

## Integration of Strategic Corporate Social Responsibility with Other Key Anchors of Success

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### Abstract

Corporate Social Responsibility is a firm's moral obligation towards its customers. Usually CSR is seen in the context of buyers, customers and society outside the organization scenario. The present study examines strategic corporate social responsibility from employees' perspective mediated by human resource development in relation to employee engagement and emotional intelligence. A structured questionnaire is used to collect the data from the employees serving private and foreign banks. Findings reveal a positive and significant impact of Strategic Corporate Social Responsibility and Human Resource Development on Employee Engagement and Emotional Intelligence.

**Keywords:** Strategic corporate social responsibility, emotional intelligence, employee engagement, human resource development, banking sector, Pakistan

### 1. Introduction

In developing countries like Pakistan corporate social responsibility is emerging as a strategic issue for the businesses to sustain the competitive edge. The organizations are striving for profit maximization at the cost of stakeholder rights. Therefore, in this context it has become more important to study CSR in relation to HRD, Emotional intelligence and employee engagement.

Before observing corporate social responsibility in Pakistani perspective the brief introduction is presented on CSR definition and its link with employee engagement, human resource development and emotional intelligence.

Definition and explanation of corporate social responsibility by Béthoux, Didry and Mias (2007) the corporate social responsibility relates to the workers' rights and their proper working conditions and the environmental safety and protection.

SCSR is also linked with Employee engagement i.e. the firms seeking CSR must first practice it by conducting annual appraise or career appraise monthly, quarterly or yearly so that employees know their hard work and efforts are noted. Employees must know their career appraisal report and the criteria against which their performance is rated. In this way, employer-employee connection and social liaison is strong for healthier environment and workers engage themselves in fruitful activities at work place. (" Making HR count" 2008).

Managers believing in social responsibility must understand the employees' behavior and issues concerning them for raising employees' emotional competency or intelligence by empathy, inter-personal relations, and sharing emotions with each other. (Cavallo & Brienza, 2006).

The emerging trends in the businesses, administrative and management literature have discovered that organizations aiming for socially responsible award work on the power of human resource development which lies in the managers' ability to engage and response to employees' expectations to build a participative and sharing management culture in the organizations (Alagaraja 2013).

### Knowledge gap

McWilliams and Siegel (2001), Fenwick and Bierema (2008) and Mishra and Suar (2010) , Albdour and Altarawneh (2012), Sharma, Sharma & Devi (2009), Gilbreath and Montesino (2006) Mishra and Mohopatra (2010) Bauman and Skitka (2012) Kahreh, Mirmedhi and Eram (2013) Zappi (2007), Sweeney (2007), Fernandez, Delgado and Garcia, (2007), Waqass and Bahadur (2010), Hameed (2010), Idrees and IrfanUllah

(2011), Ali and Ali, ( 2011) and Saeed and Arshad (2012) Mishra and Saur (2010) have all stressed upon the integration of SCSR and HRD for gaining employee engagement and emotional intelligence after reviewing all such high brows the present study provides the empirical relationship between SCSR and HRD , employee engagement and emotional intelligence from Pakistani banking sector.

### ***Problem Statement***

The current research therefore seeks to investigate empirically the relationship between Strategic corporate social responsibility, Human resource development, Employee engagement and Emotional intelligence.

### ***Objectives:***

1. To check the association, if any, among strategic corporate social responsibility, human resource development, emotional intelligence and employee engagement.
2. To identify the role of human resource development as a mediator in the relationship between strategic corporate social responsibility and emotional intelligence.
3. To investigate the role of human resource development as a mediator in the relationship between strategic corporate social responsibility and employee engagement.

### ***Scope:***

The study is carried out to investigate the relationship between Strategic corporate social responsibility (SCSR), Emotional intelligence (EI) and Employee engagement (EE) mediated by Human resource development (HRD) in Pakistani banks. The sample of the research is drawn from two private and one foreign bank. Employees from officer level to managerial level have been selected for the research.

## **2. Literature Review**

### ***Strategic Corporate Social Responsibility:***

Quester and Thompson (2001) , Lantos (2001) and Muller, Pfarrer and Little (2014) have explained and defined Corporate Social Responsibility (CSR) as a firms responsibility towards all the stakeholders' especially primary stakeholders and secondary stakeholders. Primary stakeholders include external customers, internal customers or employees, suppliers and stockholders. Secondary stakeholders include investors, creditors & government etc. The globalization has given vent to this wave of corporate social responsibility to align organizational procedures, processes and the outcomes with societal welfare as a whole (Wajhee and Muneeza 2012). Although, many management practitioners believe that firms foremost responsibility is towards the community but employees also need management's attention for their grooming in order to yield best results for the firms. A study by Zappi (2007) on Italian banks reveals that there is a forum of banks i.e. ABI (Associazione Bancaria Italiana) dedicated for corporate social responsibility. This organization shares every relevant information and news to entire stake holders of banks.

Managers are agents of owners who perform their duties and give commands on behalf of their principals i.e. senior managers, board of directors, chief executives of firms. So in order to avoid conflict between managers and owners the firms must strive to build convergences between the two important forces for good corporate governance and leadership. Blowback is another dark approach which can mar the ethical and social spirit of corporate governance (Donaldson, 2007). It is a phenomenon in which business actors are perceived to have broken the rules of the implicit social contract between business and society and where those perceptions generate ongoing negative reactions that violate the norms and rules of social contract. It is a kind of self defeating negative attitudes exhibited both by managers or subordinates.

The managers and supervisors are the key players in implementing any policy or decision for CSR. In terms of CSR it is also noted that mostly managers own values and moral scruple which play a role in adopting any strategy for the betterment of customers i.e. internal as well as external (Hemingway and Maclagan, 2004).

Sweeny (2007) and Fernandez, Delgado and Garcia (2007) reveal that corporate social responsibility is more structured and well practiced in larger industries and organizations. European countries in this aspect are searching ways to combat pollution through use of recycle and energy renewable products, spreading knowledge across the board and making the reports and information open to public for employing corporate social responsibility in the organizations. One of the ways adopted is making CSR as a strategic vision for the company.

### ***Human Resource Development:***

Human Resource Development (HRD) is an important function for an organization and mandatory for the managers, since it provides a framework to help employees build and develop their personal and organization skills, their knowledge and abilities (Chirasha 2013).

Heating Piping Air Conditioning (HPAC) organization in Finland also reveals this fact of training and retaining productive and knowledge workers as a critical issue and managers must think and work on creating

and chanting such programs to facilitate employees in their work so that they establish sense of belongingness to the company and continue striving for excellence and success for mutual gain (Recruitment and retention, 2007). Globalization has thrust upon the employers to bring more and more innovation in products and services for consumers. The training and development of employees in this aspect can prove to be vital if conducted properly. The consultants and HR practitioners must focus on this key feature to make organization a learning organization (Jayanti 2012).

Work life balance, professional attitude and enabling the workers to adjust themselves in jobs for contributing to the profit of the firm are other major areas in the domain of human resource development (McGuire and Cseh 2006). Workforce education and knowledge are key in earning the organization a success. Workers skills, intelligence and competencies must be developed in sustaining a competitive edge over other business rivals (Gourlay 2001).

### ***Emotional Intelligence:***

Social and emotional competencies of individuals make exceptional performers. (Boyatzis 2009). In management the concept of emotional intelligence is of much wider importance.

