

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The implementation of corporate social responsibility (CSR) has become an inseparable part of today's business environment. In the past, corporate social responsibility activities were perceived only as an obligation which was used to improve the public opinion towards the company, but not a basic component of business strategy. As a result, they were only limited to financial aids. Nowadays, on the other hand, corporate social responsibility has been evolving to a concept where its implementations have become a complementary element of the business life. In contrast to the previous thought that states corporate social responsibility wastes the valuable sources, now companies are eager to use corporate social responsibility implementations as a new and efficient tool to struggle with the wild competition conditions in the market.

As such, has become very important for the banking sector to address the issue of corporate social responsibility (CSR) and employee job satisfaction. These scandals have resulted in a loss of trust that banks had with stakeholders such as customers, employees, the public, governments and investors. Banks, now more than ever, recognize that profitability and growth which is the core purpose of the business must be coupled with actions that appear to further some social good, beyond the interests of the firm and that which is required by law. As the implementation of corporate social responsibility (CSR) has become an inseparable part of today's business environment. Corporate social responsibility is

becoming more important in the business world with the more successful companies attracting and retaining the best work force. By creating a good working environment and developing the internal marketing strategies, companies can stimulate productivity and job satisfaction among employees. Engaged and satisfied employees are more likely to speak well of their employer (Bhattacharya, 2015).

The concept of employee job satisfaction is like a sphere of expectations in relation to the organization and is therefore purely subjective in conceptual terms. It also has a significant impact on the quality of work performed by employees. Job satisfaction is based on the extent to which these expectations are met and is closely linked to the behavior of the individual at work. Job satisfaction is the sense of achievement that the employee feels when they succeed at work and is directly linked to the productivity and personal wellbeing of the employee (Ibrahim & Angelidis, 2014). It is also a key ingredient that leads to recognition, income, promotion and achievement of other objectives that lead to a sense of fulfillment. Employees have certain attitudes about their work as a whole, and this attitude is about different aspects of their work, such as the type of work they do, coworkers, supervisors or subordinates under whom they work, and their wages. All of these factors are interrelated and each factor has its own importance, which cannot be neglected by business organizations

In contrast to the previous thought that states that cooperate social responsibility wastes the valuable sources, now companies are eager to use cooperate social responsibility implementations as a new and efficient tool to struggle with the wild competition

conditions in the market. According to Ekin and Tezölmez (2013), it is a basic assumption that for companies to motivate and retain employees they have to treat them properly. Furthermore, the organizational involvement in the corporate social responsibility (CSR) activities can have a positive boost in the perceptions of the employees job satisfaction towards their organization. Research findings from USA and UK show that cooperate social responsibility reflects in employees' satisfaction and commitment levels therefore impacting employee productivity and company profitability (Andrew, 2011). Employers may engage employee representatives or focus groups to establish the areas of interest. Thereafter, employee surveys may be used to evaluate cooperate social responsibility impact. Cooperate social responsibility issues that employees may perceive as relevant are working hours, working conditions, flexibility, training, remuneration and employment terms.

Moreover, when the organization behaves in a socially responsible manner, it has a significant impact on employees in terms of satisfaction, trust, loyalty and commitment which in turn enhances the image of the company. Cooperate social responsibility is a relatively rare opportunity that allows organizations to have a positive impact on the perception of the organization by employees or prospective employees. As a result, many organizations are now leveraging cooperate social responsibility to achieve both competitive advantage and long-term success and also, enables organizations to assess the impact of their organization on society, stakeholders and most importantly their employees.

Thus, this work was done to analyze the employee job satisfaction, corporate social responsibility and firm performance.

1.2 Statement of Problem

Over the years, the concept of corporate social responsibility has not been fully integrated by the firms in both the service and manufacturing sector. The argument is that there exists a systematic approach in allocating costs, whether for investment or societal well-being. They rather see their involvement in corporate social responsibility as the function of the culture of the firm, size and stakeholders demand (Alen & Adams, 2011). It is pertinent to note that in developing countries like Nigeria where consumer education awareness is low, with little or no organized pressure group put in place, there is difficulty in the demand of full implementation of the concept of corporate social responsibility by society or institutions. A good number of managers of these firms in Nigeria, tends to demonstrate poor attitude towards corporate social responsibilities like economic, legal, ethical, and discretionary (philanthropic). There is every possibility that corporate social responsibility when measured, the bottom line is a problem as social and environmental programs are hard to account for with regard to information gained.

1.3 Research Questions

The following research questions guide the study and some of which are:

- i. To what extent is the effect of Employees job satisfaction on Firms performance?
- ii. Does a Corporate social responsibility affect the firm's performance?

1.4 Research Objectives

The aim of this research is to investigate employee job satisfaction, corporate social responsibility and firm performance (a case study of Zenith bank, Ilorin, Kwara State.), while other objectives are to;

- i. Explore the impact of Employees job satisfaction on the Firms performance?
- ii. Examine the extent to which corporate social responsibilities affect the Firms performance?

1.5 Research Hypotheses

The following research hypotheses are formulated for the study.

H0₁: Employees job satisfaction does not have any significant effect on Firms performance.

H0₂: There is no significant effect of Corporate social responsibilities on Firm performance.

1.6 Significance of the study

The findings of this study will be significant and be of great benefit and interest as corporate and non-corporate business organization can benefit from the findings of this study by adopting proper measures of COOPERATE SOCIAL RESPONSIBILITY to ensure the maximum efficiency and effectiveness of employees towards the general performance of the organization. Also, the present study will have great significance on Zenith bank Plc, the study findings will provide an idea about Job satisfaction, cooperate social

responsibility and its impact on organizational performance in order to provide key information to further research work in such areas. In the same way, the study will provide knowledge and guidelines to researchers who will like to carry out research relating to Job satisfaction, COOPERATE SOCIAL RESPONSIBILITY on organizational performance. Academicians and scholars will benefit from the study in such a way that it will provide a useful basis upon which further studies on job satisfaction, corporate social responsibility and firm performance. At the completion of this work also, it will serve as a compliment or material for student who would like to carry out same research topic.

1.7 Scope of the Study

This research work focuses on (Zenith Bank) which. This research proposal decides to make use of these case study because of the easy access of data and they are as well known to the general public, this research work will be covering from the last four years i.e. 2017-2021 of this organization for proper planning.

1.8 Operationalization

In operationalization, both constructs need to be clearly understood and properly identified in a given research topic in line with the variables. The centre of operationalization can be measured by identified constructs as variables are too large to be measured. The constructs could either be dependent or independent. This research is operationalized thus: job satisfaction, corporate social responsibility and firm performance (a case study of Zenith Bank).

$$Y=f(X)$$

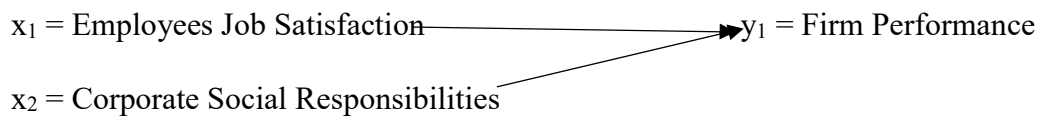
Where X = Independent Construct (Variable)

Where Y = Dependent Construct (Variable)

Where:

X (Independent Variable)

Y (Dependent Variable)



1.9 Operational Definition of Terms

There are different definitions depending on the perspective to which individual author views it, but for the purpose of this study, I would like to use interpretations that best fits into the subject matter.

Corporate Social Responsibility:

This is a management concept whereby companies integrate **social** and environmental concerns in their business operations and interactions with their stakeholders.

Employees Job Satisfaction:

Job satisfaction is defined as the level of contentment employees feel with their job. This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal

Firm Performance:

Firm performance is considered to be the company's ability to profit from the resources and achieve its objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Preamble

This chapter examines previous literature related to the relationship between employee job satisfaction, corporate social responsibility and firm performance. It tends to review the past studies that help the researcher to understand and identify the problem being studied more appropriately. This chapter also explains empirical review i.e. past research on employee job satisfaction, corporate social responsibility and firm performance, theories and gaps in literature.

