationship (Azim et al., 2009). Unfortunately, CSR does not have a universally accepted definition. The available definitions for the concept often seem to fail to include all the activities that are practiced by different bodies and individuals under CSR.

Presently, we have 37 different definitions for CSR, ranging from the period 1980 to 2003, and are construed by 27 different authors (Aguinis and Glavas, 2012). However, among those different definitions, given by different scholars, the definition given by Carroll (1979) is widely accepted. Carroll defined CSR as a concept that encompasses four dimensions, and these dimensions are ethical, legal, economic, and philanthropic.

Other scholars have defined CSR in different ways. According to Bowen (1953), CSR is any action, policy, obligation, and decision desirable for the society. Turker (2009a) defined CSR as any corporate behavior which goes beyond the economic interests of the firms, and satisfies the interests of all the stakeholders. According to Turker (2009a), a firm has four different set of stakeholders. The first set comprises NGOs, Next Generation and the Environment. The second set consists of employees for whom CSR policies need to be both transparent and fair. The third include those consumers for whom transparency and fairness are necessary with respect to quality, pricing, safety of product etc. And the last one is the government, for whom the firm has to pay taxes and comply with the legal formalities.

Several other scholars viewed CSR as initiatives taken by an organization that go beyond economic interest and in compliance of the law (Mc Guire, 1963; Mc Williams et al., 2006; Davis, 1973). Societal initiatives under CSR have also been classified into two types; one is directed at external stakeholders and the other is directed at internal stakeholders (Turker, 2009a; Brammer et al., 2007; Werther and Chandler, 2006). Internal CSR refers to a firm's practices and policies targeting the psychological and physical well-being of employees (Turker, 2009b; Brammer et al., 2007; Verdeyen et. al., 2004), whereas, external CSR refers to a firm's environmental and social practices that create legitimacy and a positive image among external stakeholders (Carroll, 1979).

CSR promotes causes that are beneficial to the society by indulging in philanthropic activities, and it also enhances the ethical standard of an organization. Though implementation of CSR policies involves huge expenses, in the long run it is believed to be advantageous for firms (Soloman and Hansen, 1985).

In the context of OB and HRM, scholars have investigated employees' behavior, performance and attitude in response to CSR actions of different firms (Weick, 1995; Aguilera et al., 2007; Brickson, 2007). Most of the prior studies suggest that research on CSR has been so far focused on various consequences of CSR, such as OCB, organizational commitment, employee attractiveness, organizational reputation, and job satisfaction (Maignan et al., 1999; Valentine and Flieschman, 2008; Carmeli et al., 2007; Aguilera et. al., 2007). However, it is evident from the previous studies that CSR is one of the methods used by different companies in inducing positive behavior and attitude among their employees.

Emotion

In psychology, emotion is a major construct which has gained more attention with respect to other

constructs in organizational behavior. Since 1990, emotion gained attention rapidly in sociological and organizational theory (Fineman, 1996). It is not possible to separate emotions from task activities as emotional attachments to any activity are natural (Sandelands, 1988; Matsumoto and Sanders, 1988). There is no exact meaning and definition of emotion. However, emotion is mostly described by some psychologists as a feeling of a person about something. Precisely, emotion is defined simply as an individual's subjective feeling. Ivancevich et al. (2006) defined emotion as "a subjective feeling which leads to physiological changes". Ashforth and Humphery (1995) provided a definition of emotion wherein they considered emotion to be a subjective feeling which constitutes of jealousy, love, joy, and anger. Emotion is an experience of an individual which leads to physiological change (James, 1884; Schachter and Singer, 1962).

Emotion is different from affect and mood. Social emotions (jealousy, guilt, shame) and basic emotions (anger, love, joy) are the two main categories of emotion. Emotions are also categorized into positive primary emotions and negative primary emotions, which are called mixed emotions. Mixed emotions are characterized by an individual's experience which is personal but is associated with unique physiological changes (Kreibig et al., 2013). Positive primary emotions are love, affection, happiness and joy. Negative primary emotions are fear, sadness, anger, disgust and shame (Weiss and Cropanzano, 1996)

Fredrickson (2001) stated that positive emotions help in diminishing negative emotions and provide assistance in tackling stressful situation. Positive emotions are restorative as these emotions help people to calm down and to get back to normal physiological functioning. He further stated that individuals who experience positive emotions are broad minded, creative, and generate ideas to resolve problems. In workplace, positive emotions act as resources which will help individuals to resolve industrial problems.