Emotions have long been the source of human being's existence in relation to the environment we are exposed. In management the concept of emotional intelligence is of much wider importance. Self identification and awareness, mental compatibility, motivation, reasoning and wisdom are few major constructs of emotional intelligence (Dulewicz and Higgs 1999).

Literature has associated creativity, aestheticism and social interaction with emotional intelligence (Anthony 2008). This important variable as a mean of human behavior study is also the basis for moral and ethical value of life. The ideas and notions about certain things shape our perceptions and thinking patterns so firms must promote and advocate their ideology in constructive way to influence employees positively and use their energy in meaningful tasks and goals to boost organization atmosphere (Rietti 2009).

Managers and supervisors also influence employees either negatively or positively. The more the manager is self controlled or disciplined the better he can tune his juniors and subordinates on fine modes of behavior (Greenockle 2010).

Many theorists like Feldman (1999) define intelligence as the adaptability of individual behavior in relation to his environment. Intelligence varies from culture to culture. The Trukese tribe, a small tribe in the South of Pacific USA, relies on the movement of stars, moon and nature of waves while sailing in the water. Though these people don't use scientific methods to sail yet they are clever and skillful in sailing. Similarly in African culture the person who does exceptional hunting is considered to be intelligent.

Another research by Georges and Kopelman (2008) suggests that employees must be able to express themselves through discussions and talks among themselves as well as with the managers. Managers must have the ability of empathy and should recognize that there are individual differences among diverse cultural workforce and know how to build and sustain network of relationships of inter and intra nets. To foster the better relationships with their subordinates they should have the ability to find common interests and grounds while negotiating with other business partners, suppliers, employees and clients. This would enhance coordination and cohesion in organizational processes and activities (Armstrong 2009).

Teams and fellow colleagues also play a role in emotional intelligence. It is often observed that whenever a problem arise the collaborative efforts of all team members make it easy to solve issues facilitating the employees to release tension and pressure thus giving them the source of comfort and making their emotions stable and calm (Jordan&Troth, 2004).

### ***Employee Engagement:***

Recent advancements in management trends have shown the importance for employee involvement or engagement in day to day affairs of business. The employers should search and use new strategies to engage employees in business decisions pertaining to their jobs and roles in the companies (Macgowan 2003).

Kahn (1990) coined the very first definition of the term 'Employee Engagement' as "the simultaneous employment and expression of a person's 'preferred self' in task behaviors that promote connections to work and to others, personal presence, and active full role performances.

In business the profit and capital earned is because of employees' heart and soul effort so managers must give priority to employee training and skill development. Its workers initiatives and involvement which plays a binding force between firm and its entire shareholders. Social responsibility and societal response is achieved only if employees follow the best business practices and fulfill their duty with honesty therefore supervisors must attend to employees professional needs to develop them and use them for mutual gain (Chia&Peters 2010).

The process of involving employees is a dynamic experience. The research of Shuck, Rocco and Albornoz (2011) identifies three important themes i.e. employees relationship with their co-workers, workplace

culture and opportunities to learn. Men and Stacks (2013) recent study on leadership style has discovered that employees' perception about executives influence their performance and company's image and repute is formed in their minds.

The overview of leading companies provide that those businesses which give freedom and autonomy to employees in their job enjoy more success and progression as compared to the firms which tighten the horizon of employees intellect as well as competence during their job ("Thriving and sustainable employee performance", 2012).

The treatment to employees is another important variable in attracting and involving employees in business affairs for unity and utilitarianism. Employees must be given right to have contact and interaction with their colleagues, communicating their problems and professional needs to managers for open and advance working life (Men and Stacks, 2013).

#### ***Theoretical link of Strategic corporate social responsibility and Human resource development:***

McWilliams and Siegel (2001) and Mishra and Suar (2010) reveal employees support progressive labor relations policies, safety, financial security, and workplace amenities so managers should respond to these issues for the implementation of corporate social responsibility to address human resource development needs for manufacturing goods and services manufactured by social responsible means at work place.

Corporate social responsibility can be sustained in the corporation by investment in human resource. The aim of human resource development is to improve employees' behavior and lead them to righteousness. Knowledge, skills and attitudes are important drivers of human resource development through which employees' personality and mental horizon are broaden for desirable results (Sukserm and Takahashi 2011).

Fenwick and Bierema (2008) have defined a new approach for CSR which is a 'triple bottom line' (economic, social and ecological) or moral responsibility towards all stakeholders especially employees. HRD should be socially conscious to pave the way for democracy in the organizations. Open dialogues, maximize organizational resources for mutual benefit and impart positivity inside and outside the firm for social welfare. The HRD professionals and personnel must ensure employee learning and sense of ownership on development programs, employees' safety and respect should be given preference at all time for organization development thus enhancing employees' moral values and establish code of conduct.

Dumay and Lu (2010) observe the facet of corporate social responsibility in relation to human resource development in the context of human capital (HC). The human capital is a compound of knowledge, skills, employees' engagement, and experience in the organization. From strategic corporate social responsibility perspective it is a firm's duty to disclose HC progress in business reports, websites to enhance employees' efforts in maximization of share holders, investors' profits. HC disclosures give employees the sense of acknowledgement by publicly reporting their efforts (Dumay and Lu, 2010).

#### ***Theoretical link of Strategic corporate social responsibility and Emotional intelligence:***

The ethically driven leader creates such situations that encourage employees' emotional responses towards common goals and seek meaning for their life in larger spectrum. Leadership personality affect employees' behaviors and way of thinking so managers must give honest feedback, allocate proper resources for respective jobs, trust their coworkers and foster relationships for communion in the organization. These steps lead to emotional intelligence and maturity within the system (Smith & Singer 2012).

Sharma, Sharma and Devi (2009) provided the base by introducing the term "feel good factor" in establishing the relationship between strategic corporate social responsibility and emotional intelligence. Managers must focus on being caring and responsive employees' guardians who involve employees, protect their right through whistle blowing policies and defend employees who timely report any unethical or immoral practice happening in the organization. Retraining, retention or redeployment of people should be done with aggressive and open communication campaigns to help workers adjust with the change and transition in the organization. Surveys to measure employee satisfaction, feedbacks on leadership style and questions on organization culture can have positive impact on employees' emotions.

Similarly, the role of CSR in building emotional intelligence and acquiring maturity in the firms leads to the ultimate success of the business. Corporate social responsibility enables the organizations to strengthen the relationship between employees or ozens as termed by Tuan (2013). Care and trust from employee to employee or ozen to ozen and ozen to external stakeholders raise emotional intelligence. Employee who fully understands his temperament and negative behavior can improve himself and justify his role in the firm.

There is the need of creating such a system where employee values and firm values are fully aligned. The gap between ethical behavior and unethical behavior should be filled. This can promote in setting up such a value based organizational culture where employees and managers carry out their jobs with responsibility and this is the route through which any organization can win the repute as a socially responsible business entity. (Donohue & Wickham 2010).

### **Theoretical link of Strategic corporate social responsibility and Employee engagement:**

Social responsibility and societal response is achieved only if employees follow the best business practices and fulfill their duty with honesty therefore supervisors must attend to employees professional needs to develop them and use them for mutual gain (Chia&Peters, 2010).

Studies reveal that organization growth, profitability, customer satisfaction, employee retention and dedication are achieved only if there exists synergy and cooperation among staff and management. Employee labor relations act as a catalyst in employee engagement for optimum results (Langford, 2009).