2.1 Conceptual Review

2.1.1 Job Satisfaction

Employee job satisfaction refers to expectations of the employee about the workplace and his attitudes forward his job. As a result, job satisfaction is a function of the extent to which ones needs are satisfied in a job (Togia, 2017). It is also described as a positive (or negative) evaluative opinion on one's job or work situation. Job satisfaction is a viewpoint employees have about their work and their organization and is important with respect to hiring and maintaining the appropriate employees for the organization. Employee job satisfaction refers to the work-related attitude reflecting the extent to which employees feel satisfied with their jobs. It is important to find out and examine the factors that may affect employee job satisfaction, because it plays an important role not only in the

production of enterprises, but also in other areas such as competitive force, and sustainable development (Mustik, 2017). Job satisfaction is defined as the level of contentment employees feel with their job.

This goes beyond their daily duties to cover satisfaction with team members/managers, satisfaction with organizational policies, and the impact of their job on employees' personal lives. Isreal (2018), defines job satisfaction as an individual's positive affective reaction of the target environment as a result of the individual's appraisal of the extent to which his or her needs are fulfilled by the environment job satisfaction relates to the total relationship between an individual and the employer for which he is paid. Satisfaction means the simple feeling of attainment of any goal or objective. The definition of job satisfaction has visibly evolved through the decades, but most versions share the belief that job satisfaction is a work-related positive affective reaction. Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels that he/she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual. Job satisfaction may not only be about compensation, perks or assets an employee might get but also is about the environment, culture and quality of work which a company can offer to employee. It may or may not be quantified though research methodology can be used to relatively check the satisfaction levels of employees in the same company or a sector on common parameters or questions.

Organizations with satisfied employees tend to have a low employee turnover rate as dissatisfied employees are more likely to leave their jobs for other jobs or be absent more often than employees who are satisfied (Kohler, 1993). A number of studies have shown a positive relationship between job satisfaction and job performance (Judge, 2017). Additionally, the existence of job satisfaction has a positive relationship with the level of efficiency and quality of work. According to this approach although job satisfaction is under the influence of many internal factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction (Koh & Boo, 2016). Job satisfaction was presented by Jimbs (2018), as a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. Job satisfaction includes all characteristics of the job and workplace environment. Employees being one of the stakeholders of the organization care about the fulfillment of social obligations by their organization which may lead to an impact on their job attitudes and behaviors.

2.1.2 Corporate Social Responsibility (CSR)

Corporate social responsibility had been commonly delineated as a projection of certain responsible behaviour on the part of the public and the private (government and business) sectors toward society and the environment. Corporate Social Responsibility (CSR) as posited by Olaroyeke and Nasieku (2018), encompasses a variety of issues revolving around companies interactions with society. It refers to sets of actions that appear to further some social good, beyond the interests of the firm and that which is

required by law (McWilliams & Siegel, 2017). Welford (2019), corporate social responsibility is a term describing a company's obligation to be accountable to all its stakeholders in all its operations and activities. Companies that are socially responsible will consider the full scope of the impact of their activities on the host communities and the environment when making decisions, balancing the need of stakeholders with their need to make a profit. Corporate social responsibility is a responsibility for a company's direct involvement with the betterment of society. It means that companies must not only meet shareholders' needs but also consider other stakeholders' demands (Tuhin, 2014).

Corporate social responsibility can therefore, be viewed as the decisions and actions taken by organizations for reasons at least, particularly beyond the organization's direct economic or technical interest. For many corporate bodies, giving to charities is a struggle. Their objectives do not usually incorporate the strategic need to contribute to the development of the communities that they serve. Their obsession is to maximize profit or financial returns. Corporate social responsibility is the process by which businesses negotiate their role positively towards society. In other words, corporate social responsibility has to do with attaining business success in such a manner that ethical, social, environmental standards are not compromised while esteeming people (Tsoutsoura, 2018). It has been described as the incorporation of environmental, economic and social concerns into organizational culture, values, strategy, decision making and operations in an accountable and transparent manner by business firms. It, therefore, leads to a better creation of wealth, an improved society and better practices in the business organization

(Manescu, 2010). As such it involves a wide range of activities such as being employee-friendly, environment-friendly, and respectful of communities where the firms' plants are located, and even investor-friendly. According to Enahoro, Akinyomi, & Olutoye, (2017), corporate social responsibility (CSR) covers a wide range of issues such as plant closures, employee relations, human rights, corporate ethics, community relations and the environment.

2.1.3 Types of Cooperate Social Responsibility

Richson, Adex and Mcpherson (2018), identified the various types of cooperate social responsibilities to be;

2.1.2.1 Ethical Responsibility

Andrew (2017), ethical responsibility is about looking after the welfare of the employees by ensuring fair labor practices for the employees and also the employees of their suppliers. Ethical labor practices for suppliers mean that the companies will ensure the use of products that have been certified as meeting fair trade standards. Ensuring fair labor practices for employees means that there will be no gender, race, or religious discrimination among the employees and each employee will be given equal pay for equal work and better living wage compensation. Here, a good example can be google. Google employees have high levels of job satisfaction because they are well compensated and well paid at work. The work environment at google is supportive and the company looks after the wellbeing of its employees. Google offers free meals at work which saves a lot

of money from their wages. Google gives its employees free access to campus cafes, micro kitchens, and other options for breakfast, lunch, and dinner.

2.1.2.2 Philanthropic Responsibility:

Philanthropic responsibility means to serve humanity (Isiah & Willberry, 2017). This criterion pays attention to the well-being of the unprivileged or needy people who badly require our support to sustain on this planet. Companies fulfill their philanthropic responsibility by donating their time, money, or resources to charities and organizations at national or international levels. These donations are mainly given to a variety of worthy causes including human rights, national disaster relief, and clean water and education programs in underdeveloped countries.

2.1.2.3 Environmental Responsibility:

Currently, we need to focus on two main areas of our environment: limiting pollution and reducing greenhouse gases. Companies are bound to fulfill their economic responsibility because awareness of environmental issues is growing largely among the consumers and today, they want businesses to take necessary steps to save our planet and preserve all the lives in it. Kim and Koontz (2016), companies that are concerned about reducing air, land, and water pollution have increased their standing as good corporate citizens while benefiting society. An example of environmental responsibility is tesla motors that design cars combining style, acceleration and handling with advanced technologies in order to

make it more environmentally friendly and reduce pollutions. Tesla cars do not need gasoline refueling and it can be charged at home.

2.1.2.4 Economic Responsibility:

Economic responsibility is an interconnected field that focuses to strike a balance between business, environmental, and philanthropic practices. Economic responsibility abides by, the set standards of ethical and moral regulations. In this context, companies try to find out a solution that can facilitate their business growth and generate profits by benefitting the community and our society (Isiah & Willberry, 2017). Here economic decisions are made by considering their overall effects on society and businesses at the same time. Hence, economic responsibility can improve business operations while engaging in sustainable practices.

2.1.4 Importance of Cooperate Social Responsibility

2.1.4.1 It Encourages Customer Loyalty

people are giving to charitable organizations in high numbers. Millennials are especially active. To attract customers and keep their loyalty, corporations need to pay attention to what customers care about. If a customer feels like they are living out their values by supporting a certain business, they are more likely to stick with the brand. They will feel a sense of pride when buying from the business and are more likely to recommend it. Loyal customers are the best marketing a company can get.

2.1.4.2 It Gives Businesses a Competitive Edge

Customers care about a business part in social issues and they will be loyal to corporations they believe align with their values. That means corporations that cater to these customers have a competitive edge over companies that don't. They might offer the same products and services, but the fact that they are making corporate responsibility a priority makes them more appealing. Drawing that distinction is essential for marketing purposes.

2.1.4.3 It Makes a Business More Sustainable

When a corporation decides to make corporate responsibility a focus, it needs to be more innovative and creative. Nurturing innovation and creativity force a company to stay relevant and adjust according to what customers want. These days and for the foreseeable future, customers want social responsibility. The ability to adapt is important for longevity and sustainability.

2.1.4.4 Customers Are Willing to Pay More

Corporate responsibility is great for business in a few ways. One of them is that companies can charge more for their products and services. A Nielsen global survey of corporate social responsibility revealed that more than half of the surveyed customers are willing to pay more if the company is committed to corporate responsibility.

