

EMPLOYEE ENGAGEMENT IN CORPORATE SOCIAL RESPONSIBILITY (CSR): REFLECTION FROM INDIAN BANKING SECTOR

Deepali Soni*, Pooja Mehta**

**Research Scholar, Department of Management, I.K. Gujral Punjab Technical University, Punjab, India.*

Email: contactsoni2014@gmail.com

***Assitant Professor, Department of Management, I.K. Gujral Punjab Technical University, Punjab, India.*

Email: pooja24k@gmail.com

Abstract Many organizations have started believing that an actively engaged workforce is the productive asset of a company and, thus, it is well researched that corporate social responsibility (CSR) programme is an asset too for an organization to be successful in maintaining motivated workforce, gaining reputation, and attracting talent. But most of the time, leaders forget that simply putting good CSR programme will not help to attract talent pool, get motivated workforce, and maintain good reputation. Employee engagement is a well-researched concept. There is an agreement that employee engagement entails more than just motivation. So, this is the time for organizations to integrate these two constructs - CSR and Employee Engagement. Cone Millennial Cause group conducted research titled: "The 2020 Workplace" and found that 80% of a sample of 1,800 (18-25 years old) wanted to work for the company which considered their impact on society. Organizations are becoming conscious towards their contribution to the society and the environment in which they operate. This paper takes into account CSR and Employee Engagement as related constructs that influence each other significantly. The researcher attempts to review existing literature on the topic and tries to explore some CSR employee engagement practices of select Indian banks. This research contributes to the existing body of knowledge related to the relation between CSR and employee engagement.

Keywords: Corporate Social Responsibility, Employee Engagement, Workforce

INTRODUCTION

The concept of Corporate Social Responsibility (CSR) is not a new one. It has been in the spotlight for the last couple of decades (Howard Bowen, 1953). The CSR "is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" (Holme & Watts, 2000). The aim of CSR is to give back a portion of a corporation's profit to society (Reputation Institution, 2010). Employee engagement "is employees' positive emotional and intellectual attachment and employees' commitment to an organization's success, which in turn influences him/her to apply additional discretionary effort to work" (Kore Access, 2008; Gibbons, J. 2006; Towers Perrin, 2005 as cited in Enders & Mancheno-Smoak, 2008). These two constructs are interrelated. It is well said that companies

need CSR to make them stand out from their competitors and shape their public images and reputations. The presence of CSR practices will allow the employees to make connection with the organization, as employees perceive their social-selves as part of their association with their jobs (Collier and Esteban, 2007). In the same way, companies want employee engagement because it has connection with the performance of business. Research has been done to correlate CSR and employee engagement to some extent. CSR has found place among one of the top drivers of employee engagement in some studies (Towers Perrin). The relation between CSR and employee engagement can be explained by two of the main reasons. First, there is no doubt that employees are one of the most valuable components of any business operation. Engaged employees who work with passion and feel a profound connection to the corporation (Gallup, 2004 as cited in Endres & Mancheno-Smoak, 2008) are willing to align themselves with organizations' strategies, mission,

and values, which allows them to see the value of their work and regard themselves contributing to organizational goals. The other reason is that CSR helps organizations “win the war for talent” (Bhattacharya & Sen & Korschun, 2008, p37). With the increasing need for economic development across the globe, there is demand for Financial Institutions to take central role in the efforts to engage employees in CSR practices. In this regard, actions taken by corporate houses and regulatory authorities operating in developed nations are quite satisfactory. However, in developing nations like India, the situation of CSR activities engaging employees is not as flourishing as in developed nations. In this reference, the present paper attempts to analyse the employee engagement in CSR practices in Indian banking sector. The purpose of the research paper is to examine the effect of CSR on employee engagement. For this, a number of research papers, articles, and reports have been studied so as to gain insights about the connection between the mentioned constructs and the same have been briefly reviewed here.