CSR and Positive Emotion: Affective Events Mechanisms

Some researchers have analyzed the ways in which the prospective employees of an organization are influenced by corporate social actions. These studies suggested that corporate social actions increase the charisma of an employer by creating a reputation of the business (Turban and Greening, 1996; Albinger and Freeman, 2000; Turban and Greening, 2000; Backhaus et al., 2002). However, some researchers have analyzed the ways in which CSR actions influence current employees (Maignan et al., 1999; Peterson, 2004). CSR actions influence intended behavior, perceived attitudes, and image of employees (Riordan et al., 1997). Humanistic cultures and market orientation affected corporate citizenship resulting in business performance, customer loyalty and employee commitment (Maignan et al., 1999).

On the basis of the AET proposed by Weiss and Cropanzano (1996), the conceptual framework of this study is developed that explains the ways by means of which CSR to different stakeholders affect positive emotion. Several events take place at work and individual reacts emotionally to those events. Those affective experiences have direct impact on attitudes and behaviors (Weiss and Cropanzano, 1996). The CSR activities of firms may act as a crucial factor that influences emotional reactions among employees. According to AET, events occurring in the place of work effectively generate emotional reactions and shape the outlook and performance of employees. Therefore, organizations actively engaging in CSR possibly influence emotional and cognitive reaction among the employees which in turn shapes work behavior and attitudes. CSR leads to emotional reaction that encourages organizational commitment (Moon et al., 2014). On the basis of the AET, we presumed that if firm indulges in such social activities, employees possibly feel positive emotions because they feel that their organization takes care of the world, beyond maximizing profit. People join organizations with some expectations,

knowledge, skills, and needs and look forward to work in an organization where their expectations are met. If organizations meet their expectations, their positive emotions get enhanced.

In the proposed model, CSR to social and non-social stakeholders have been included. The activities, such as education promotion, philanthropic actions, both natural and social environment protection, youth empowerment, employment generation etc., are ventures undertaken by organizations that represent their responsibility towards natural environment and community which in turn affects employees' perception towards their employer, as these actions are beyond profit maximization.

Organizations which are committed to these stakeholders develop pro social behavior among their employees. Such activities may create attitudes like optimism, trustworthiness etc. among employees. Therefore, we anticipated that there is a significant relationship between CSR to social and non-social stakeholders and positive emotion.

H1: There is a significant relationship between CSR to social and non-social stakeholders and positive emotion.

Internal factor may be an antecedent of positive emotion as this factor represents activities towards employees. It refers to the physical and psychological well-being of employees working for the organization. CSR to employees includes providing suitable working conditions, fair treatment, safety, growth, salary, and opportunities. If organization treats its employees as its internal customers, the employees probably experience positive emotions, such as love, joy, closeness, etc. Therefore, we anticipated that there is a significant relationship between CSR to employees and positive emotion.

H2: There is a significant relationship between CSR to employees and positive emotion.

Customer is the most critical and crucial stakeholder of an organization. The success of an organization is determined by the customer's satisfaction. Hence, CSR can be used as a marketing tool because it influences consumer behavior. Organization tries their level best to keep and maintain good relationship with their customer. Social activities not only influence corporate image, but also influence employees' behavior and attitude. If organization ensures the safety of product, handles customers' grievances, and provides quality, it may have impact on employees' emotions. Employees feel proud to associate with those organizations which take care of their customers. Therefore, we anticipated that there is a significant relationship between CSR to customers and positive emotion.