2.1.4.5 It Attracts More Investors

Investors care about a business sustainability, customer loyalty, and competitiveness. There are also many eager to support companies that work to make the world better.

Corporations that commit to social change and are willing to adapt are very attractive to investors. Incorporating CSR is an effective way to attract socially-minded investors as well as those thinking about long-term financial success.

2.1.4.6 Corporate Responsibility Attracts More Employees

The generations that really care about social justice and social change will make up the majority of the workforce. 66% of people surveyed in the nielsen global survey of corporate social responsibility prefer to work for companies that prioritize corporate responsibility. By embracing that, a corporation can attract the best employees and keep them, making the business stronger.

2.1.4.7 Corporate Responsibility Can Reduce Costs

Making money has been the primary goal of business as usual, but corporate responsibility doesn't mean a company sacrifices profits. In fact, it can reduce costs. Since general mills installed an energy monitoring system, they have saved millions of dollars each year. While equipment can cost a company initially, it saves money in the long-term. When reduced costs and higher-priced products are combined, companies can make a very good profit by being socially responsible.

2.1.4.8 Corporate Responsibility Opens Up New Opportunities/Markets

There are a lot of markets that have not been tapped into because traditional business thinking does not see them as profitable. With social activism on the brain, corporations can open new doors into neglected areas and causes. In considering social impact as well

as profit, corporations can find a balance and set themselves apart from the crowd. Consumers will appreciate that a corporation is thinking about where it can help and not only about profits.

2.1.4.9 Corporate Responsibility Makes the World A Better Place

Businesses, especially big corporations, can change society in significant ways. They have a lot of influence, so they can not only raise awareness of issues, they can play an essential role in progress. Addressing climate change is a prime example of where corporations can take charge. By taking responsibility for their impact, corporations can help the world become a healthier, happier place.

2.1.5 Corporate Social Responsibility Perception on the Job Satisfaction

Adams (2017) defines job satisfaction as the balance between the perceived inputs and outputs of an individual. An employee will be satisfied if she believes that the inputs such as effort, education, experience etc are equal to the outputs like wage, and status. Robins (2019) explains the job satisfaction as the general attitude of the employees towards their job, and suggests that those who have positive attitude will have higher job satisfaction. According to job satisfaction is a result of compensation degree perception of an employee to which the job provides the important values of the worker. Davis (2018), on the other hand, defines job satisfaction as the pleasure or the discontent that an employee displays towards its company. Last, the job satisfaction may be explained as the perception

degree to which the important things for an employee are fulfilled in her job (Frenkel, 2018).

Riordian (2017), finds that in the companies that manage their social environment positively, employees have higher job satisfaction levels. It is also possible to mention a positive association between organizational ethics and job satisfaction, however. The employees that believe that their organizations are fair to its workers; also think that the ethical responsibilities of the company are also accomplished. The corollary of this situation is the increase in the job satisfaction (Koh & Boo, 2016). Consistent with the previous findings, Vittel & Davis set forth that less job satisfaction is observed when the company do not obey the ethical rules, whereas an increase in the job satisfaction when the high-level managers behave conversely (Satish, 2017). Furthermore, there is a relation between voluntary social responsibility activities and job satisfaction. The companies which execute voluntary activities will have a better reputation from the point of view of the employees and the society, and hence more job satisfaction will be observed (Upham, 2016). Another factor that affects the job satisfaction is the voluntariness level of the employees. Through the voluntary programs, employees have a chance to improve themselves in the areas of team working, problem solving, communication, creativeness, and leadership (Peterson, 2015).

Bauman and Skitka (2018), distinguished four different psychological needs of employees: security, self-esteem, belongings, and meaningful existence with the Company, which can be essentially influenced by the Company's level of contribution in various

cooperate social responsibility activities. The organizational association in cooperate social responsibility activities can decidedly support up the positive perceptions of workers towards their organization (Bastel, 2017). Various Studies indicated that cooperate social responsibility strategies of the Company have a significant impact on employee attitudes and behaviors (Barnett 2016). If the Company carries on in a socially responsible way, it might have a massive impact on employee commitment, satisfaction, trust, loyalty, and company image (Skudiene & Auruskeviciene, 2012). Gavin and Maynard (2015), additionally clarified the significant relationship between the degree to which an organization fulfills its social obligations and the extent to which employees are satisfied with their job. Some other cooperate social responsibility literature also suggests that employees' expectations from the organization to demonstrate social responsibility towards them by ensuring considerable rewards and acknowledgment, offering self-development opportunities and work-life balance, ensuring occupational health and safety, involvement and empowerment as well as good retirement benefits (Maignan, Ferrell & Ferrell 2016). That means a positive connection between the inclusion of organizations in social responsibility duty on attitudes and practices towards work, such as job satisfaction.

2.1.6 Firm Performance

According to Cho and Dansereau (2017), Firm Performance refers to the performance of a company as compared to its goals and objectives. Firm performance

comprises the actual output or results of an organization as measured against its intended outputs (Tomal & Jones, 2015). Firm performance is very important to create interest in management studies. Organization focuses on continuous performance, because performance improvement enables organizations to grow (Gavrea, 2011). It is important to notice that the firm success or failure of both profit and non-profit is based on firm performance (Jarad, 2010). Therefore, the organization struggle to enhance their performance. For the organizations, it is very important to identify and understand the factors which affect the performance of the organization, in order to take reasonable steps to make them available (Jarad, 2010). According to Cho (2011), firm performance is the result of many business factors such as work process, team/group communication, business culture and image, policies, leadership, and climate that encourage innovation, creativity and loyalty.

Measuring the performance of any organization is a difficult task as it provides information on the quality of processes performed within the organization, helps in developing strategic plans, assess the fulfillment of firm objectives (Gavrea, 2011; Almajali, 2016). Usually using financial measures organization assess their performance, however these measures have been criticized as encouraged short-term views, produced management conflicts, not have strategic focus, and failed to provide information about customer requirements and the quality of competitors' performance (Shahin, 2014). Furthermore, without taking firm objectives into account the evaluation of performance is not possible. Therefore, in today's competitive environment, organization must be able to

evaluate their objectives (Moghaddam, 2015) such as product cost, profit, as well as subjective performance, and set up suitable plans to accomplish their objectives and competitive advantages (Sanchez-Hernandez, 2014). There are many measurement techniques available, for the companies who want fulfillment these objectives and increase firm performance, among which balanced score card (BSC) is one of the most valuable performance measurement and management method that is commonly known and used.

2.2 Theoretical Review

This section examines theories and business models used to establish the theoretical foundations of the study. A theory is a set of concepts or constructs and the interrelations that are assumed to exist among them, which contains generalizations and hypothesized principles which can be scientifically tested. It provides the basis for establishing the objectives and hypotheses of the study. Theories are analytical tools for understanding, explaining, and making predictions about a given subject matter. They form the base on which research is founded by providing prior expectations (Gujarati & Porter, 2010). This study was based on social identity theory, resource-based theory, institutional theory.

2.2.1 Social Identity Theory

The social identity theory suggests that individuals derive their self-concept in part from their membership in certain social groups (Backhaus & Helner, 2002). The success and reputation of our group contribute to our self-concept (Tajfel, 1982). The employees enjoy the benefits of their employer's positive reputation but also suffer detrimental effects

of their firm's negative reputation (Dulton & Harquil, 1994). According to the theory, employees' obtain a positive sense of identity when associated with firms that have positive reputation from investing in cooperate social responsibility and organization that has negative cooperate social responsibility reputation may have detrimental impact on an individual's self-concept (Peterson, 2004). The theory suggests that firms which invest in cooperate social responsibility may be more attractive as employers because employees' expect enhanced self-concept through associations with such firms (Albinger & Freeman, 2000; Greening & Turban, 2000; Peterson, 2000). A core tenet of social identity theory is that people seek to improve their social identity by moving to higher status groups when group boundaries are permeable. People are willing to stay loyal to their group as long as it can provide them with a positive social identity (Baumann, Skitka, 2012). When this is not the case and people are offered the possibility of changing group membership, they are tempted to do so (Doosje & Ellemens, Spears, 1999). Organizational prestige is associated with increased attractiveness of organizations during recruitment (Turban, Cable, 2003) and decreased turnover and turnover intentions (Herrbach, *et al*, 2004). More recently, an emerging stream of research based on Social Identity Theory (SIT) started to investigate employees' reactions to cooperate social responsibility initiatives and suggested a positive correlation between perceived cooperate social responsibility and employees' attitudes such as organizational commitment (Brammer, 2007; Peterson, 2004; Duygu, 2009).