The strategic corporate social responsibility is associated with employee engagement. Internal strategic corporate social responsibility is more relevant to employee engagement and commitment. The factors of internal strategic corporate social responsibility are related with employee engagement. These factors are training and education for improving knowledge acquisition and application, health and safety needs, work life balance, work place diversity, human rights protection and understanding employees' problems. (Albdour and Altarawneh 2012).

Corporate social responsibility is a strong determinant in employees' relationship with their organization through four psychological needs i.e. security, self-esteem, belongingness, and a meaningful existence which fosters the employee engagement attitude. (Bauman and Skitka 2012).

Security and safety generally mean financial rewards and incentives that are needed for livelihood. Self esteem is related to individuals' identity and image in the eyes of other people. Managers can satisfy this esteem need of employees by pairing them with other employees who share commonalities and are respected in the company. Employees must be taken into account in the decisions that relate to their jobs. Their efforts be time and again acknowledged and skill gap analysis or training needs analysis be carried out frequently to help employees do the job affectively. In this way, they feel the sense of belongingness with the firm. Meaningful existence in professional world comes from the work or job position in the organization. The more the employees feel they are important to the firm, more positively they do their work (Bauman and Skitka , 2012).

### **Theoretical link of Human resource development and Emotional intelligence:**

Brooks and Nafukho (2006) revealed that human resource development and emotional intelligence are linked with social capital. Social capital is based on social capital theory which emphasizes on trust, mutual understanding and shared beliefs or values, and common behavior pattern.

Mishra and Mohapatra (2010) addressed emotional intelligence in relation to improve job performance. In this perspective, emotional intelligence is network of mental abilities which help the individuals dealing with emotions' processes, the emotional information and give logical meanings to the feelings.

The researchers further explain that managers while training employees can build their emotional maturity through self-awareness. This requires understanding the threshold of emotional arousal, empathy, interpersonal relations, and communicability of emotions. Linking EI with performance through human resource development is beneficial for organizations in enabling employees and managers' understanding how emotions influence performance at work. The important thing to note is that mostly the turnover is high due to inadequate relationship between the employees and their direct supervisor. Where trust is lacking, performance suffers.

Thory (2013) mentioned various strategies that managers can use to overcome stress for instance Relaxation or Meditation, employees should be encouraged to do work out or mediation exercises like yoga, focusing deeply, taking deep breaths relieving the managers and workers from emotional stress and make them emotional stable and composed.

Thory (2013) mentioned various strategies that managers can use to overcome stress and work boredom. These techniques include ABCDE as explained by Spry(2012) explains the ABCDE model as:

A= activating event which triggers some response. At this stage, automatic feelings and thoughts are recorded in regulating emotions seeking negative emotions and behavior.

B= beliefs. Under the supervision of some expert or coach, the beliefs which may cause negative behavior are identified to change the existing mental model to transmit positivity in the behavior of employees.

C= consequences which may be internal or external. Internal consequences relate to physiological changes in the body during emotions. These can be the heart rate, trembling of muscles etc. External consequences are physical reactions like shouting, banging doors etc. In order to overcome this anxiety and aggravation, employees need to discuss the issues which disturb them.

D= dispute. The disputes or arguments must be shared to reach at valid conclusions to resolve the issues and check whether the belief or idea which caused the dispute is rational and logical.

E= exchange. In such a state of handling emotions, the ideas and beliefs which are cause of emotional tensions are restructured or reframed and positive ideas and beliefs replace these negative ideas in due course of training and development of employees. These trainings should be held regularly until the change in employee behavior is evidenced.

### **Theoretical link of Human resource development and Employee engagement:**

There is dire need on the part of human resource development (HRD) professionals to support the activities to engage employees. They should design such supportive strategies which facilitate employee engagement in the working area (Macey and Schneider 2008).

Human resource management is a tool which helps the organization to involve the employees in a constructive manner and let them contribute in the organizational success. HRD is the process which covers the training, skill development and adoption of new trends for active employee engagement for value creation in the organization (Weinberger, 1998, Tesone, 2006).

In order to encourage employees to devote full attention to their work and attain maximum positive results from their efforts, it is essential to train and develop the employees by the organizations to engage such employees in productive activities (Ayers 2008).

It is experiential that in the reformation of organizational HR function, there should be provision of HR professionals who have strong ability to formulate and implement related employee engagement (EE) strategies to maximize the benefits of business/organization and EE is expressed as a management tool to get better cost, revenue and quality (Arrowsmith and Parker 2013).

The domain of human resource development is also extended to women employees, especially in those businesses which are operated in Middle East and Gulf regions. Metcalfe (2011) observes that women empowerment in the organizations should also be practiced.

### **Human resource development as mediator between strategic corporate social responsibility, employee engagement and emotional intelligence:**

HRD plays a mediating role between the relationship of Strategic corporate social responsibility (SCSR) and emotional intelligence. SCSR when influences the emotional intelligence of the employee, leads to an empathetic employ, who understands things on a more human level (Fernandez 2014).

The growing interest in strategic corporate social responsibility have motivated researchers like Walter, Cole, and Humphrey (2011) to explore the relationship between corporate social responsibility and emotional intelligence leader effectiveness and are of the view that employees and managers effectiveness in organizations depend on certain behavioral traits which can be developed and trained through monitoring, self own monitoring, leadership effectiveness, emotional and intrapersonal skills. Leadership or managerial style of working can be more productive if focus is given on ethics in leadership.

Kahreh, Mirmedi and Eram (2013) highlight critical success factors CSFs in the relationship between corporate social responsibility, human resource development and stakeholders. They relate that organization's current status, resources and expertise provide the management competitive edge and position in the market. Most important source for aiming CSR through HRD is organization culture which attracts or repels the employees to withdraw themselves from the organizational affairs. Therefore, managers, counsels, leaders and decision makers must engage and involve employees in those strategic affairs which relate to their jobs and careers in order to achieve social responsibility and success.

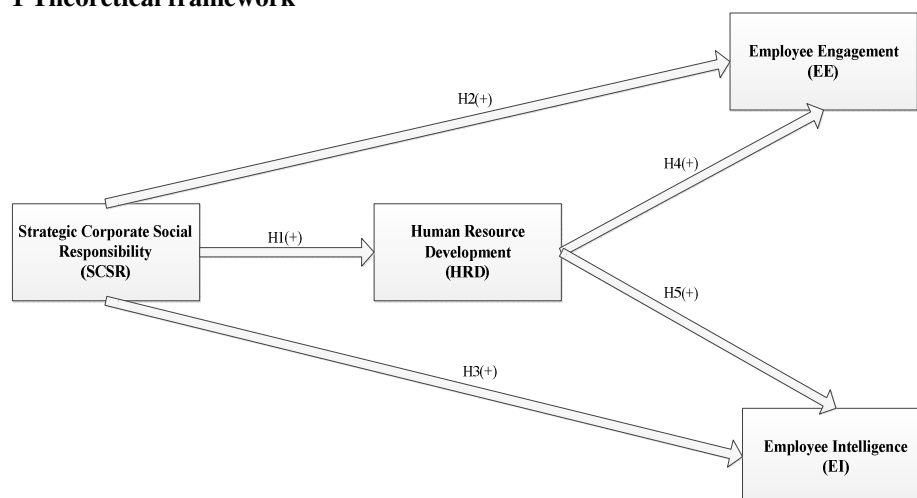
Footo and Ruona(2008)claim that organization structure should incorporate ethics with learning and development interventions, performance reviews and career development for affective CSR philosophy. LaCivita (2007) and Muller et al (2014) assert that HRD has a pivotal role in increasing employees' emotional intelligence by providing training and development for employees to better perform.