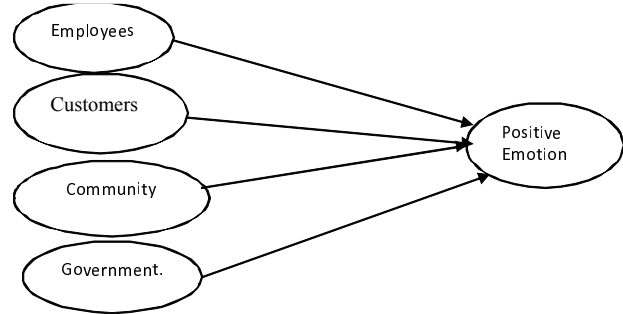
H3: There is a significant relationship between CSR to customers and positive emotion.

Business is expected to operate under the legal framework; they are expected to follow rules and regulation which are laid down by the government. No one wants to work in organization which are unethical or not operating within the parameters of constitution. Paying taxes to government regularly and complying all the rules and regulation mentioned enhance corporate reputation and this in turn may affect employees' emotion. Organizations which are committed to government are stable. Employees may feel that these organizations will survive for long period as well as take care of their employees. Employees may even have a feeling that organizations complying to government rules and regulations treat their employees with dignity and additionally perceive that these organizations never adopt unfair practices against employees. Therefore, we anticipated that there is a significant relationship between CSR to government and positive emotion.

H4: There is a significant relationship between CSR to government and positive emotion.

Conceptual Framework

Fig.1. Mechanism of CSR Influence on Positive Emotion



Research Methodology

This study examined the effect of CSR components (independent variables) on positive emotions (dependent variable). Control variables, such as age, gender, work experience and levels of management, are used for testing the impact of CSR activities on positive emotions. CSR is measured based on 17 items developed by Turker (2009a), and positive emotion is measured based on 10 items developed by Fredrickson et al. (2003). For obtaining responses from the participants in this study, five point Likert scale is used. The respondents were asked to rate their answers on the scale that ranged from 1 (strongly disagree) to 5 (strongly agree). For testing the validity of the items, a pilot study was conducted wherein we included 63 employees, and all the items were found to be valid with Cronbach alpha value more than 0.70, as is shown in Table 1. Therefore, all the items were included in the current study.

Table 1

Items	Cronbach alpha
CSR to social and non-social	0.75
CSR to employees	0.73
CSR to customers	0.83
CSR to government	0.84
Positive emotion	0.78

A sample of 235 responses was collected from the insurance companies of North Bengal and Sikkim. The study was conducted among the managers working at lower, middle, and top level management. 353 questionnaires were distributed,

out of which 235 respondents filled up the questionnaire.

Data analysis

Table 2. Respondents' Profile

Variables	Sample	Percentage
Gender		
Male	170	72.3
Female	65	27.7
Age		
20–29	65	27.7
30–39	19	8.1
40–49	26	11
50–59	134	57
Levels of management		
Lower	17	7.2
Middle	133	56.6
Top	43	18.3
Total experience (years)		
0–5	27	11.5
6–10		
11–15		
More than 15 years		

Table 2 shows the profile of respondents. As per the study, males constituted of 72.3% and females constituted of 27.7%. Most of the respondents belonged to the age group 20–29, followed by 30–39, 40–49, and finally 50–59. Out of the total samples collected, it was found that the highest response came from the lower level managers and lowest response came from the top level managers. Similarly, managers having less experience had high response rate compared to those having more experiences. Therefore, highest response came from managers having 0–5 years of experience, followed by 6–10, 11–15, and more than 15 years.

Table 3 shows the mean and standard deviation of all dependent, independent, and control variables. According to the results, the values of mean (4.37) and standard deviation (0.76) of CSR to government are highest among all the variables, whereas, the values of mean (1.28) and standard deviation (0.448) of gender are lowest among all the variables.