Therefore cooperate social responsibility activities that are highly visible to external stakeholders should be particularly effective at increasing prestige and enhancing

employees' social identity. A wide range of corporate activities including philanthropy programs, production of high quality and innovative products and providing jobs for a large number of people in an area may project a positive image of the firm, enhance the firms' reputation and increase positive distinctiveness. When the community views a company in a positive light, employees' are likely to feel a sense of pride and be more likely to remain with the company (Dutton, 1994).

According to the theory, if an employee starts to be proud of being a member of socially responsible organization his/her work attitudes can be influenced positively (Peterson, 2004; Duygu, 2005) and may contribute positively to the attraction, retention and motivation of employees because they are likely to identify strongly with positive organizational values (Peterson, 2004). Dutton and Dukerich (1991) found that image perceptions influence employees who use organizational images to evaluate outsiders perceptions of both the organization and themselves. Corporate image as conveyed by cooperate social responsibility can directly contribute to employees' sense of self-esteem (Riordan, 1997) and may respond to the organizational success as a matter of their own personal success and compare their organization with others. If employees perceive their organization as being a socially responsible member of society, the sense of belonging to this favourable reputable organization can enhance their self-concept (Brammer, 2005; Albinger, 2000; Greening, 2000; Peterson, 2004). Social identity theory explains why actual employees care about cooperate social responsibility initiatives developed by companies. cooperate social responsibility activities reveal an organizations character and

is not only fundamental and relatively enduring but more distinctive than other corporate activities (Sen & Bhattacharya, 2001).

2.2.2 Resource Based View

This study is anchored resource-based view and dynamic capability theory. Resource based view theory has its origin from the work of Penrose (1959), though inadvertently the view was formerly presented by Wernerfelt (1984). A resource based view (RBV) emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance. The model assumes first that firm's within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control (Bridoux, 1997). Second assumption is that resource heterogeneity may persist over time because the resources used to implement firm's strategies are not perfectly mobile across firms.

Resource-based view (RBV) is one of the most widely accepted theories of strategic management (Powell, 2001). New organizational resources may increase the flexibility in strategic choices, by allowing firms to benefit from new opportunities (Rangone, 1999). The RBV could be considered as an "inside-out" process of strategy formulation: starting from the internal resources of the firm, their potential for value generation has to be assessed in order to define a strategy allowing the firm to achieve the maximum value in a sustainable way (Grant, 1991; Barney, 1986). In this way, the firm product

development strategy is determined by the resources available and the capability to deploy them in the best way to obtain a good performance.

2.2.3 Institutional Theory

The Institutional theory has been useful theoretical lens for understanding the effects of the institutional environment on corporate social responsibility behaviors of firms (Aguilera 2003, Campbell, 2007). It advocates posit that organizations are influenced by institutional settings in which they operate and as such economic explanations such as financial performance and competition are insufficient to fully account for organizations corporate social responsibility behaviors (Doh, 2006; Marquis, 2007). Scotts (2006) identified three elements of institutions, regulatory, normative and cognitive to illustrate how institutions define the nature and extent of corporate behaviours. Regulative (legal) elements include rules, sanctions and regulations which tend to codify socially accepted corporate behavior (Muthuuri &Victoria, 2011). The state establishes hard regulations which act as a coercive mechanism for cooperate social responsibility uptake whilst industries establish soft regulation to which their members voluntarily adhere (Campbell, 2007; Marquis, 2007). Governments of developing countries have been accused of refusal to enforce standards and regulations or easing business regulations relating to cooperate social responsibility as an inducement for foreign investment (Campbell, 2007; Moon &Vogel, 2008). Therefore, different regulatory systems can produce different forms of cooperate social responsibility and it requires the active vigilance of all societal actors to ensure the effectiveness of the regulatory institutions (Moon &Vogel, 2008). Cognitive

frameworks encompass shared beliefs about what constitutes responsible corporate behavior.

Managers interpret these cognitive schemes and create common definitions of socially responsible behavior (Muthuri & Victoria, 2011). Corporations that conform to established cognitive frameworks exhibit behaviours that are culturally acceptable in the institutional environments in which they operate (Kostova & Zahear, 1999). Marquis (2007) suggested that corporations would identify and support arts as a social issue if the community identifies with and values cultural artifacts. Normative (social) elements set the standards for and encourage conformity to that which is deemed to be acceptable corporate behavior (Campbell, 2006). Normative elements are the values and social norms that define what is the right thing to do, (Marquis, 2007). Normative values are set by a variety of social factors including the media, institutional investors, NGOs, educational and professional associations and social movement organizations (Muthuri & Victoria, 2011).

These factors validate corporate social responsibility based on existing normative frameworks, exert pressure on corporations to conform to social norms, encourage and influence the adoption of certain structures, practices or procedures deemed socially responsible (Campbell, 2007; Matten & Moon, 2008). Companies become responsive to the stakeholders needs and in return the stakeholders confer both social-political and cognitive legitimacy to corporations that adhere to societal norms (Muthuri & Victoria, 2011).

2.3 Empirical Review

Abiah and Uzma (2018) conducted a studies directed to analyze the effect Corporate Social Responsibility (CSR) is one of the most important components of business. Current companies need to address issues related to cooperate social responsibility. Job satisfaction is also very important to see whether or not employees are satisfied with the job. Job satisfaction may be influenced by a number of external factors and there may be a significant relationship between job satisfaction and the cooperate social responsibility. Thus, this work was done to analyze the relationship between the cooperate social responsibility and job satisfaction in the banking sector of Jeddah, Saudi Arabia. This work has adopted quantitative research method. The sample population was employees from the banking sector in Jeddah, Saudi Arabia. The sample size of was 88 employees. Data collection was done using survey questionnaire. The questionnaire contained question related to job satisfaction and the cooperate social responsibility practices. The findings of this work have shown that the employees are satisfied with the company and its cooperate social responsibility implementation. Hence, it is concluded that there is relationship between job satisfaction and the cooperate social responsibility practices in the banking sector of Saudi Arabia.

Fadun (2018) examined cooperate social responsibility practices and stakeholders' expectations in Nigeria. The study was based on Carroll's cooperate social responsibility model that constitutes of economic, legal, ethical and discretionary social responsibilities. Quantitative survey research design and hypothesis testing were used. The study identified

employees, customers, shareholders, and local communities as the main stakeholders in the context of business environment in Nigeria. A sample size of 240 respondents was identified through purposive sampling technique in the six geopolitical zones in Nigeria. Response rate was 66 percent (158) respondents. Data was processed and analyzed with SPSS/PASW by use of a 5 point likert scale ranging from strongly agree to strongly disagree. The findings indicated that cooperate social responsibility demonstrates sensitivity to multiple stakeholders and enhances corporate image hence competitive advantage.

Taban (2018) conducted a studies which examines the effect of corporate social responsibility on employee satisfaction and loyalty. The undertaking of this study is based on observations that have been made which pointed out that engaging in corporate social responsibility is helping influencing bank employees' satisfaction and loyalty towards banks. But this argument has been surrounded with many different and contrasting ideas and at the end of it all there is no consensus of the exact implications of corporate social responsibility on employee satisfaction and loyalty in the banking sector. Spearman correlation coefficient test was used to determine the nature of correlation that exist between corporate social responsibility on employee satisfaction and loyalty. Hypotheses tests were conducted using paired sample t-test while the validity of the variables was determined using Cronbach's alpha. The results from the study showed that corporate social responsibility on employee satisfaction and loyalty are positively correlated with each other. The null hypothesis that cooperate social responsibility practices have no

significant effect on employee loyalty was rejected. However, the null hypotheses that cooperate social responsibility practices have no significant effect on employee satisfaction was accepted.