The communion can help managers recognize, monitor, disseminate information to higher executives and shared wisdom can take place for better results Mirvis (2012) suggests that working in companies with good CSR has an impact on the self-esteem and image that the person works for a good company so firms should develop employees to produce greater value for the firm and the society.

### **Theoretical Framework:**

Literature review has helped in the development of framework.

## 1 Theoretical framework



- 1) Independent Variable = Strategic Corporate Social Responsibility SCSR
- 2) Mediating Variable = Human Resource Development HRD
- 3) Dependent Variable = Emotional intelligence EI
- 4) Dependent Variable = Employee engagement EE

1. Strategic corporate social responsibility- SCSR: is the firms' moral obligation to offer social welfare programs to society protecting the rights of all the stakeholders especially employees' training and development by applying human resource development programs.

2. Human resource development –HRD: It stands for employees' training and development, career development and organization development for sustainable competitive edge over business competitors.

3. Emotional intelligence – EI= It is the individual's ability to control and manage the emotions in challenging and difficult times or situations in personal or professional life.

4. Employee engagement – EE: The involvement of employees in business affairs and providing them job empowerment to achieve goals and objectives.

The model signifies the relationship between Strategic corporate social responsibility (Independent variable) and HRD as a mediating variable which affects the relationship between SCSR and dependent variables i.e. emotional intelligence and employee engagement.

### *Hypotheses*

H1: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on Human Resource Development (HRD)

H2: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on Employee Engagement (EE)

H3: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on employees' Emotional Intelligence (EI)

H4: There is a positive impact of Human Resource Development (HRD) on the level of Employee Engagement (EE)

H5: There is a positive impact of Human Resource Development (HRD) on the Emotional Intelligence (EI) level of employees

H6: Human Resource Development (HRD) mediates the relationship between Strategic Corporate Social Responsibility (SCSR) and Employee Engagement (EE)

H7: Human Resource Development mediates the relationship between Strategic Corporate Social Responsibility (SCSR) and Emotional Intelligence (EI)

## 3. Methodology

### **Research Design**

The research is quantitative in nature and statistical data is used to draw the conclusions.

### *Sampling*

This study used probability sampling method for data collection from the employees of selected banks. Further, this study used multistage cluster sampling technique for this study. This sampling technique reveals that a relationship between two variables holds at multiple levels of analysis (individuals, groups, organizations). The

advantage of homologous multilevel models is that they allow the researcher to generalize both constructs and functional relations linking the constructs across different levels of the organizational system and provides parsimony. (Klein & Kozlowski, 2000).

Initially, the list of all the banks was obtained from the State of Pakistan which included public, private and foreign banks operating in Rawalpindi/Islamabad region in Pakistan. Keeping in view the objectives of this study, three banks were selected based on the contribution towards CSR. The three banks thereby became clusters for this study and the employees working in 53 branches, 39 branches in Islamabad and 14 branches in Rawalpindi, served as the sample for this study.

### **Instrument**

In this study, Strategic Corporate Social Responsibility (SCSR) was measured by 14 items adapted from Katamba (2010). The scale was originally developed by MHC International Ltd. The scale items for the variable of strategic corporate social responsibility were explored through CRITICS (Corporate Responsibility Index through Internet Consultation of Stakeholders). The CRITICS index tool is widely used for the measurement of corporate responsibility level in the companies for pursuit of better community and employment services (Hopkins, 2003). Five point Likert scale was used to measure SCSR ranging from Strongly Disagree '1' to Strongly Agree '5'.

Human Resource Development was measured by 18-items scale adapted from Akinyemi (2011). The questionnaire was selected based on its relevancy to HRD implementation in the organization which is considered as an important consequence of SCSR. The items of the questionnaire related to the mechanism of HRD for implementation of HRD sub systems and OCTAPAC (openness, confrontation, trust, autonomy, proaction, authenticity and collaboration) to cover the broad spectrum of HRD. Five point Likert scale was used to measure HRD ranging from Strongly Disagree '1' to Strongly Agree '5'.

Employee Engagement was measured by a questionnaire adapted from Zhang and Bartol (2010). Emotional Intelligence was measured by a questionnaire devised by Hay group consulting firm and provided by an expert.

Questionnaire is based on Five point Likert scale ranging from Strongly Disagree '1' to Strongly Agree '5'.

## **4. Results & Analyses**

### ***Demographic Details***

The demographic variables like age, experience, gender and education provide information about respondents participated in the survey. Table 1 presents this information.

The demographic information reveals that respondents' age varies between 22 and over 52 years. Age is measured as ratio variable and is categorized into four options, i.e., 22-32 years, 33-42 years, 43-52 years and 53 years or above. Majority of the respondents (244) lie within 22 to 32 years with the percentage of 76.3%. 64 respondents lie between 33-42 years, 8 respondents lie between 33-42 years and age of 4 respondents is 53 years or above with 20%, 2.5% and 1.3 % respectively. 210 male respondents and 110 female respondents participate in the survey with a percentage of 65.6 and 34.4 respectively. Out of 320 respondents, 70 respondents are graduates and 250 respondents are master degree holders with a percentage of 21.9 and 78.1 respectively. 62 respondents (19.4%) have 1-5 years experience, 61 respondents (19.1%) have 6-10 year experience, 92 respondents (28.8%) have 11-15 year experience and 105 respondents (32.8%) have experience of 16 years or above.

### ***Descriptive Statistics***

Before testing the hypotheses, the basic descriptive statistic such as the mean, median, standard deviation and skewness is computed for the variables under study.

Mean value of Strategic Corporate Social Responsibility is 3.69, HRD is 3.38, employee engagement 3.56 and emotional intelligence is 3.51 with minimum value of 1 and maximum value of 5 within the data distribution which indicates that banks imply strategic corporate social responsibility and human resource development initiatives for raising employees' emotional intelligence and engagement levels. Further, the value of skewness statistic which lies within the limits of  $\pm 2$  indicates that sample distribution is symmetric and normal (Doane & Seward, 2011; SPSS Inc., 1998).

### **Reliability and Validity of the Instrument**

This study used Confirmatory Factor Analysis, Chronbach Alpha, Composite Reliability Coefficient and Average Variance Extracted to assess the reliability and validity of the instrument.



### **Confirmatory Factor Analysis (CFA)**

The study data was exposed to Confirmatory Factor Analysis using AMOS in order to confirm the construct validity and psychometric characteristics of data. CFA is a statistical technique used to verify the factor structure of a set of observed variables. Model Fit Indices such as Comparative Fit Index (CFI), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Tucker Lewis Coefficient Index (TLI), Root Mean Square Error of Approximation (RMSEA) and  $\chi^2/df$  were used as because these indices have been frequently used by the researchers to evaluate models in CFA (Zakuan, Yusof, Saman&Shaharoun, 2010).

The SCSR model was initially based on 14 items when CFA applied only five items represented the SCSR construct meeting the benchmarked criteria. The values of CFI, GFI, AGFI and TLI were 0.994, 0.984, 0.973 and 0.994 respectively which met the minimum benchmarked criteria of 0.9 as suggested by Zakuan et al, (2010).