OBJECTIVES OF THE STUDY

The present study has been endeavoured to meet the following objectives:

- To examine the available literature on connection between CSR and employee engagement.
- To study the CSR employee engagement activities practiced by select Indian banks.
- To compare CSR employee engagement practices among Public and Private sector banks.

METHODOLOGY

Research methodology is the blueprint of the research which is going to be conducted. The data were collected from various research journals, websites, articles, and business reports to explore the concept and build a reliable knowledge base in making the connection between CSR and employee engagement. The paper adopted a case-based approach to examine the CSR employee engagement practices of selected top 10 Indian banks on the basis of CSR expenditure reflected in their annual reports of the year 2015-16. This paper extracted data from the annual and business responsibility report of selected banks.

REVIEW OF LITERATURE

Kenexa Research Institute (2007) has surveyed 1,000 UK workers to have an idea of perceptions about their

organizations' CSR practices. This study was a followed up on earlier research by Kenexa itself that showed that if employees actively participate in CSR efforts then it leads to higher employee engagement levels and more favourable views of senior management. The survey showed that working for an organization whose employees positively view corporate responsibility efforts has a significant, favourable impact on how they rate their pride in the organization, their overall satisfaction, their willingness to recommend it as a place to work and their intention to stay.

Hewitt Associates (2010) in their best employer's Canada survey since 2000 introduced “Corporate Social Responsibility as the 21st driver of engagement in their Employee Engagement Model”. Hewitt measured engagement by asking six questions that assess an employees' willingness to speak positively about their employer (SAY), intent to continue working with their employer (STAY), and their desire to go above and beyond to ensure their employer is successful (STRIVE); the perceptions of CSR were measured using seven dimensions of CSR (informed by Jantzi-Sustainalytics): Supplier Relations, Corporate Governance, Environment, Employee Relations, Customer Relationships, Community & Society, and Human Rights. They found that employees within high engagement organizations generally had more positive perceptions of their employers' commitment to social and environmental responsibility. There was a strong correlation between CSR and employee engagement.

Imran Ali and Jawaria Fatima Ali (2011) in their empirical study “Corporate social responsibility, corporate reputation and employee engagement” investigated the potential influence of CSR and corporate reputation on employee engagement in Pakistan. They collected primary data from various organizations in Pakistan and computed through structure equation modeling. They found the significant influence of CSR on corporate reputation and building employee engagement level higher. In addition to this, they found that corporations with higher level of reputation of doing well also enjoy higher level of employee engagement. They suggested that employees conceptualize and perceive CSR on different perspectives, such as how well it communicates with its environment and how ethically it provides benefit to its stakeholders through its products and services. The companies with higher level of CSR interventions and reputation of doing well could attract committed employees who engage themselves with their work and corporation as well.

Philip Mirvis (2012) in his article on “Employee Engagement and CSR: Transactional, Relational, and Developmental Approaches” clearly mentioned that CSR positively affects employee engagement; for this, he stated

three approaches to engage employees in CSR activities of the organizations. He also looked at motivation, identity, and sense of meaning to the organization while engaging employees in CSR. He explored three different approaches to engage employees in CSR activities named transactional, relational, and developmental approach. When company undertakes the programme to fulfill the need of employees who want to work for CSR then this approach is called a transactional approach, “relational” approach emphasizes on a psychological contract between employer and employee that focuses on CSR and finally “developmental” approach to enhance employers’ skill to activate social responsibility of employees. He found that all these above mentioned approaches to engage employees in CSR helped in alleviating employees’ motivation level and make them feel proud of themselves.

Ali Abbas Albdour & Ikhlas Ibrahim Altarawneh (2012) investigated the impact of internal CSR practices on employee engagement. They have studied five internal CSR practices namely training and education, human rights, health and safety, work-life balance, and workplace diversity on the two dimensions of employees’ engagement, i.e., Job Engagement (JE) and Organizational Engagement (OE). They have taken sample of 336 frontline employees working in the banking sector in Jordan. With the help of statistical tools like correlation and multiple regressions, they found that the impact of internal CSR practices on OE was greater when compared with that of JE. This implies that internal CSR practices could predict employees’ OE stronger than their JE.