In the studies of Amran and Ajaz (2018) which was directed to examine the relationship between cooperate social responsibility Initiatives and Employee Job Satisfaction (EJS) in the Company Nepal Telecom (NT). For that, Four Independents constructs such as work-life balance (WLB), internal recruitment & promotion (IRP), health & safety (HS), and development & training (DT) on the Dependent Variable - Employee Job Satisfaction (EJS) has been placed in the study framework. The study was accomplished by including a structured questionnaire survey on a sample of 210 Telecoms employees who answered the questionnaire using five-point Likert scale data. The impacted factors were investigated using a multiple regression model. Data were analyzed using EXCEL and SPSS software. The results indicate that three dimensions of cooperate social responsibility initiatives, more significantly, Internal recruitment & Promotion (IRP), Health & Safety (HS), and Development & Training (DT), were significantly positively influenced to employee job satisfaction. However, the Work-life Balance (WLB) of cooperate social responsibility Initiatives was insignificant to the employee job satisfaction. In short, it conveys for Nepal Telecom and entire Nepali organizations to improve their employee's job satisfaction by addressing the applicable cooperate social responsibility initiatives which have ever not been tested before.

In view of Imran, Kashif, Syed, Jamil & Maria(2018), in their study which is on corporate social responsibility (CSR) majorly describes its effects on corporate financial performance or consumers' behavior towards corporate social responsibility. Relatively few studies have focused employee's sentiments towards corporate social responsibility. This study analyzes the multifaceted influence of corporate social responsibility on employee's organizational commitment and organizational performance. The study uses exploratory approach; primary data is collected from 371 professionals working in different sectors of Pakistan. The study uses structural equation model (SEM) technique to test the hypotheses. The study found significantly positive relationship between corporate social responsibility actions and employee organizational commitment, corporate social responsibility and organizational performance and employee organizational commitment and organizational performance. The study discusses important implications regarding uses of corporate social responsibility for enhancing employee's organizational commitment and improving organizational performance.

Also, Mohamed, Basuony, Reham and Ehab (2019), conducted a study which investigates the effect of corporate social responsibility (CSR) on organization performance. It uses cross sectional data from non-financial companies in Egypt that derived from the Kompass Egypt data base. Regression analysis was used to explain the relationship and the effect of corporate social responsibility on organization financial performance. The findings of this study found that there is a positive and significant effect of corporate social responsibility on firm performance. Also, all corporate social

responsibility dimensions have significant relationship with firm financial performance. Furthermore, one of the conclusions of this study is that larger and older firms have a positive effect on financial performance (profitability) which will lead to enhance use of better cooperate social responsibility practice.

In view of Alin, Georgina & Mihai (2019), in their study titled the impact of corporate social responsibility on employees opines that in the last years we witness a significant increase of society's overall focus upon issues concerning sustainable development. This trend affected both companies and consumers. The sustainable development concept is present both in the scientific literature, but also in companies board rooms. Companies start to engage in cooperate social responsibility activities in order to respond to an external demand, while taking into consideration the positive effects of cooperate social responsibility. The article presents the results of a quantitative research regarding the employees' attitude regarding social responsibility activities of their employers. In the beginning a short literature review is presented.

Also, Shaista & Sara (2019) conducted a study which aims at proving the importance of cooperate social responsibility for the enhancement of the performance of the organizations. The six companies that have been focused are listed in the Pakistani index. The cooperate social responsibility (independent variable) has been analyzed by two indicators and Organizational Performance (dependent variable) has been analyzed by another two. Both primary as well as secondary data has been used and for the analysis descriptive, regression and correlation methods have been adopted. The findings depict a

highly positive correlation between ROA and turnover out of all while the standard deviation for turnover is also abnormal. Regression results are not significant and appear to be rejecting the proposed model. Also at the end some recommendations have been made that highlight the importance of cooperate social responsibility for the betterment of the performance of the organizations. The overall study is a guiding force for the managers and a helpful tool for future researchers.

Sandarenu and Weligamage (2019), conducted a study which purpose of this study was to highlight the employees' cooperate social responsibility attitudes and their impact on job satisfaction and organizational commitment using the evidence from the employees in the Sri Lankan insurance industry. Economic, ethical, legal, and discretionary responsibility for employee job satisfaction and organizational commitment were considered as the study variables. Primary data was collected using a convenient sample method by distributing a questionnaire among 200 employees in five selected insurance companies in Sri Lanka. The study findings revealed that corporate social responsibility attitudes variables namely ethical and discretionary cooperate social responsibility attitudes have a positive relationship and significant impact on job satisfaction and organizational commitment. Economic responsibility attitudes have a significant impact on job satisfaction and have no significant impact on organizational commitment. Legal cooperate social responsibility attitudes have no significant impact on job satisfaction and organizational commitment. The findings of this study contribute to finding out the impact of employee cooperate social responsibility attitudes on job satisfaction and organizational

commitment in employees in the Sri Lankan insurance industry and findings can be used for employers to take a better decision.

Also, John, Richwell and Smith (2020) conducted a study which aims and objectives of this study were to investigate the impact of internal corporate social responsibility on employee performance and mediating role organizational commitment. Data were collected through questionnaire from service sector of Multan, Pakistan. Sample size consist of 300 employees from service sector of Pakistan. The hypothesis of study was accepted and it was found out how cooperate social responsibility can help in attaining employee performance. The results indicate that four factors of internal corporate social responsibility effect on employee performance. It was also concluded that the importance of corporate social responsibility has increased in the last three decades. This study will be helpful for business leader to implement cooperate social responsibility activities for increasing the business performance.

2.4 Gaps in Literature

Different scholars have examined the concept of employee job satisfaction, corporate social responsibility and firm performance in various sector. However, most studies conducted employs the use of mixed method (quantitative and qualitative research method) and cross-sectional method in their course of research among these are the study of Dialoke and Nwakamma (2016), Maryam (2020) and Chayana and Kittisak (2020) to

mention a few. As such this research work will be using quantitative research method for firsthand information base on the nature of the research study.

However, this study have also observed sectoral and variable gaps in literature to fill where variables tested were beyond the former. Importantly, this study focuses its scope on a selected bank in Ilorin which Zenith Bank Plc. Also, there have been limited number of studies in relation to this sector in Ilorin, Kwara state and also in Nigeria, base on the literature reviewed which has low research turnout from the past studies with few studies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Preamble

This chapter will describe the methodology that will be employed for the research work. It dealt mainly with the objectives and procedures of carrying out the study. This chapter explained the research procedure to be used in gathering and analyzing data which include research method, research design, sampling and sample frame, methods of data collection,

instrument of data collection and methods of data analysis. Finally, it explained the validity of the instrument adopted, reliability level of the work not neglecting the ethical consideration.

3.1 Research Design

This could be seen as the procedure and process adopted for collecting and analyzing the data for this study. Research design is a formal plan of action for a research project. Research designs help researchers to layout their research questions, methodologies, implementation, procedures, and collection and analysis for the conduct of a research project

According to Nwanchukwu (2007), research design means the plan for a research investigation. It is a formulated scheme setting out stages of procedures or programmes of action for a study.

Kombo and Tromp (2006) refer research design as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. This research work will be making use of quantitative analysis and information will be gathered through primary and secondary source (questionnaire and past records).

3.2 Population of the Study

The population of this study will consist of members of staff Thirdly, the research study is based in Nigeria but will limit its scope to Zenith Bank Plc., Ilorin, Kwara State. The information on the population of employees in the branches of the bank in Ilorin metropolis

was gathered from the Human Resource Manager of the regional branch who made it known to the researcher that the population of members of staff to be a total of 73 staffs. If the population is less than 50, all should be taken while surely opined that if the population is less than 30, all should be taken. Since the number of employees (bankers) within each of the four banks in total is 73 Staffs.

Source: *Researchers field work, 2023*

3.3 Sample Size Determination

Owing to the fact that, it is impossible to study the entire population due to some constraints. To obtain a valid representative sample from the total population, the researcher will be adopting Taro Yamane (1976) formula which is stated as follows

$$n = \frac{N}{1 + N(e)^2}$$

n= sample size

N= population size

e= sampling error when e= 0.05

$$n = \frac{73}{1 + 73(0.05)^2}$$

$$n = \frac{73}{1 + 73(0.0025)}$$

$$n = \frac{73}{1 + 0.1825}$$

$$n = \frac{73}{1.182}$$

$$n = 61.7$$

n= 62 (approximately)

3.4 Sample Frame

The sample frame describes the list of the accessible population from which the sample will be drawn. For this study, out of 73 total populations, the questionnaires will be given to 62 employees according to what is determined using Taro Yamane formula to represent the whole population.

