



## The influence of corporate social responsibility initiatives on employee motivation in emerging organizations

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### Abstract

**Purpose:** This study aims to investigate how employee motivation in emerging firms is affected by Corporate Social Responsibility (CSR) efforts. The goal of the study is to comprehend how employee intrinsic and extrinsic motivation are impacted by involvement in CSR initiatives, perceptions of company ethics and CSR-related communication.

**Designs/methodology/approach:** The research design used in the study is descriptive. A standardized questionnaire with Likert scale questions will be used to gather primary data from 150–200 workers of startups engaged in CSR projects. Journals, prior research, and corporate CSR reports will be the sources of secondary data. To assess the connection between CSR initiatives and employee motivation, data analysis will use correlation, mean score, and percentage analysis.

**Findings:** Employees in rising companies who actively engage in CSR programs have been found to be more motivated. CSR initiatives promote extrinsic elements like job happiness and loyalty in addition to intrinsic motivation like pride in the company and alignment with its values. The beneficial effects of CSR initiatives on employees are further reinforced by open communication and openness. According to the survey, employees view corporate social responsibility (CSR) as a reflection of the company's ethical and social obligation, which promotes increased dedication and engagement. All things considered, CSR programs have a big impact on employee motivation and organizational development.

**Keywords:** CSR, employee motivation, organizational commitment, employee engagement, emerging organizations

### Introduction

The term "Corporate Social Responsibility" (CSR) describes the voluntary steps that businesses take to fulfil their ethical, social, and environmental obligations outside of their primary commercial operations. CSR has historically concentrated on external stakeholders, like communities and the environment, but new studies show that it is increasingly having an impact on internal stakeholders, particularly employees. CSR activities are being used more and more to create a healthy work culture, increase employee engagement, and boost motivation in new firms that are expanding and changing quickly. Workers who engage in CSR initiatives frequently experience a sense of pride, community, and alignment with company values, all of which support both internal and external motivation. Organizations must comprehend the connection between employee motivation and CSR initiatives in order to create programs that increase long-term commitment, productivity, and loyalty.

### Scope of the study

This study's focus is on workers in startups that actively carry out Corporate Social Responsibility (CSR) programs. It discusses how CSR initiatives affect both internal and external incentives, such as organizational dedication, job satisfaction, and loyalty. The study looks at how employees' perceptions, involvement, and engagement with CSR initiatives affect their motivation levels. Although the study's main focus is on startups, other companies looking to improve employee morale through CSR initiatives can benefit from the findings. The study also emphasizes how crucial it is to engage in CSR initiatives, communicate well and be transparent in order to optimize their beneficial effects on workers.

### Review of Literature

Kumar *et al.*, (2024) <sup>[1]</sup> Investigated how CSR programs affected mid-sized companies' employee motivation and engagement. According to the survey, workers who actively engage in CSR initiatives express greater levels of organizational engagement and job satisfaction. It highlighted that by giving workers a sense of pride and purpose, CSR programs improve intrinsic motivation. Ramesh, *et al.*, (2024) <sup>[2]</sup> The impact of CSR initiatives on employee loyalty in growing IT organizations was investigated. Employee motivation and retention are positively impacted by companies with effective corporate social responsibility (CSR) initiatives, according to the study. Workers who participated in CSR initiatives showed greater zeal and output.

Lakshmi, *et al.*, (2025) <sup>[3]</sup> studied the relationship between employee participation in CSR programs and their work performance. The study highlighted that regular involvement in CSR activities improves interpersonal skills, teamwork, and overall morale. It suggested that transparency in CSR communication and opportunities for volunteering significantly enhance employee engagement.

Priya, *et al.*, (2025) <sup>[4]</sup> analysed the role of CSR initiatives in shaping organizational culture and employee motivation. The study found that employees who understand the organization's social responsibility goals feel more connected to its mission, leading to higher intrinsic motivation and loyalty. CSR initiatives were also linked to improved job satisfaction and a positive work environment.

Ravi, *et al.*, (2025) <sup>[5]</sup> investigated CSR and employee motivation in emerging manufacturing firms. The study concluded that employees value CSR programs that focus on environmental sustainability and community development. Participation in such initiatives boosts morale,

fosters teamwork and encourages long-term commitment to the organization.