The HRD model initially comprised 18 items to conduct CFA. After the analysis, seven items were found valid apprehending all the assumptions for goodness of fit indices. HRD1, HRD2, HRD3, HRD4, HRD10, HRD17 and HRD18 values of CFI, GFI, AGFI and TLI were 0.971, 0.951, 0.932 and 0.970.

The EE model was initially based on 8 items to conduct CFA. All the items were found valid fulfilling all the assumptions for goodness of fit indices. EE1, EE2, EE3, EE4, EE5, EE6, EE7 and EE8 values of CFI, GFI, AGFI and TLI were 0.969, 0.954, 0.938 and 0.968.

The Emotional Intelligence (EI) model was initially based on 10 items the CFA result found out that 9 items meet the assumptions for goodness of fit indices. EI, EI3, EI4, EI5, EI6, EI7, EI8, EI9 and EI10 values of CFI, GFI, AGFI and TLI were 0.966, 0.943, 0.924 and 0.964. (Zakuan, Yusof, Saman and Shaharoun, 2010).

### **Reliability, Composite Reliability and AVE**

The reliability of a questionnaire is a mean to measure that data collection tool is without bias and consistent over time (Sekaran, 2002).

The evidence exists that Cronbach's alpha score greater than 0.7 is generally acceptable and the alpha values in the table are greater than 0.7 (Vinodh& Joy, 2012). Though Chronbach alpha is a widely used measure of reliability, composite reliability is a better measure of reliability and convergent validity which checks that the items truly represent the intended latent construct. The value of composite reliability equal to or greater than 0.6 is acceptable as recommended by Vinodh & Joy, 2012 and values of composite reliability are greater than 0.6. which indicates that the variable exhibits convergent validity explaining more variable-related variance than error variance for a value of AVE greater than 0.5 (Pavlou&Gefen, 2004).

The bold values in table 4 shows Discriminant validity of the variables which is computed by comparing square root of AVE for a variable is greater than the other inter-variable correlations, it exhibits the discriminant validity (Farrell, 2010).

### **Correlation**

This study examines the correlation coefficient to assess the extent to which the variables of the study are related. There are a number of different correlation statistics but the one commonly used is the Pearson product-moment correlation coefficient (Goodwin & Leech, 2006). Table 9 reveals the Pearson Product-Moment correlation coefficients fort for the variables of this study.

Strategic Corporate Social Responsibility and Human Resource Development are positively and statistically significantly correlated ( $r = .635$ ,  $p < 0.05$ ) which reveals that banks practicing SCSR would also nurture HRD. There is also positive and statically significant correlation between SCSR and EI ( $r = .645$ ,  $P < 0.05$ ) which indicates that if level of SCSR increases in banks then level of EI among employees also increases. Similarly a positive and statistically significant relationship exists between SCSR and EE ( $r = .646$ ,  $P < 0.05$ ) which signifies that the two variables co-vary in the similar direction. As regards the strength of relationship, the three variables SCSR, EE and EI exhibit similar mediocre magnitude of correlation as revealed by the value of  $r$  among them.

A relatively strong relationship existed between HRD and EI which are positively and significantly related to each other ( $r = 0.733$ ,  $P < 0.05$ ). Similarly, there is strong, positive and significant correlation between HRD and EE. ( $r = .701$ ,  $P < 0.05$ ). This strong relationship conveys strong message to the bank executives and policy makers regarding the importance of HRD implementation to better engage the employees and enhancing the emotional intelligence capability among the bank employees.

There is also strong, positive and statistical significant relationship between EI and EE ( $r = .698$ ,  $P < 0.05$ ). Both the variables have positive association as presented by the value of  $r$  which indicates that both the variables move in the same direction and value of EI increases with increase in EE and vice versa.

## Regression Analysis

H1: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on Human Resource Development (HRD)

The regression analysis is applied to test hypotheses as mentioned in table 6

The values of t statistics 14.655 which is significant ( $p < 0.05$ ) show that t is greater than 2 and rule of thumb is that if  $t > 2$  then hypotheses are true and in this case the hypothesis are accepted. Further the positive sign of beta indicates that SCSR has positive relationship with HRD. Correlation coefficient between SCSR and HRD is .635 which shows positive relationship between SCSR and HRD. This study finds positive and significant relationship between Strategic Corporate Social Responsibility and Human Resource Development (HRD) ( $\beta = .635$ ,  $p < 0.05$ ) in Pakistani banks.

The results are consistent with the results of Sukserm and Takahashi (2011). The positive relationship is seen between the SCSR and HRD because it is observed that banks practicing corporate social responsibility also pay attention to HRD for fruitful results.

The coefficient of determination ( $R^2$ ), as a measure of strength of computed regression and model fit index, shows that Strategic Corporate Social Responsibility (SCSR) accounts for .403 or 40.3% variation in Human Resource Development (HRD). The value of F-statistic, as revealed by the Analysis of Variance (ANOVA) in regression analysis, comes out to be 214.778 which is significant ( $p < 0.05$ ) and provides the evidence of significant linear relationship between SCSR and HRD.

Correlation coefficient R between SCSR and HRD is .646 which shows positive relationship between SCSR and HRD.

Hence, H1 is accepted.

H2: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on Employee Engagement (EE).

The coefficient of determination ( $R^2$ ) shows that Strategic Corporate Social Responsibility (SCSR) accounts for .417 or 41.7% variation in Employee Engagement (EE). The t value 15.073 at ( $p < 0.05$ ) proves the hypothesis is true. The value of F-statistic comes out to be 227.198 which is significant ( $p < 0.05$ ) and provides the evidence of significant relationship between SCSR and EE. The Beta value ( $\beta = .646$ ,  $p < 0.05$ ) of Strategic Corporate Social Responsibility (SCSR) and Employee Engagement (EE) assumes SCSR as a strong anchor of employee engagement in Pakistani banks selected for the study. Employees of the organizations can be well engaged through SCSR practices. The results are also consistent with other past studies (Albdour & Altarawne 2012; Ali & Ali 2011; Bauman & Skitka 2012).

H3: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on employees' Emotional Intelligence (EI)

Correlation coefficient between SCSR and EI is .645 which shows positive relationship between SCSR and EI. The coefficient of determination ( $R^2$ ), as a measure of strength of computed regression and model fit index, shows that Strategic Corporate Social Responsibility (SCSR) accounts for .416 or 41.6% variation in Emotional Intelligence (EI). The value of Standard Error of Estimate (SE) between SCSR and EI is 0.567 which may be used to predict the confident interval limits for EI. The value of F-statistic, as revealed by the Analysis of Variance (ANOVA) in regression analysis, comes out to be 226.128 which is significant ( $p < 0.05$ ) and provides the evidence of significant linear relationship between SCSR and EI. The t value 15.038 with  $p < 0.05$  proves the hypothesis.

The beta ( $\beta = .645$ ,  $p < 0.05$ ) indicates strong relationship between Strategic Corporate Social Responsibility (SCSR) and Emotional Intelligence (EI). The result is significant with the study by Tuan (2013) who also revealed positive and significant relationship between CSR and Emotional intelligence with Path coefficient value of .217,  $p < .01$  using AMOS software. This study found even stronger impact of SCSR on EI as presented by the stronger value of regression coefficient of .645 as compared to .217 computed by Tuan (2013). This indicates that Emotional Intelligence through CSR practices can help managers maintain the healthier relationships with subordinates and culture of learning and sharing be also created controlling negative emotions and resolving conflicts as concluded by Smith & Singer 2012; Tuan 2013; Donohue & Wickham 2010.

Therefore, H3 is also accepted.