3.5 Sampling Technique and Procedure

Due to the size of the population, the study cannot test every individual in the population because it will be too expensive and time consuming. Sampling techniques can be probability sampling techniques or non-probability sampling techniques. Probability sampling techniques include simple random sampling, systematic sampling, stratified sampling, cluster/area sampling while non-probability sampling techniques include convenience sampling, judgmental sampling and quota sampling techniques.

This research will adopt the non-probability sample in selecting the sample size of the study based on convenience, to cover the specified area and easy accessibility to the respondents.

3.6 Data Collection Procedure

The data for this study will be gathered using primary sources of data. The primary data is first hand data which will be generated during the course of the research work. Conversely,

a well-structured closed ended questionnaire will be adopted and administered to the targeted respondents.

3.7 Research Instruments

Research instrument are those tools used in the collection of data for the purpose of testing hypothesis and answering research questions Fatigun (2012). According to Nwanchukwu (2007), questionnaire is an instrument which will contain some questions for which answers are to be given by respondents. The study adopted survey of structured questionnaire to receive information from the respondent. The questionnaires were the most extensively used instrument which comprises of close ended questions. The close ended questions were used with a five-point likert scale questionnaire to ensure that respondent choose between the options provided to them.

3.8 Validity of Research Instrument

In clarifying the validity of the research instrument to deliver objective response, four types of validity has been identified such as content validity, predictive validity, con-current validity, construct validity. In order to test the validity of this research, the interviewed majorly will be on final year students and the work of other scholars relating to this research work will be reviewed for comparison.

3.9 Reliability of Research Instrument

Research reliability relates to the consistency in results obtained. There are various methods of testing the reliability e.g. test re-test, split half test etc. For the purpose of this

research, test & re-test will be adopted. Three weeks' interval will be given after first administration of questionnaires to test the reliability of the first results obtained.

3.10 Method of Data Analysis

The data for this study will be analyzed using descriptive and inferential statistics, the tool of analysis for this study will adopts multiple linear regression mode of analysis for the inferential statics. The data collected will be analyzed through Statistical Package for Social Sciences (SPSS) version 21.0. The justification for using multiple linear regression is to identify the strong relationship that is between the independent variable and the dependent variable i.e., employee job satisfaction, corporate social responsibility and firm performance.

3.11 Ethical Consideration

This study would have no impending injury to people. It followed the laid down ethical standards in management sciences. Respondents was not forced to give opinions about the questionnaire but was rendered explanation of the research purpose. The confidentiality of the respondents will be strictly maintained for this study. Besides, this research work will not violate any ethical precept of the organization as confidential information will be used wisely without disclosing it on any ground, unless with the permission and authorization of the concerned organization. The information gathered will be analyzed appropriately without any form of biased and misrepresentation of information.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Preamble

This chapter focuses on data presentation, analysis and interpretation, and hypothesis testing. The various questions in the questionnaire are analyzed using simple percentage and the hypotheses are tested using the ordinary least square regression with the use SPSS 20 application.

4.2 Questionnaire's Response

The responses from the questionnaires were very encouraging, that is to say out of Seventy (70) copies of questionnaires administered and distributed to the employees of Zenith Bank Plc., Ilorin, Kwara State, Taiwo, Ilorin. Sixty-four (64) was correctly filled and returned to the researcher, this is recorded as Ninety percent (91%) success rate while Six (6) of the questionnaires were not returned to the researcher, which is recorded as (9%). The questionnaires collected were deductively analyzed and represented in tables, percentage, and linear regression and co-efficient used for hypothesis testing.

Table 4.31 Responses Rate of Questionnaire

Questionnaire	Frequency	Percentage
Returned	64	91%
Not Returned	6	9%
Total	70	100%

Source: Author's Field Survey, 2023

For the purpose of this study, 70 questionnaires were printed for distribution. The table above indicated that a total number of 64 questionnaires were returned and 6 questionnaires were not returned.

4.3.2 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	43	67.2	67.2	67.2
	Female	21	32.8	32.8	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table shows that 43 (67.2%) of the respondents are Male, 21 (32.8%) of the respondents are Female. This by implication means there are more respondents that are Male to female respondents.

4.3.3 AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	3	4.7	4.7	4.7
	26- 35	28	43.8	43.8	48.4
	36-45	28	43.8	43.8	92.2
	46- above	5	7.8	7.8	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The age distribution shows that 3 (4.7%) of the respondents is between the age bracket of 18-25years, 26-35years are 28 (43.8%), 36-45years are 28 (43.8%) while 46years and above are 5 (7.8%), This by implication means that there are more respondents between the age bracket of 28-35years and 36-45years respectively.

4.3.4 Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	35	54.7	54.7	54.7
	Married	29	45.3	45.3	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The marital status shows that there 35 (54.7%) are Single while 29 (45.3%) are Married. This by implication means that there are more single respondents to single.

4.3.5 Religion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Christianity	23	35.9	35.9	35.9
	Islam	40	62.5	62.5	98.4
	Others	1	1.6	1.6	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

It can be depicted from the Religion table that there 23 (35.9%) Christian, 40(62.5%) are Islam while 1 (1.6%) practice other religion.

4.3.6 Educational Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE	4	6.3	6.3	6.3
	NCE/OND	14	21.9	21.9	28.1
	HND/B.SC	46	71.9	71.9	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

As seen from the above data, it can be deduced that 4 (6.3%) of the respondents are SSCE holder. 14 (21.9%) of the respondents are NCE/OND holder, 46 (71.9%) are HND/B.Sc. Holder. This by implication means that there are more respondents with HND/B.Sc. educational qualification.

4.3.7 High employee satisfaction is the key to reducing employee turnover

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	48	75.3	75.3	75.3
	Agree	10	15.5	15.5	90.8
	Undecided	6	9.2	9.2	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above which question state that high employee satisfaction is the key to reducing employee turnover indicates that 48 respondents with 75.3% are for strongly agreed, 10 respondents with 15.5% are for Agreed and 6 respondents with 9.2% are for Undecided, this statement indicates that strongly agreed has the highest respondents of 48 (75.3%) and undecided has the lowest respondents of 6(9.2%).

4.3.8 Fostering employee satisfaction leads to more engaged workforce which increases the firm's performance

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	22	35.1	35.1	35.1
	Agree	34	52.9	52.9	87.9
Valid	Undecided	2	2.9	2.9	90.8
	Disagree	6	9.2	9.2	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above illustrate the question which state that fostering employee satisfaction leads to more engaged workforce which increases the firm's performance, depicts that strongly agree consist of 22 (35.1%) respondents, agree consist of 34 (52.9%) respondents undecided consist of 2(2.9%) respondents and Disagree consist of 6 (9.2%) respondents this table indicates that agree has the highest respondents of 34 (52.9%) and Undecided has the lowest respondents of 2 (2.9).

4.3.9 Satisfied employee, portray more creativity in their job role which increase the firm performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	23.0	23.0	23.0
	Agree	40	62.6	62.6	85.6
	Undecided	9	14.4	14.4	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above which question state that satisfied employee, portray more creativity in their job role which increase the firm performance indicates that 15 respondents with 23.0% are for strongly agreed, 40 respondents with 62.6% are for Agreed and 9 respondents with 14.4% are for Undecided, this statement indicates that agreed has the highest respondents of 40(62.2%) and undecided has the lowest respondents of 9 (14.4%).

4.3.10 One of the effective means of increasing firm performance is through satisfied employee

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	1	1.1	1.1	1.1
	Agree	53	82.2	82.2	83.3
Valid	Undecided	2	2.3	2.3	85.6
	Disagree	9	14.4	14.4	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above illustrate the question that one of the effective means of increasing firm performance is through satisfied employee, indicates that strongly agree consist of 1 (1.1%) respondent, agree consist of 53 (82.2%) respondents undecided consist of 2 (2.3%) respondents and Disagree consist of 9 (14.4%) respondents this table indicates that agree has the highest respondents of 53 (82.2%) and Strongly agreed has the lowest respondents of 1(1.1%).