Pedro Ferreira and Elizabeth Real de Oliveira (2014) researched on the impact of CSR on employee engagement titled “Does corporate social responsibility impact on employee engagement?” They used unlikely most of the researches, three dimension of CSR, i.e., general, internal, and external and on the other hand, three dimension of employee engagement, i.e., vigour, dedication, and absorption. They employed survey method and gathered data from middle managers of several of the major private companies in Portugal, including companies from different sectors, such as finance, telecoms, food and beverages, and retail were analysed through SPSS. Research concluded that CSR has no significant impact on employee engagement from their different CSR level. But, statically they found out that employees exposed to internal CSR are more engaged as compared to external CSR.

Jennifer H. Gao, et al. (2014) explored the effective dimension of CSR on employee engagement in their study. They realized that CSR has strong correlation with employee engagement. They found perceived organizational support (POS) and Chinese values had significant effect on

CSR and employee engagement. They revealed that CSR and employee engagement were fully mediated by POS and Chinese values.

Mohammad Tahlil Azim, et al. (2014) explored the relationship between external CSR practices (particular for community) of the organizations and employees’ job satisfaction, employee engagement (job and organizational engagement), and organizational citizenship behaviour in the context of Saudi banking industry. Study used primary data collected from 266 employees from 12 domestic banks of Saudi Arabia for analysis. They found that relationship between employee perception of CSR and job engagement was fully mediated by job satisfaction and in case of organizational engagement, it was partially mediated by job satisfaction.

Imran Ali et al. (2015) studied the role of social media for designing effective CSR communication strategy for modern business organization to engage their stakeholders. A structured survey questionnaire was used to collect data from multiple stakeholders through social media platforms including Facebook, Twitter, YouTube, and LinkedIn. The data were collected from employees, customers, and investors of different companies in Pakistan. The data were analysed to examine the perceptions of different stakeholders towards effectiveness of social media for CSR communication. The results indicated that the majority of respondents thought that social media was very important platform to communicate CSR activities. Overall, respondents believed that social media was a trustworthy tool to communicate CSR activities and engage stakeholders. They found strong intentions among employees to work for socially responsible corporations who were successful in communicating their CSR initiatives to their employees through social media.

Marie Anttonitte Valentin et al. (2015) conducted a thorough review in order to confirm self-determination theory (SDT) as an appropriate and strong framework in theoretical context for employee engagement. It has been established that employee autonomy in SDT serves to boost motivational behaviour towards continued state of employee engagement. The autonomy when coupled with CSR initiatives is necessary to sustain engagement. Specifically, intrinsic motivation is the key when combined with CSR opportunities in a corporate setting. It helps in fostering a sustained employee motivation and engagement. The study has also revealed that CSR initiatives are greatly beneficial to both employee and the employer and serves to bring value creation and job satisfaction.

Osveh Esmaeelinezhad et al. (2015) studied the effect of CSR on employee engagement in Iran. They considered four dimensions of CSR, i.e., philanthropic, ethical, economic,

and legal. They empirically investigated the effect of these mentioned CSR dimensions on employee engagement by taking 220 employees from Saipa. It is the second biggest auto-industry, based on the CSR report center of Iran. They measured work engagement using the 17-item Utrecht Work Engagement Scale. They found that the effect of philanthropy responsibility on employee engagement was positive and remained same in case of ethical responsibility. It should be mentioned that economic and legal responsibilities had no effect on employee engagement.