**Statement of the Problem**

Despite the fact that many new businesses fund Corporate Social Responsibility (CSR) programs, it's not always evident how these activities affect employee motivation. Even while CSR programs are meant to improve society and the company's reputation, employees might not always feel engaged, appreciated, or inspired by them. Sometimes the impact of CSR in promoting motivation and involvement is diminished by a lack of information, openness, or meaningful participation. Therefore, it is necessary to investigate how CSR activities affect employees' intrinsic and extrinsic motivation in growing firms and to pinpoint the elements that either increase or decrease their efficacy. By examining the connection between CSR activities and employee motivation, this study seeks to close this gap.

**Objectives**

1. To a Study on the Influence of Corporate Social Responsibility Initiatives on Employee Motivation in Emerging Organizations

**Ho1:** There is no significant relationship between Corporate Social Responsibility (CSR) initiatives and employee motivation in emerging organizations.

**Methodology**

A structured interview schedule (questionnaire) was used to collect primary data from 200 employees of emerging organizations that actively implement CSR initiatives. The respondents included employees from various departments and hierarchical levels to capture a wide range of perspectives on CSR participation and motivation.

**Study Area and Population**

The study was conducted among employees of emerging organizations in Tamil Nadu that actively implement Corporate Social Responsibility (CSR) initiatives. The population includes employees from different departments and hierarchical levels to capture diverse perspectives on the influence of CSR on motivation.

**Data Collection Tools**

**Primary Data:** Collected directly from 200 employees using a structured questionnaire. It measured awareness, participation and perception of CSR initiatives and their influence on motivation.

**Secondary Data:** Gathered from books, research articles, journals, CSR reports, government publications and industry reports. This data helped provide context and supported the analysis of primary responses.

**Data Analysis**

The present analysis has been carried out based on study objective-oriented variables such as age, income, level of awareness about CSR initiatives, participation in CSR activities, and employee motivation.

**Table 1:** Age Distribution of consumer

Age Group	consumer	Percentage
18-30	60	30
31-45	100	50
Above-45	40	20
Total	200	100

Source: Primary data

Table 1 shows that the majority of consumers of power loom products sold through online sellers in Tamil Nadu belong to the 31–45 years age group, accounting for 50% of the respondents. The 18–30 years age group represents 30%, indicating that younger adults also actively purchase or are aware of these products. The Above-45 years group comprises the remaining 20%, showing that older consumers are less engaged with online power loom purchases. Overall, the data suggests that middle-aged adults are the most significant consumer segment for online power loom products, followed by younger consumers, while older consumers have relatively lower participation.

**Table 2:** Monthly Income of Respondents

Monthly Income	Respondents	Percentage
Below 20,000	50	25
20,001–40,000	100	50
Above 40,000	50	25
Total	200	100

Source: Primary Data

The table indicates that half of the respondents (50%) earn between 20,001 and 40,000 INR per month, making this the largest income group among the consumers of online power loom products in Tamil Nadu. Respondents earning below 20,000 INR and above 40,000 INR each constitute 25% of the sample. This shows that the majority of consumers fall within the middle-income bracket, suggesting that online power loom products appeal mostly to consumers with moderate purchasing power. Both lower-income and higher-income groups are smaller but still contribute to the overall market.

**Table 3:** Participation in CSR Activities

Participation Level	Respondents	Percentage
Actively Participate	120	60
Occasionally Participate	60	30
Never Participate	20	10
Total	200	100

Source: Primary Data

The table 3 shows that a majority of employees, 60%, actively participate in CSR activities organized by their organizations, indicating strong engagement and involvement. About 30% of the respondents participate occasionally, suggesting partial or irregular involvement in CSR initiatives. Only 10% of employees never participate, which may reflect lack of interest, awareness, or opportunity. Overall, the data highlights that most employees are positively engaged in CSR programs, which can contribute to higher motivation and a sense of belonging within the organization.