4.3.11 There is a presence of steady work relationships and this affects firms performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	30	46.6	46.6	46.6
	Agree	16	25.3	25.3	71.8
	Undecided	18	28.2	28.2	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above which question state that **there is a presence of steady work relationships and this affects firms performance** indicates that 30 respondents with 46.6% are for strongly agreed, 16 respondents with 25.3% are for Agreed and 18 respondents with 28.2% are for Undecided, this statement indicates that strongly agreed has the highest respondents of 30 (46.6%) and agreed has the lowest respondents of 16 (25.3%).

4.3.12 Since the advent of corporate social responsibilities there has been an increase in brand awareness and recognition

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	45	70.7	70.7	70.7
	Agree	10	14.9	14.9	85.6
Valid	Undecided	3	5.2	5.2	90.8
	Disagree	6	9.2	9.2	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above illustrate the question which state that since the advent of corporate social responsibilities there has been an increase in brand awareness and recognition depicts that strongly agree consist of 45(70.7%) respondents, agree consist of 10(14.9%) respondents undecided consist of 3(5.2%) respondents and Disagree consist of 6(9.2%) respondents this table indicates that Strongly agree has the highest respondents of 45 (70.7%) and Undecided has the lowest respondents of 3 (5.2%).

4.3.13 Our employee enjoy working more since they know we have good public image

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	19	29.3	29.3	29.3
	Agree	39	60.9	60.9	90.2
	Undecided	6	9.8	9.8	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above which question state that our employee enjoy working more since they know we have good public image indicates that 19 respondents with 29.3% are for strongly agreed, 39 respondents with 60.9% are for Agreed and 6 respondents with 9.8% are for Undecided, this statement indicates that agreed has the highest respondents of 39(60.2%) and undecided has the lowest respondents of 6 (9.8%).

4.3.14 The level of customer engagement has increased since the advent of corporate social responsibility

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	35	54.0	54.0	54.0
	Agree	15	23.0	23.0	77.0
Valid	Undecided	9	13.8	13.8	90.8
	Disagree	6	9.2	9.2	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above which question state that the level of customer engagement has increased since the advent of corporate social responsibility, shows that 35 respondents with 54.0% are for strongly agreed, 15 respondents with 23.0% are for Agreed and 9 respondents with 13.8% are for Undecided, 6 respondents with 9.2% are for Disagree, this statement indicates that strongly agreed has the highest respondents of 35 (54.0%) and Disagree has the lowest respondents of 6 (9.2%).

4.3.15 Corporate social responsibility is known as one of the best strategy to give resolution to low organization performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	17.8	17.8	17.8
	Agree	44	69.5	69.5	87.4
	Undecided	8	12.6	12.6	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above illustrate the question which state that corporate social responsibility is known as one of the best strategy to give resolution to low organization performance, depicts that strongly agree consist of 11 (17.8%) respondents, agree consist of 44(69.5%) respondents undecided consist of 8 (12.6%) respondents this statements indicates that Agree has the highest respondents of 44 (69.5 %) and Undecided has the lowest respondents of 8 (12.6%).

4.3.16 Corporate social responsibility boost employee morale in the workplace and this leads greater productivity.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	13	20.1	20.1	20.1
	Agree	37	58.0	58.0	78.2
Valid	Undecided	7	11.5	11.5	89.7
	Disagree	6	10.3	10.3	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above which question state that corporate social responsibility boost employee morale in the workplace and this leads greater productivity shows that 13 respondents with 20.1% are for strongly agreed, 37 respondents with 58.0% are for Agreed, 7 respondents with 11.5% are for Undecided, and 6 respondents with 10.3% are for Disagree, this statement indicates that agreed has the highest respondents of 37 (58.0%) and Disagree has the lowest respondents of 6 (10.3%).

4.3.17 Social responsibility programs can boost employee morale in the workplace and lead to greater productivity.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	12	19.0	19.0	19.0
	Agree	46	71.3	71.3	90.2
	Undecided	6	9.8	9.8	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above which question state that social responsibility programs can boost employee morale in the workplace and lead to greater productivity indicates that 12\19.0%) respondents are for strongly agreed, 46 (71.3%) respondents are for Agreed and 6 (9.8%) respondents are for Undecided, this statement indicates that agreed has the highest respondents of 46 (71.3%) and undecided has the lowest respondents of 6 (9.8%).

4.3.18 Businesses that implement social responsibility initiatives can increase customer retention and loyalty

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	24	36.8	36.8	36.8
	Agree	34	53.4	53.4	90.2
Valid	Undecided	1	.6	.6	90.8
	Disagree	6	9.2	9.2	100.0

Source: Author's Field Survey, 2023

The table above which question state that businesses that implement social responsibility initiatives can increase customer retention and loyalty indicates that 24(36.8%) respondents are for strongly agreed, 34(53.4%) respondents are for Agreed 1(.6%) respondents are for Undecided, and 6(9.2%) are for Disagree this statement indicates that agreed has the highest respondents of 34 (53.4%) and undecided has the lowest respondent of 1 (.6%).

4.3.19 Socially responsible companies have the opportunity to stand out from the competition because they cultivate superior and positive brand recognition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	47	74.1	74.1	74.1
	Agree	10	16.1	16.1	90.2
	Undecided	6	9.8	9.8	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above which question state that socially responsible companies have the opportunity to stand out from the competition because they cultivate superior and positive brand recognition shows that 47respondents with 74.1% are for strongly agreed, 10 respondents with 16.1% are for Agreed, 6 respondents with 9.8% are for Undecided this statement indicates that Strongly Agreed has the highest respondents of 47 (74.1%) and Undecided has the lowest respondents of 6 (9.8%).

4.3.20 Social responsibility empowers employees to leverage the corporate resources at their disposal to do good.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	44	69.5	69.5	69.5
	Agree	4	7.5	7.5	77.0
Valid	Undecided	9	13.8	13.8	90.8
	Disagree	6	9.2	9.2	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above which question state that social responsibility empowers employees to leverage the corporate resources at their disposal to do good indicates that 44 respondents with 69.5% are for strongly agreed, 4 respondents with 7.5% are for Agreed, 9 respondents with 13.8% are for Undecided and 6 respondents with 9.2% are for Disagree this statement indicates that strongly agreed has the highest respondents of 44 (69.5%) and agreed has the lowest respondents of 4 (7.5%).

4.3.21 Being a socially responsible company can bolster a company's image and build its brand.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	17.8	17.8	17.8
	Agree	44	69.5	69.5	87.4
	Undecided	8	12.6	12.6	100.0
	Total	64	100.0	100.0	

Source: Author's Field Survey, 2023

The table above illustrate the question which state that being a socially responsible company can bolster a company's image and build its brand, depicts that strongly agree consist of 11 (17.8%) respondents, agree consist of 44(69.5%) respondents undecided consist of 8 (12.6%) respondents this statement indicates that Agree has the highest respondents of 44 (69.5 %) and Undecided has the lowest respondents of 8 (12.6%).

4.3 HYPOTHESIS TESTING

4.3.1 Test for Hypothesis 1

H_0 Employees job satisfaction does not have any significant effect on Firms performance.

H_0 Employees job satisfaction does have a significant effect on Firms performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.588 ^a	.922	.342	1.04629

a. Predictors: (Constant), Employees job satisfaction

The model summary as indicated in table 4.3.1.1 above shows that R Square is 0.92; this implies that 92% of variation in the dependent variable (Employees job satisfaction) were explained by the Independent variable (Firms performance) while the remaining 8% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	99.667	1	99.667	91.043	.000 ^b
1	Residual	188.293	62	1.095		
	Total	287.960	63			

a. Dependent Variable: Firms performance

b. Predictors: (Constant), Employees job satisfaction

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (99.667) in comparison to the residual sum of squares with value of 188.293 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (91.043) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence the increment in the dependent variable (Firms performance)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
(Constant)	.618	.282		2.192	.030
Employees job satisfaction	.613	.064	.588	9.542	.000

a. Dependent Variable: Firms performance

Interpretation

The dependent variable as shown Firms performance. This was used as a yardstick to examine the impact between the two variables (i.e. Employees job satisfaction and Firms performance). The predictors is Employees job satisfaction, it is obvious that there is a

direct relationship Employees job satisfaction and Firms performance. This means that an utmost adoption of the satisfying employee by the sampled organization can help to increase Firms performance for the organization.