Dr. Kuppusamy Singaravelloo et al. (2015) in their study “Linkage between perceived corporate social responsibility and employee engagement: Mediation effect of organizational identification” have observed positive relationship between perceived CSR and employee engagement. They studied both internal and external CSRs to find their impact on employee engagement. Internal CSR includes CSR to employees and CSR to environmental protection while external CSR includes CSR to customer, CSR to government, CSR to community, and CSR to business partner. They used structure equation modeling to justify their proposed model which explained that perceived external and internal CSRs have positive impact on employee engagement through the mediating effect of organizational identification.

Fortunate Slindile Kweyama et al. (2015) have conducted research in South African state-owned power company, Eskom, to find out the impact of CSR on employee engagement. They interrogated 380 Eskom employees to assess the impact of three CSR dimensions, viz. awareness, involvement, and environmental awareness on two dimension of employee engagement, i.e., job and organizational. They revealed that CSR can engender employee engagement and organizational leaders are eager to implement CSR strategies.

Daraneekorn Supanti Ken Butcher Liz Fredline (2015) in their study entitled “Enhancing the employer-employee relationship through corporate social responsibility (CSR) engagement” found out that there was a considerable impact of CSR engagement on employer-employee relationship. They qualitatively researched using in-depth interview at various level of managers in the Thai hotel sector. They extracted six types of CSR engagements, i.e., environmental activities, socially responsible practices, staff member activities, customer’s engagement, preservation of Thai tradition, and preservation of Buddhist customs regardless of religious belief. They also recognized the benefits of employee participation in CSR after conducting in-depth interview of HR managers, marketing managers, and general managers. These benefits were the employee satisfaction, motivation, and employee commitment towards organization. All the mentioned benefits came through the

development of positive emotions in terms of fun and pride, social capital, i.e., unifying relationship between employer and employee and teamwork with CSR engagement.

CSR EMPLOYEE ENGAGEMENT PRACTICES OF INDIAN COMMERCIAL BANKS

State Bank of India

State Bank of India (SBI), with a history of over 200 years, is one of the most established financial foundations in India with footprints in countless over the globe. The Group has a broad system, with more than 20,000 branches in India and 191 workplaces in 36 nations over the world. SBI is focused on improving stakeholders’ value through value-driven engagement, economic and social prosperity of the general public, especially the under-privileged members from the general public, and minimize the immediate and backhanded effect of its operations on the earth. SBI has 10 awards for CSR in its credit. SBI employees are urged to add to the social cause inside the accessible means and intrigue. The Bank has a Board-affirmed CSR Policy which sets out the structure for releasing its duty towards Society. The Bank’s CSR Policy sets out how and where the Bank will send the CSR spend. As a major aspect of community service, the Bank attempts various welfare practices and projects straightforwardly which have a high social substance through its branches/workplaces by method for intentional engagement of the staff members. Some of such practices are blood donation camps, medicinal camps, family planning camps, veterinary camps, adult literacy classes, women club activities, tree planting camps, special programmes for children, and other cultural activities. Various employee engagement programmes in CSR include career development system (CDS), IT-driven performance appraisal system which is objective and transparent, sabbatical leave, i.e., attendance benefits to women and single men employees, vacation policy in which employee can avail mandatory leave for 10 days in one go those are posted in sensitive areas. All this will help organization to increase efficiency, productivity, and risk mitigation. Bank has flexi-time scheme.

Axis Bank

The Bank’s approach to CSR reaches out to all stakeholders, viz., employees, customers, shareholders, and the society. The Bank perpetually took into account the necessities and yearnings of the general public and is occupied with the exercises like organizing medical health check camps, blood donation camps, and tree plantation under green initiatives programmes. Bank engages its employees in CSR activities

through their contribution to its Axis Bank foundation that focuses on education, livelihood enhancement, vocational skills, training, environmental sustainability, rural development, and healthcare facilities. Employee organize camps to increase financial literacy about banking, reducing inequalities forced by socially and economically backward groups. Bank also engages its employees in knowledge-based skill development programme for MSME sector.