H4: There is a positive impact of Human Resource Development (HRD) on the level of Employee Engagement (EE)

Correlation coefficient between HRD and EE is .708 which shows positive relationship between HRD and EE. The coefficient of determination ( $R^2$ ) shows that Human Resource Development (HRD) accounts for .502 or 50.2% variation in Employee Engagement (EE). The t value 17.896 at p less than 0.05 proves that this relationship is true. The value of F-statistic, as revealed by ANOVA is 320.258 which is significant ( $p < 0.05$ )

and provides that HRD is a key predictor of Employee Engagement (EE) with positive and significant association ( $\beta=.708, p<0.05$ ). The results is significant with past studies (Benjamin 2012; Macey and Schneider 2008; Ayers 2008; Gebauer and Lowman 2008) supporting the argument that higher the level of HRD higher would be employee engagement. This study assumes 50.2% change in employee engagement as attributed by HRD so the managers and employers must invest in employee development for yielding fruitful results and gaining employee commitment and trust.

Thus H4 is also accepted.

H5: There is a positive impact of Human Resource Development (HRD) on the Emotional Intelligence (EI) level of employees

Correlation coefficient between HRD and EI is .733 which shows positive relationship between HRD and EI. The coefficient of determination ( $R^2$ ) shows that Human Resource Development (HRD) accounts for .537 or 53.7% variation in Emotional Intelligence (EI). The value of t is 19.206 at  $p < 0.05$  proves this relationship. The value of F-statistic, as revealed by the Analysis of Variance (ANOVA) in regression analysis, comes out to be 368.863 which is significant ( $p < 0.05$ ) and provides the evidence of significant linear relationship between HRD and EI.

Hence this hypothesis is also accepted.

### **Mediator Function**

The other objectives of the study are examining the HRD as mediator function firstly between SCSR and EE, secondly between SCSR and EI. Mediation function is the product of two types of analysis. First analysis is done between independent and mediator variable and second analysis is performed between mediator variable and dependent variable. The mediator thus functions as bridge between independent and dependent variables (Bontis & Booker, 2007). The mediator function is when a third variable establishes or generate mechanism through which the focal independent variable is able to influence the dependent variable of interest (Baron & Kenny, 1986).

There are three conditions for a variable to function as mediator (Baron & Kenny, 1986; Hoyle and Smith, 1994; Prabhu, 2007):

### **Insert Figure 2 Mediation**

- 1) There should be significant impact of independent variable on dependent variable (Path c) in the absence of mediator variable
- 2) There should be significant impact of independent variable on mediator variable (Path a) independent variable must affect the dependent variable
- 3) There should be significant impact of mediator variable on dependent variable (Path b)
- 4) In the last step, the indirect impact is examined between the independent variable and the dependent variable through mediating variable. For complete and full mediation, the path c' should be insignificant through the mediating variable. If path c' still remains significant but regression coefficient decrease significantly than the initial regression coefficient in path c, it is an indication of partial mediation.

The hypothesis regarding mediating role of Human Resource Development between Strategic Corporate Social Responsibility and Employee Engagement is:

H6: Human Resource Development mediates the relationship between Strategic Corporate Social Responsibility and Employee Engagement

In order to test the first condition of the mediation that the independent variable must effect the dependent variable, the independent variable (SCSR) is regressed on dependent variable (EE). It is also evident that there is significant effect of independent variable (SCSR) on mediator variable (HRD). Second condition of mediation is therefore satisfied. The value of Beta for SCSR which is significant in first analysis (path c) is still significant (Beta= .328,  $p < .05$ ) (patch c') when controlling for the effect of moderating variable (HRD). Beta value substantially decreased from .646 (path c) to .328 (path c') which is the evidence of partial mediation. The hypothesis H6 is therefore partially accepted because there is partial mediation of Human Resource Development (HRD) in the relationship between Strategic Corporate Social Responsibility (SCSR) and Employee Engagement (EE).

The size of the indirect effect is equal to the product of the direct effect (Beta) of the independent variable (SCSR) on mediating variable (HRD) and the direct effect of the mediating variable (HRD) on dependent variable (EE) (Barron and Kenney, 1986).

$$\text{Indirect Effect} = 0.635 * 0.5 = 0.32$$

Total effect is equal to the sum of direct effect and indirect effect.

$$\text{Total effect} = \text{Direct Effect} + \text{Indirect Effect}$$

$$0.646 = 0.328 + 0.32$$

$$0.65 = 0.33 + 0.32 \quad (\text{values rounded})$$
$$100 = 51 + 49 \quad (\text{solved for percentage})$$

This indicates that strength of partial mediation of HRD in the relationship between SCSR and EE is 49%. The hypothesis regarding mediating role of Human Resource Development between Strategic Corporate Social Responsibility and Emotional Intelligence is:

H 7: Human Resource Development mediates the relationship between Strategic Corporate Social Responsibility and Emotional Intelligence

Human Resource Development as a mediating variable when tested independently emerged as a strong and significant predictor of Emotional Intelligence ( $\beta = .733$ ,  $p < 0.05$  in Pakistani banks. HRD programs and policies in the organization can also bring positivity in workforce and help them become better human beings by controlling and managing negative emotions and feelings through behavioral trainings, coaching and counseling. The result is also in consonance with past studies (Brooks & Nafukho 2006; Thory 2013, Adhikari 2010) postulating that HRD implementation encourage employees to perform well and exhibit composure and poise in their jobs.

In order to test the first condition of the mediation that the independent variable must affect the dependent variable, the independent variable (SCSR) is regressed on dependent variable (EI). This condition is already tested and in order to test the second condition of the mediation analysis the independent variable (SCSR) is now regressed on mediator variable (HRD) and there exists a positive relationship further the value of Beta for SCSR which is significant in first analysis as .635 (path c) is still significant but when controlling for the effect of moderating variable (HRD) (Beta = .301,  $p < .05$ ) (path c'). Beta value substantially decreased from (path c) to .301 (path c') which is the evidence of partial mediation. The hypothesis H7 is therefore partially accepted because there is partial mediation of Human Resource Development (HRD) in the relationship between Strategic Corporate Social Responsibility (SCSR) and Emotional Intelligence (EI).

The size of the indirect effect is equal to the product of the direct effect (Beta) of the independent variable (SCSR) on mediating variable (HRD) and the direct effect of the mediating variable (HRD) on dependent variable (EI) (Barron and Kenney, 1986).

$$\text{Indirect Effect} = 0.645 * 0.542 = 0.34$$

Total effect is equal to the sum of direct effect and indirect effect.

$$\text{Total effect} = \text{Direct Effect} + \text{Indirect Effect}$$

$$0.635 = 0.301 + 0.34$$

$$0.64 = 0.30 + 0.34 \quad (\text{values rounded})$$

$$100 = 47 + 53 \quad (\text{solved for percentage})$$

This indicates that strength of partial mediation of HRD in the relationship between SCSR and EI is 53%.

## 5. Discussion and Conclusion

### Discussion

H1: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on Human Resource Development (HRD)

This study finds positive and significant relationship between Strategic Corporate Social Responsibility and Human Resource Development (HRD) ( $\beta = .635$ ,  $p < 0.05$ ). The results are consistent with the results of Sukserm and Takahashi (2011) who have examined the learning through HRD in CSR activities. The researchers have drawn attention to knowledge, skills and attitudes as main drivers for the success of HRD in CSR activities. Porter and Kramer (2006) have also explained CSR in the context of HRD and theorize positive association between CSR and HRD. The positive relationship is seen between the SCSR and HRD because it is observed that companies who value corporate social responsibility also pay attention to HRD for fruitful results.