Table 3

	Mean	Std. Deviation	N
Positive emotion	3.5314	.59534	235
Gender	1.28	.448	235
Age	1.77	1.015	235
Exp	3.11	1.134	235
Level	1.50	.630	235
CSR to social and non-social stakeholder	3.74	.713	235
CSR to employees	3.70	.745	235
CSR to customers	4.17	.735	235
CSR to government	4.37	.766	235

Table 4: Correlation Coefficients

	Positive emotion	Gender	Age	Exp	Level	CSR to social and non-social stakeholder
Positive emotion	1	-0.171	0.083	0.049	0.007	0.336
Gender	-0.171	1	-0.163	-0.01	-0.176	-0.218
Age	0.083	-0.163	1	0.452	0.419	0.139
Exp	0.049	-0.01	0.452	1	0.335	0.067
Level	0.007	-0.176	0.419	0.335	1	-0.032
CSR to social and non-social stakeholder	0.336	-0.218	0.139	0.067	-0.032	1
CSR to employees	0.49	-0.186	0.164	0.031	0.071	0.573
CSR to customers	0.386	-0.24	0.094	0.083	0.01	0.551
CSR to government	0.357	-0.242	0.137	0.043	0.036	0.481
Positive emotion	.	0.004	0.103	0.228	0.457	0

The correlation coefficient of dependent variable (positive emotion) and independent variables - CSR to social and non social, CSR to employees, CSR to consumers, CSR to government -are 0.336, 0.490, 0.386, and 0.357, respectively.

Table 5: Results of Multiple Regression Analysis

Model	Variable	Adjusted R ²	R ² change	F change	Non standardized coefficients Beta	Standardized coefficients Beta	T
1	Step 1	0.019	0.036	2.143			
	Gender				-0.227	-0.088	-2.574*
	Age				0.037	0.045	0.822
	Experience				0.021	0.039	0.534
	Level				-0.059	0.069	-0.859
2	Step 2	0.105	0.124	6.483			
	Gender				-0.137	-0.103	-1.583
	Age				0.012	0.02	0.265
	Experience				0.013	0.024	0.339
	Level				-0.016	-0.017	-0.247
	CSR to social and non-social stakeholder				0.258	0.309	4.798 *
3	Step 3	0.235	0.252	15.396			
	Gender				-0.124	-0.094	-1.576
	Age				-0.008	-0.013	-0.189
	Experience				0.031	0.058	0.892
	Level				-0.054	-0.058	-0.89
	CSR to employees				0.382	0.478	8.123 *

4	Step 4	0.139	0.157	8.544			
	Gender				-0.109	-0.082	-1.285
	Age				0.027	0.045	0.627
	Experience				0.005	0.009	0.124
	Level				-0.031	-0.033	-0.479
	CSR to customers				0.292	0.361	5.741
5	Step 5	0.119	0.138	7.32			
	Gender				-0.125	-0.094	-1.452
	Age				0.014	0.023	0.318
	Experience				0.02	0.038	0.54
	Level				-0.041	-0.044	-0.632
	CSR to government				0.257	0.331	5.202

Hierarchical regression was applied to test all the four hypotheses. For testing the strength and existence of relationship among the dependant and independent variables, both the level of significance and adjusted R^2 in the regression equations were considered. In the first step, in order to test the significance level all the control variables were examined and the result showed that only gender emerged as a significant factor. Collectively, all these variables showed 1.9% of the total variance in relation to positive emotions. The β value and t value of gender are -0.088 and -2.574 , respectively, which indicate that gender is negatively related to positive emotion.

In the second step, along with control variables we examined the significance level of CSR to social and non-social stake holder. The result showed that the variable CSR to social and non-social emerged as a significant factor. Collectively, all these variables showed 10.5% of the total variance in relation to positive emotions. The β value and t value of CSR to social and non-social stake holder are 0.309 and 4.798, respectively, which indicate that this variable is positively correlated with positive emotion.

In the third step, we examined the significance of control variables and a new independent variable, that is, CSR to employees. All the variables showed 23.5% of the total variance in relation to positive emotion. In this step, the result also showed that the independent variable, that is, CSR to employees emerged as a significant factor whose β value and t value are 4.78 and 8.123, respectively. So, the results indicated that CSR to employees is positively correlated with positive emotion.

In the fourth step, the same analysis is conducted on a new independent variable, that is, CSR to customers along with control variables. All the variables showed 13.9% of the total variance in relation to positive emotion. The results showed that the independent variable, CSR to customers, emerged as a significant factor with 0.361 and 5.741, as the respective values of β and t, which signifies that CSR to customer is positively correlated with positive emotion.