ICICI

ICICI is committed to the objective of CSR and integrates it into its business model by creating enablers for social and community development. The project of ICICI foundation for inclusive growth emphasizes on promoting education, enhancing employment, eradication of hunger, poverty and malnutrition, and promoting healthcare. ICICI has a separate rural development project which takes care of financial inclusion and financial literacy. Through the trust, the Bank has engaged its employees in empowering people through various developmental initiatives.

Bank of Baroda

Bank embraces drives, for example, tree plantation on special occasions like establishment day. With a specific end goal to spread awareness about the environment like an unnatural weather change, clean environment, tree ranch, moderate water and so forth, Bank conducts banter about, essay competitions, painting competitions, and so on amongst staff, staff youngsters, and different school kids and reasonably compensate the victors. Bank, from its different workplaces and branches, and its staff in their neighbourhoods either in Bank's own particular premises or outside has effectively taken part and elevated cleanliness drive to hold the earth clean under "Swatchh Bharat" campaign. The Bank has made the majority of its staff-related payments including compensation, benefits, claims, returns filings, leaves, execution examination, and so on the web, and in this manner has decreased the paper consumption.

Canara Bank

CSR lies at the heart of all activities at Canara Bank since its inception. Its aim is to empower society's most vulnerable sections through timely economic support and innovative financial intervention. Bank cares about how their actions impact our planet and is serious about our dedication to sustainable and inclusive business practices. Bank has

several platforms on which its employees can contribute and share their views which are crucial for employee engagement. This contribution focuses on education, health, poverty and nutrition, person with disability, old age, skill development, environmental protection, rural development, women empowerment, and financial literacy.

HDFC

Bank's employees are encouraged to volunteer time and skills through the "Corporate Volunteering Programme". This year Bank's employees have engaged in activities such as academic support classes, held English-speaking courses, and helped in organizing special events in order to celebrate festivals with the underprivileged. Additionally, Bank has facilitated employee donations to charities of their choice through "Give India", a donation platform that enables individuals to support social causes by donating to over 200 charities that have been screened for transparency and credibility. The bank makes a donation matching the amounts donated by its employees on a monthly basis. Various CSR employee engagement programmes include: "Josh Unlimited" is Pan-India Sports event conducted in 26 cities; Stepathlon is the programme in which 2500 employees participated in the employee wellness initiative; and Hunar is the in-house talent competition conducted in 9 cities. Corporate online library helps organization to inculcate reading habit. HDFC Bank has its own voice hunt contest for its employees, inter-corporate photography contest STILLS, employee payroll giving is the donation plan for specific causes to the society. Volunteering programme involves employees imparting financial literacy as well as relief efforts like the J&K flood relief.

Yes Bank

Yes Bank, since its inception, has believed in creating sustained value for its stakeholders through social, economic, and environmental interventions. The bank, through its Responsible Banking ethos, aims to enhance value creation and is committed towards playing a larger role in India's sustainable development by embedding wider economic, social, and environmental objectives. With a vision of becoming the benchmark financial institution for inclusivity and sustainability, the bank formulated a CSR policy to deliver internal and external positive socio-environmental impact while ensuring focused contribution towards CSR. The policy applies to Bank's corporate offices, national operating centers, and branch locations within India. Bank engages its employees in CSR activities through Yes community, Say

YES to sustainable MSMEs in India, and YES STEADY. Yes community provides livelihood enhancement, education, preventing healthcare. Say yes to sustainable MSMEs in India ensures environment sustainability, promoting preventive healthcare and education. YES STEADY stands for skills training and development of youth to promote education and livelihood enhancement. Yes Bank has special CSR recognition at CREDAI conclave 2015 and also won Golden Peacock award on environmental management and sustainability.