In Pakistani context when the relationship between SCSR and HRD is measured the results signify that SCSR affects HRD with Beta value of .635 or 63.5% because the banks Standard Chartered Bank, Askari Bank and Barclays have major focus on social responsiveness towards employees and society in general.

H2: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on Employee Engagement (EE).

The statistical significant association ( $\beta = .646$ ,  $p < 0.05$ ) of Strategic Corporate Social Responsibility (SCSR) and Employee Engagement (EE) assumes SCSR as strong anchor of employee engagement. Employees of the organizations can be well engaged through SCSR practices. The result of the hypothesis of this study, that there is a positive impact of Strategic Corporate Social Responsibility (SCSR) on Employee Engagement (EE) is also consistent with other past studies (Albdour & Altarawne 2012; Ali & Ali 2011; Bauman & Skitka 2012). In Pakistani banks selected for the study it is observed that banks observing SCSR also have high employee engagement as the bankers with experience of 11 – 15 or above fall in majority with the percentage of 28 to 32% in the data. The level of employee engagement in the banks is 3.56 showing room for further improvement in

raising the level of employee engagement.

H3: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on employees' Emotional Intelligence (EI)

The statistical significant association ( $\beta = .645$ ,  $p < 0.05$ ) of Strategic Corporate Social Responsibility (SCSR) and Emotional Intelligence (EI) reveals improvement in EI can be acquired with SCSR practices. The result is significant to the study by Tuan (2013) who also revealed positive and significant relationship between CSR and Emotional intelligence with Path coefficient value of .217,  $p < .01$  using AMOS software. This study found even strong impact of SCSR on EI as presented by the stronger value of regression coefficient of .645 as compared to .217 computed by Tuan (2013). This indicates that Emotional Intelligence with reference to CSR can help managers maintain the healthier relationships with subordinates and culture of learning and sharing be created with the help of SCSR in controlling negative emotions and resolving conflicts. The result of the hypothesis of this study, that Strategic Corporate Social Responsibility (SCSR) has positive impact on employees' Emotional Intelligence (EI), is also consisted with other past studies (Smith & Singer 2012; Tuan 2013; Donohue & Wickham 2010) in the support of the relationship between SCSR and EI.

H4: There is a positive impact of Human Resource Development (HRD) on the level of Employee Engagement (EE)

HRD is a key predictor of Employee Engagement (EE) with positive and significant association ( $\beta = .708$ ,  $p < 0.05$ ). The results is significant with past studies (Benjamin 2012; Macey and Schneider 2008; Ayers 2008; Gebauer and Lowman 2008) which support the argument that higher the level of HRD higher would be employee engagement. This study assumes 50.2% change in employee engagement as attributed by HRD so the managers and employers must invest in employee development for yielding fruitful results and gaining employee commitment and trust.

H5: There is a positive impact of Human Resource Development (HRD) on the Emotional Intelligence (EI) level of employees

Human Resource Development as a mediating variable when tested independently emerge as a strong and significant predictor of Emotional Intelligence ( $\beta = .733$ ,  $p < 0.05$ ). HRD programs and policies in the organization can also bring positivity in workforce and help them become better human beings by controlling and managing negative emotions and feelings through behavioral trainings, coaching and counseling. The result of this study is consistent with past studies (Brooks & Nafukho 2006; Thory 2013, Adhikari 2010) in postulating that HRD implementation encourage employees to perform well and exhibit composure and poise in their jobs. The Pakistani banks if invest more in HRD trainings focusing on raising emotional intelligence would yield more able and stable workers and would find poised and composed employees.

H6: Human Resource Development (HRD) mediates the relationship between Strategic Corporate Social Responsibility (SCSR) and Employee Engagement (EE)

This study also investigates role of HRD as mediator between Strategic Corporate Social Responsibility (SCSR) and Employee Engagement (EE). The result of mediation analysis reveals that there is positive and significant mediating effect of HRD in the relationship between SCSR and EE but this mediating effect is partial. HRD mediates the relationship between SCSR and EE up to the extent of 49%. Firms must ensure that Strategic corporate social responsibility policies must integrate Human resource development policies as both variables are positively associated with EE. The result supports the theoretical studies (Kahre et al 2013; Ardichvili and Jondle 2009; Garavan and McGuire 2010) highlighting the mediating role of HRD between SCSR and EE.

H7: Human Resource Development mediates the relationship between Strategic Corporate Social Responsibility (SCSR) and Emotional Intelligence (EI)

This study also investigates role of HRD as mediator between Strategic Corporate Social Responsibility (SCSR) and Emotional Intelligence (EI). The result of mediation analysis reveals that there is positive and significant mediating effect of HRD in the relationship between SCSR and EI. HRD mediates the relationship between SCSR and EI up to the extent of 53%. This supports the theoretical studies (Basu and Palazzo 2008; Scalet and Kelly 2010 Muller, Pfarrer and Little 2014) highlighting the mediating role of HRD between SCSR and EI.

In Pakistani banks if focused HRD policies and practiced are implemented the results show that employees' mental and intellectual capacities can better be capitalized and level of EI can be improved if SCSR is followed by affective HRD implementation strategies.

## Conclusion

By and large the hypotheses of the research are proven. Hence, integration of strategic corporate social responsibility and human resource development strategies can expand employees' emotional intelligence level and employee engagement for collectivism and joint business accomplishments.

## 6. Recommendations

1. Firms frequency of corporate social responsiveness trainings and development should also be tested in examining employees emotional intelligence level and work engagement.
2. The employers' perspective and understanding should also be measured on SCSR, HRD, EI and EE in order to have balance and diversity in the field of strategic corporate social responsibility.
3. The case study method can also be used in determining the advantages, consequences and impact of Strategic corporate social responsibility on Emotional intelligence and Employee engagement through Human resource development.

## Limitations

The research has been conducted on banking sector whereas other sectors also contribute to society so employees from such companies should also be studied for objectivity. Further future studies must take into account the managerial perspective only on SCSR affecting EE and EI by HRD as a mediating variable.

The current study also has not focused on the factors like rewards, management style and quality of work life in determining corporate social responsibility hence, a new study can be designed to test the impact of these factors on employees' emotional intelligence level and engagement for better employer – employee relations and organization bonding with society.