In the last step, we examined the significance of CSR to government along with control variables and received similar results. Collectively, all the variables showed 11.9% of the total variance in relation to positive emotion. However, the independent variable, CSR to government, emerged as a significant factor whose β and t values are 0.331 and 5.202, respectively. Therefore, the result shows consistency with the previous results by stating that CSR to government is positively related to positive emotion.

Implications

This study offers theoretical as well as practical implications to academicians and practitioners.

1. Theoretical implications

Prior studies have mainly focused on the impact of CSR on customer emotions. For this reason, there is a paucity of research about the impact of CSR on employees' emotions. Theoretically, this study certainly contributes to the existing literature by revealing the impact of CSR on employee's emotions i.e. positive emotions which gives insight to the scholars.

According to AET, emotional reactions are caused by organizational events (Weiss and Cropanzano, 1996). The CSR actions are the organizational events which have impact on employee's emotions. The results indicate that all the CSR actions taken for its stakeholders affirmatively affect the

stakeholders' positive emotions. Therefore, this study supports AET.

Many scholars working in the area of CSR are trying to find out the consequences of CSR. We found that CSR activities encourage positive emotions which are its' consequence, therefore, this study might be useful for the scholars in this area. In addition to these, this study also makes contextual contribution. A number of studies have been conducted in north east region, but literature review reveals that there is a paucity of empirical studies having focus on CSR. Our study fills this gap.

2. Practical implications

Practical implications of this study provide series of recommendations to the practitioners. The managers of North east states of India can think about their CSR strategies because it is one of the methods that assist in developing pro-social behavior among the employees of organizations. This study gives guidelines related to implementation of the organizations' CSR policies which will boost up the morale of their employees.

Organizations always look for the prospective job seekers, and employees always look forward to join those organizations where the needs and wants of employees are met. By implementing CSR activities in the right manner, organizations can target and attract the prospective job seekers. Employees may perceive that organizations indulged in social activities are able to fulfill the expectations of their employees. So, this study gives ideas to managers to attract job seekers.

Moreover, the results of this study show that managers can tackle the problems faced by the current employees by inducing positive emotions in them. These positive emotions can be induced through CSR activities of the organizations which can encourage the downhearted, sad, and unhappy employees by motivating them to face the difficulties and challenges that they encounter in

their work place.

Conclusion and Future Studies

The main focus of this study is to consider the effect of CSR on its various stake holders, namely, CSR to employees, CSR to social and non-social, CSR to customers, and CSR to government. On the basis of the AET, the four hypotheses were developed and tested through multiple regressions, and the result revealed that the effect of all the CSR activities on the stake holders are significant and contributes to positive emotions. In addition, the results indicate that CSR to employees is the most significant factor having the highest adjusted R^2 and β values. However, according to the results, the relationship between CSR and positive emotions is not affected by control variables because of the insignificance level of all control variables. It implies that if employees' needs and wants are met, positive emotion will be highly affected. Our second hypothesis is accepted, which implies that organization can attract and retain prospective employees, if they take care of the customer needs. In case of the third hypothesis, all the control variables were found insignificant that indicate that the relationship between CSR to customer and positive emotions is not affected by control variables. Similarly, the hypothesis stating significant relationship between CSR to social and non-social stakeholder and positive emotions is proved positive because all the control variables were insignificant and so did not affect the relationship. Our last hypothesis is also accepted and the relationship with CSR to government and positive emotion was not affected by control variables because of their low significance level. This study is subjected to some limitations. Data was collected from the employees by assuming that some employees may not be well aware of organization CSR policies. So, this respondent might have given incorrect information. Therefore, future study should be conducted by considering the fact that an employee has detailed information about organization CSR policies. Because of the limitations of time and resources, only 235 samples

were collected. Future study should increase the sample size and do the study to get the better results.

Our study is focused on the consequences of the CSR activities, as we showed that the impact of the CSR activities taken for the stakeholders on positive emotions. Future study should find out the effect of CSR on other pro-social behavior of employees.

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