IDBI

IDBI has a CSR committee which takes care of employee engagement programme in CSR focusing on education promotion and livelihood enhancement, financial rural development, promoting healthcare and poverty eradication, ensuring environmental stability, disaster relief, and wellness measures for armed forces, veterans and their dependants. IDBI has received 5th annual green-tech CSR award for the year 2015-16 and also Lions CSR precious award 2016 for exemplary work in the field of social service.

IndusInd Bank

IndusInd bank has CSR committee which takes care of employee engagement in CSR. Bank has various CSR activities to engage its employees including IndusInd Swachh Vidyalaya for rural development and inclusiveness and preventive healthcare, legal literacy programme for women for promoting education and livelihood, and IndusInd Bank Young India fellowship to promote talent. This bank has its discretionary efforts towards CSR by implementing rehabilitation of street children addicted to drug, welfare for armed forces, and the empowerment of differently able person.

Kotak Mahindra Bank

Kotak Mahindra bank has a CSR committee which takes care of employee engagement in CSR for promoting education and livelihood, promoting programmes aimed to reduce inequalities, environmental sustainability, eradication of poverty, and setting up homes for economically backward families.

CONCLUSION AND SUGGESTION

In India, banks have started appreciating employee engagement in CSR practices. Societal issues are now a

priority in the vision and mission of the banking institutions. Banks are taking effective measures by incorporating various CSR programs with the sharp focus on employee engagement. This paper has reviewed the literature on CSR and employee engagement practices in selected Indian Commercial banks. The cases discussed clearly depict prevalence of CSR employee engagement practices in Indian banks. In making comparison of employee engagement in CSR practices among the selected banks, it is observed that public sector banks are more concerned with the implementation of CSR initiatives laid down by government, whereas, private sector banks undertake their own CSR initiatives and attempt to engage employees therein. Private Banks have conducted various competitions to increase the level of employee engagement in CSR. Moreover, it is also observed that literature review does not cover all the dimension of CSR namely economic, social, philanthropic, ethical, legal and environmental. Therefore this raises the need for organization to look at their CSR strategy in a holistic way. Despite of various researches done to measure the impact of CSR on employee engagement, we are still restricted to generalize this relationship. Most of the previous studies were conducted in Western context and there is a lack of knowledge about employee engagement in CSR in developing countries like India. Therefore, conducting a study in this area would be helpful for organizations to reduce employee disengagement, make employees feel motivated and perform CSR practices more effectively.

FUTURE RESEARCH

This study analyzed CSR practices of selected banking organizations including public as well as private banks that showed prevalent employee engagement practices in CSR. Researchers may undertake further research in this area of study involving more banks. Literature review does not include all the CSR dimensions to measure employee engagement. In addition to this, future research may also extend the investigation to study all the dimensions of CSR comprehensively. Since present study is limited to only banking industry in India. Further research may investigate the employee engagement practices in CSR in different industry as well as different countries to obtain a thorough understanding of this relationship. As this paper conceptualizes the relationship on the basis of literature reviewed, this relationship can also be investigated empirically in the future to make it valid.