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**Annexure1**

**Table 1 Demographic profile of Respondents**

Variables	Frequency	Percentage
<b>Age</b>		
22 – 32	244	76.3
33 - 42	64	20
43 – 52	8	2.5
53 and above	4	1.3
<b>Gender</b>		
Male	210	65.6
Female	110	34.4
<b>Education</b>		
Bachelors	70	21.9
Masters	250	78.1

Experience		
1-5	62	19.4
5-10	61	19.1
11-15	92	28.8
16 and above	105	32.8

**Table 2 Descriptive Statistics of Variables**

Variables	Mean	Min	Max	S.D	Skewness
SCSR	3.69	1	5	0.82	-0.549
HRD	3.38	1	5	0.84	-0.401
EE	3.56	1	5	0.78	-0.391
EI	3.51	1	5	0.74	-0.273

**Table 3 The chronbach alpha, composite reliability and AVE values**

Variables	Number of Items	Coefficient Value of Chronbach Alpha	Composite Reliability	AVE
SCSR	5	0.82	0.89	0.73
HRD	7	0.83	0.89	0.67
EE	8	0.89	0.91	0.60
EI	9	0.85	0.89	0.63

**Table 4 Square root of AVE and inter-variable correlations**

Variable	SCSR	HRD	EE	EI
SCSR	<b>0.86</b>			
HRD	0.635*	<b>0.82</b>		
EE	0.646*	0.701*	<b>0.78</b>	
EI	0.645*	0.733*	0.698*	<b>0.79</b>

**Table 5 Pearson Product-moment Correlations**

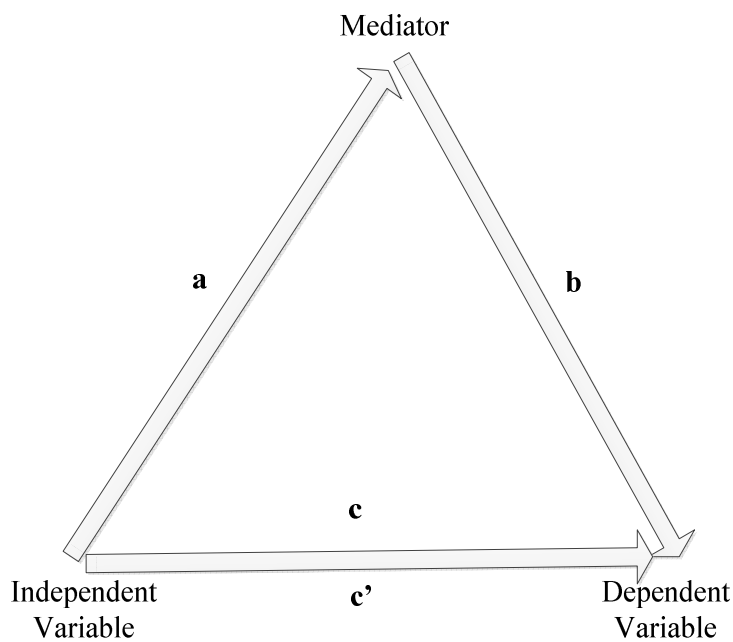
Variable	SCSR	HRD	EE	EI
SCSR	1	-	-	-
HRD	0.635*	1	-	-
EE	0.646*	0.701*	1	-
EI	0.645*	0.733*	0.698*	1

p<0.05 n=320

Table 6 Regression Analysis

Hypotheses	Beta	t	p value
H1: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on Human Resource Development (HRD)	0.690	14.655	0.000
H2: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on Employee engagement (EE)	0.659	15.073	0.000
H3: There is a positive impact of Strategic Corporate Social Responsibility (SCSR) on employees' Emotional intelligence (EI)	0.585	15.038	0.000
H4: There is a positive impact of Human Resource Development (HRD) on the level of Employee Engagement (EE)	0.613	17.896	0.000
H5: There is a positive impact of Human Resource Development (HRD) on the level of employees' Emotional intelligence (EI)	0.569	19.206	0.000

Figure 2 Mediation



**Table 7 Mediation analysis (SCSR-HRD-EE)**

	R	R <sup>2</sup>	$\Delta R^2$	Beta
Analysis1 SCSR on EE	0.646	0.417		0.646*
Analysis2 SCSR on HRD	0.635	0.403		0.635*
Analysis 3				
Step1 HRD on EE	0.708	0.502		0.5*
Step 2 SCSR on EE	0.752	0.566	0.064	0.328*

p<0.05

**Table 8 Summary of mediation analysis (SCSR-HRD-EI)**

	R	R <sup>2</sup>	$\Delta R^2$	Beta
Analysis1 on EI	SCSR 0.635	0.403		0.635*
Analysis2 SCSR on HRD	0.645	0.416		0.645*
Analysis 3				
Step1 on EI	HRD 0.733	0.537		0.542*
Step2 SCSR on EI	0.769	0.591	0.054	0.301*

p<0.05

**Annexure 2.**

Please fill this questionnaire for MS research purpose. The information given would be purely used for the thesis purpose and the confidentiality would be maintained at any stage of the project.

**Demographic Section:**

Name of the bank: \_\_\_\_\_

Age: \_\_\_\_\_

Gender: Male \_\_\_\_\_ Female \_\_\_\_\_

Education: \_\_\_\_\_

Service period in the bank: \_\_\_\_\_

**Note: Please note that option of the questions range from 1 to 5. Where 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree**

<b>Strategic Corporate Social Responsibility</b>						
Sr #	Questions	1	2	3	4	5
1	This financial institution has a CSR mission statement or vision of corporate responsibility					
2	This financial institution has a code of ethics					
3	The code of ethics is distributed to employees					
4	The financial institution publishes a social report or conducts an ethical audit					
5	The financial institution has a policy to support the human rights of its employees					
6	The financial institution has an anti corruption or bribes policy					
7	The financial institution has an anti discrimination policy in recruiting, promoting or training					
8	The financial institution's board of director's actions are transparent and comply with (OECD and corporate governance guidelines					
9	The financial institution's staffs are trained on the corporate code of ethics					
10	The financial institution's products are socially responsible					
11	The financial institution requires its suppliers to adhere with its code of ethics					
12	The financial institution tries to have a continuing dialog with the internal and external stakeholders of the bank on social responsibility issues					
13	The wages paid by this financial institution are better than industry average					
14	The financial institution has a form of employee participation to profits					
<b>Emotional Intelligence</b>						
1	Knows how feelings impact own performance					
2	Recognizes the situations that arouse own emotions					
3	Express own feelings					
4	Asks questions to understand another person					
5	Accurately reads people's moods, feelings or nonverbal cues					
6	Understands the underlying causes for someone's feelings behavior or concerns					
7	Behaves calmly in stressful situations					
8	Builds team spirit by creating symbols of identity and pride					
9	Inspires others to action by articulating a compelling mission or vision					
10	Stays composed and positive, even in trying moments					
<b>Employee Engagement</b>						
1	I have significant autonomy in determining how I do my job					
2	The manager often consults me on strategic decisions.					
3	The manager allows me to do my job my way.					
4	The manager believes in my ability to improve even when I make mistakes.					
5	The work I do is meaningful to me.					
6	My manager allows the employee to solve the problem in different ways					

7	My manager solicits my opinion on decisions that may affect me.					
8	My manager allows me to make important decisions quickly to satisfy customers' needs.					
<b>Human Resource Development</b>						
1	The top management of this organization goes out of its way to make sure that employee enjoy their work.					
2	The personnel policies in this organization facilitate employee development.					
3	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.					
4	The psychological climate in this organization is very conducive to any employee interested in acquiring new knowledge and skills.					
5	Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.					
6	Promotion decisions are based on merit rather than on favoritism.					
7	There are mechanisms in this bank to reward any good work done or any contribution made by employees.					
8	This organization ensures employee welfare to such an extent that the employees can save a lot of their mental energy for work purposes.					
9	Job rotation in the bank facilitates employee development.					
10	Weaknesses of employees are communicated to them in a non threatening way.					
11	When given training employees take it seriously and try to learn from the programmes they attend.					
12	Employees returning from training are given opportunities to try out what they have learnt.					
13	Employees are sponsored for training programmes on the basis of genuine training needs.					
14	People trust each other in this organization.					
15	Team spirit is of high order in this organization.					
16	Career opportunities are pointed out to juniors by senior officers in this organization.					
17	The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.					
18	Employees are not afraid to express their feelings with their superiors.					

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