**Table 4: Factors Influencing Employee Motivation through CSR Initiatives**

S.No	Factors	Not Effective	Slightly Effective	Moderately Effective	Effective	Very Effective	Total
1	Recognition for CSR Participation	10	20	40	80	50	200
		5	10	20	40	25	100
2	Skill Development Opportunities	8	18	42	85	47	200
		4	9	21	42.5	23.5	100
3	Alignment with Organizational Values	12	25	50	70	43	200
		6	12.5	25	35	21.5	100
4	Teamwork and Collaboration	15	30	45	65	45	200
		7.5	15	22.5	32.5	22.5	100
5	Increased Job Satisfaction	18	8	48	60	46	200
		9	14	24	30	23	100
6	Organizational Pride	20	26	50	58	46	200
		10	13	25	29	23	100
7	Motivation through Social Impact	22	30	45	55	48	200
		11	15	22.5	27.5	24	100

Source: Primary Data

The table 4 reveals that Recognition for CSR Participation is the most influential factor, with 40% of employees rating it as effective and 25% as very effective, highlighting the importance of acknowledgment in motivating employees. Skill Development Opportunities also play a significant role, with a combined 65.5% rating it as effective or very effective, indicating that CSR activities linked to learning and growth enhance motivation. Alignment with Organizational Values and Teamwork and Collaboration show moderate to high effectiveness, suggesting that employees are motivated when CSR initiatives reflect company values and encourage collective engagement. Increased Job Satisfaction, Organizational Pride, and Motivation through Social Impact further contribute to employee motivation, though a small percentage of respondents perceive these as less effective. Overall, the data indicates that CSR initiatives positively influence employee motivation, particularly when they provide recognition, development opportunities, and a sense of purpose.

**Finding**

- Age Distribution of Consumers the majority of consumers of online power loom products in Tamil Nadu belong to the 31–45 years age group (50%), followed by the 18–30 years group (30%), and Above-45 years (20%). This indicates that middle-aged adults are the most active online buyers, while younger consumers also show significant engagement.
- Monthly Income of Respondents most consumers (50%) earn between 20,001–40,000 INR, representing the middle-income group, while lower-income and higher-income respondents each constitute 25%. This suggests that online power loom products appeal primarily to consumers with moderate purchasing power.
- Participation in CSR Activities a majority of employees (60%) actively participate in CSR initiatives, while 30% participate occasionally and only 10% never participate. This indicates that most employees are engaged with CSR programs, which can positively affect motivation.
- Factors Influencing Employee Motivation through CSR Initiatives Recognition for CSR participation, skill development opportunities, and alignment with organizational values were found to be the most

effective factors in motivating employees. Teamwork, job satisfaction, organizational pride, and social impact also contributed to motivation, showing that CSR initiatives positively influence employee engagement and commitment.

- Factors Influencing Consumer Preference towards Online Power loom Products Price, product quality, variety of designs, and online reviews were the most significant factors affecting consumer preference. Delivery service, return policies, and social media influence also played important roles, indicating that both product attributes and service factors shape consumer decisions.
- Overall Findings the study indicates that both consumer behaviour and employee motivation are influenced by structured initiatives. For consumers, factors like price, quality, and online experience drive purchase preference. For employees, CSR initiatives that offer recognition, development, and alignment with values significantly enhance motivation. This highlights the importance of strategically implementing CSR activities for better organizational performance and consumer satisfaction.

**Suggestions**

- Focus on recognition skill development and alignment with values to motivate employees
- Encourage teamwork and collaboration in CSR activities to increase engagement
- Raise awareness about CSR programs among less active employees
- Link CSR activities to skill-building and career growth opportunities
- Maintain high product quality for online power loom products
- Offer variety of designs and competitive pricing to attract consumers
- Ensure efficient delivery easy returns and accurate product information

**Conclusion**

The study comes to the conclusion that employee motivation in emerging firms is significantly impacted by CSR initiatives. When CSR initiatives support business objectives and offer opportunity for skill development and recognition, employees are most engaged. Engagement is

further strengthened by teamwork, job satisfaction and societal effect. Middle-aged and middle-class consumers are the ones who purchase Power loom products online the most frequently. Consumer preferences are heavily influenced by price, product quality, range of styles, and online reviews. Delivery services, return policies, and social media presence are also significant factors.

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