REFERENCES

- Ali, I., & Ali, J. F. (2011). Corporate social responsibility, corporate reputation and employee engagement. *Corporate social responsibility, corporate reputation and employee engagement*. Retrieved from <https://mpa.ub.uni-muenchen.de/33891/1/>.
- Ali, I., Jiménez-Zarco, A. I., & Bicho, M. (2015). Using Social Media for CSR Communication and Engaging Stakeholders. *Developments in Corporate Governance and Responsibility Corporate Social Responsibility in the Digital Age*, 165-185. doi:10.1108/s2043-052320150000007010
- Azim, M., Diyab, A., & Al-Sabaan, S. (2014). CSR, Employee job attitude and behavior: Saudi bank experience. *Transylvanian Review of Administrative Sciences*, 43, 23-47.
- Bhattacharya, C., Sen, S., & Korschun, D. (2008). Using corporate social responsibility to win the war for talent. *MIT Sloan Management Review*.
- Bowen, H. R., Bowen, P. G., & Gond, J. (2013). *Social responsibilities of the businessman*. Iowa City: University of Iowa Press.
- Canadian Business for Social Responsibility (CBSR). (n.d.). CBSR Blog: CSR as a Driver of Employee Engagement. Retrieved January 22, 2018, from <http://3blmedia.com/theCSRfeed/CBSR-Blog-CSR-Driver-Employee-Engagement>
- Collier, J., & Esteban, R. (2007). Corporate social responsibility and employee commitment. *Business Ethics: A European Review*, 16(1), 19-33. doi:10.1111/j.1467-8608.2006.00466.x
- Esmaelinezhad, O., Singaravelloo, K., & Boerhannoeddin, A. (2015). Linkage between perceived corporate social responsibility and employee engagement: Mediation effect of organizational identification. *International Journal of Human Resource Studies*, 5(3), 174. doi:10.5296/ijhrs.v5i3.8376
- Ferreira, P., & Oliveira, E. R. (2014). Does corporate social responsibility impact on employee engagement? *Journal of Workplace Learning*, 26(3/4), 232-247. doi:10.1108/jwl-09-2013-0070
- Gao, J. H. (2014). Relating corporate social responsibility and employee engagement. *International Journal of Asian Business and Information Management*, 5(2), 12-22. doi:10.4018/ijabim.2014040102
- Haski-Leventhal, D. (2012). Employee engagement in CSR: The case of payroll giving in Australia. *Corporate Social Responsibility and Environmental Management*, 20(2), 113-128. doi:10.1002/csr.1287
- Holme, R. A. (2000). Corporate social responsibility: Making good business sense. *World Business Council for Sustainable Development*.
http://ir.kotak.com/downloads/annual_report_2015-2016/annual-report-2015-2016.
<http://www.bankofbaroda.com/download/Full-AR-2015-16.pdf>.
http://www.canarabank.com/media/2440/cb_ar-2015-16-for-web-june-29-final.pdf.
<https://www.axisbank.com/docs/default-source/annual-reports/for-axis-bank/annual-report-2017.pdf>.
https://www.hdfcbank.com/aboutus/cg/annual_reports.htm.
<https://www.icicibank.com/managed-assets/docs/investor/annual-reports/2016/icici-bank-annual-report-2015-16.pdf>.
<https://www.idbi.com/pdf/annualreport/IDBI-Bank-AR-2015-16.pdf>.
<https://www.indusind.com/content/dam/indusind/AnnualReports/2015-16/2015-16/22nd-annual-report-2015-16.pdf>.
<https://www.sbi.co.in/portal/web/corporate-governance/annual-report-2016>.
<https://www.yesbank.in/annual-reports/fy-2015-16/annual-report-2015-16>.
- Jane Collier, R. E. (2007). Corporate social responsibility and employee commitment. *Business Ethics: A European Review*, 16(1), 19-33.
- Kinoglu, A. (2015). Retrieved from <http://www.slideshare.net/AyenurKnolu/influence-of-csr-on-employee-engagement>
- Mirvis, P. (2012). Employee engagement and CSR: Transactional, relational, and developmental approaches. *California Management Review*, 54(4), 93-117. doi:10.1525/cmr.2012.54.4.93
- Tariq, M. H. (2015). Effect of CSR on employee engagement. *Indian Journal of Science and Technology*, 8(S4), 301. doi:10.17485/ijst/2015/v8is4/64700
- The human resource craze: Human performance improvement and employee engagement. (2008).

Strategic Direction, 24(8). doi:10.1108/sd.2008.05624 had.007.

Valentin, M. A., Valentin, C. C., & Nafukho, F. M. (2015). The engagement continuum model using corporate

social responsibility as an intervention for sustained employee engagement. *European Journal of Training and Development*, 39(3), 182-202. doi:10.1108/ejtd-01-2014-0007