According to the result in the table above Employees job satisfaction t-test coefficient is 9.542 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that Employees job satisfaction has significant effect on Firms performance. Hence, it explains how significant hypothesis one is to be recommended to Organization Performance.

4.3.2 Test for Hypothesis 2

H0₂: There is no significant effect of corporate social responsibilities on Firm performance

H0₂: There is a significant effect of corporate social responsibilities on Firm performance

4.4.2.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.620	.618	1.04369

a. Predictors: (Constant), Corporate social responsibilities

The model summary as indicated in table 4.4.2.1 above shows that R Square is 0.62; this implies that 62% of variation in the dependent variable (Firm performance.) were explained by the independent variable (Corporate social responsibilities) while the remaining 8% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

4.4.2.2 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	305.953	1	305.953	280.875	.000 ^b
1	Residual	187.357	62	1.089		
	Total	493.310	63			

a. Dependent Variable: Corporate social responsibilities

b. Predictors: (Constant), Firm performance.

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (305.953) in comparison to the residual sum of squares with value of 187.357 (this value indicated that the model does not fail to explain

a lot of the variation in the dependent variables. However, the estimated F-value (280.875) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence the increment in the dependent variable (Firm performance.).

4.4.2.3 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.737	.256		-2.877	.005
Corporate					
1 social					
responsibili	1.138	.068	.788	16.759	.000
ties					

a. Dependent Variable: Firm performance.

Interpretation

The dependent variable as shown above is Firm performance. This was used as a yardstick to examine the impact between the two variables (i.e. Corporate social responsibilities and

Firm performance.). The predictors is Corporate social responsibilities it is obvious that there is a direct relationship between Corporate social responsibilities and Firm performance. This means that an utmost adoption of the satisfying employee by the sampled organization can help to increase Firm performance. For the organization.

According to the result in the table above Corporate social responsibilities t-test coefficient is 9.542 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that Corporate social responsibilities has significant effect on Firm performance. Hence, it explains how significant hypothesis two is to be recommended to Organization Performance.

4.4 Discussion of Results

This study examines “Employee Job Satisfaction, Corporate Social Responsibility and Firm Performance” (a case study of Zenith Bank Plc., Ilorin, Kwara State). The X construct is Employee Job Satisfaction, Corporate Social Responsibility while Y construct which is

Firm performance. The study tries to examine whether employee job satisfaction, corporate social responsibility affects the Organizational performance of Zenith Bank Plc., Ilorin, Kwara State. The findings however shows a linear relationship between variables used to measure the two constructs which invariably declares that employee job satisfaction, corporate social responsibility plays an important role in contributing to organizational performance of Zenith Bank Plc., Ilorin, Kwara State also from information gathered through questionnaires distributed within the staffs of this organization. It was detected that employee job satisfaction, corporate social responsibility plays a pivotal role in the firm performance of Zenith Bank Plc., Ilorin, Kwara State.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Preamble

This chapter is the final part of this study and it is divided into summary of findings, conclusions made in the course of this study, recommendations made to the case study, sector, regulating body and other interested bodies. In addition, this chapter addresses the areas in which further studies can be conducted.

5.2 Summary of findings

This section presents the summary of the study as related to the set hypotheses; hence, the following are the summary of the findings.

1. The study revealed that employees job satisfaction has an effect on its output significantly in the past years and this has brought continuous improvement in the effectiveness of the organization as a result of the adoption. In addition, the Satisfaction embedded in the policy of Zenith Bank Plc., Ilorin has helped enhanced the general effectiveness. This study supports the findings of Islam (2012) and Jenkins (2014).
2. The result then revealed that corporate social responsibilities adopted by Zenith bank assists in improving the effectiveness of it service and also, the output of an organization is often influenced by the corporate social responsibilities adopted. In

addition, the study revealed that increase in firms performance is as a result of corporate social responsibilities. This study also aligns with the study of Asemah, Okpanachi, and Edegoh, (2013) where it was revealed that one of the most effective tools used in enhancing firms performance is corporate social responsibilities.

5.3 Conclusions

For the purpose of this research, the study concludes that;

Employee's job satisfaction does affect the effectiveness of the organization. Also, the study concludes that continuous improvement in organization efficiency is as a result of the adoption of strategies in improving employees job satisfaction. Organizational efficiency may be affected by corporate social responsibilities. Furthermore, it was concluded that strategies use in enhancing corporate social responsibilities often assist in building stability for the service provision of the organization.

5.4 Recommendations

In relations to the above findings and conclusion, the study recommends that;

1. Employee's job satisfaction should be further intensified as finding has shown how significant it is to Zenith Bank Plc., Ilorin. This will eventually tell on the effectiveness of the organization.

2. Zenith bank and other organizations should also align corporate social responsibilities with the efficiency of the organization in order to assist the organization performance generally.

5.5 Suggestions for further studies

This research contributes to industry and research related areas on corporate social responsibility Practitioners, professionals and researchers get the opportunity to explore the response of employees with regards to CSR activities. The study contributes to knowledge by explaining what employee job satisfaction, corporate social responsibility is all about and how it should be managed in an organization to improve efficiency and effectiveness and also will suggests further studies be expressed towards improving this study by looking at other industry of their choice as this will assist the field of study in getting more empirical findings.

Also, Organizational success depends on how satisfied an employee is the more the employee is satisfied the more it enhances productivity, growth, increases the quality of work and even leads to profitability As such, employee job satisfaction, corporate social responsibility is mostly attached to big organization, future study can look at it from the Small businesses aspect for improvement in the field.

5.6 Contribution to Knowledge

The study contributes to knowledge by explaining what employee job satisfaction, corporate social responsibility is all about and it should be managed in an organization to

improve efficiency and effectiveness. Hence, it was also noticed that majority of these studies have investigated the roles of employee job satisfaction, corporate social responsibility and its benefit to the organization performance and some also investigated the rising trend in organizations among the employer and the employee. However, the impact of employee job satisfaction, corporate social responsibility on firm performance has not been well focused on by researchers in the above empirical review, and more emphasis has not been laid on how employee job satisfaction, corporate social responsibility to inspire the performance of the organization.

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APPENDIX

**KWARA STATE UNIVERSITY, MALETE
FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**SCHOOL OF BUSINESS AND GOVERNANCE
DEPARTMENT OF BUSINESS AND ENTREPRENEURSHIP**

Dear Respondent,

LETTER OF INTRODUCTION

The bearer, Owolabi Sekinat Yetunde with matriculation number: 19/27EM/00442 is a student of Business and Entrepreneurship Department, College of Humanities, Management and Social Sciences; School of Business and Governance, Kwara State University, Malete, Nigeria.

She is currently conducting a research study titled “employee job satisfaction, corporate social responsibility and firm performance (Case study of Zenith Bank Plc., Ilorin, Kwara State)”. This study is channeled towards examining how employee job satisfaction, corporate social responsibility affects the performance of Zenith Bank.

Hence, we request your support in helping her fill this questionnaire attached therein in order to make her carryout this research work objectively. Please note that the information supplied shall be treated with utmost confidence and use purely for academic purposes only.

Thanks for your cooperation.

Yours faithfully,

Dr. Kareem Olanrewaju

SECTION A: BIO DATA

- Gender : Male (), Female ()
- Age bracket: 18-25 (), 26- 35 (), 36-45 (), 46- above()
- Religion : Christianity(), Islam (), Others ()
- Marital Status : Single (), Married (), others ()
- Educational Qualification: SSCE (), NCE/OND (), HND/B.SC (), Postgraduate(),Others ()
- Level of Staff: Lower Level Staff (), Middle Level Staff(), Top Level Staff()

SECTION B

Employee job satisfaction, corporate social responsibility and firm performance

(Case study of Zenith Bank Plc., Ilorin, Kwara State)

Instruction: Kindly indicate the extent of your agreement with the statement below by ticking [√] one of the spaces provided. Where: Strongly Disagree (SD) Disagree (D), Agree (A), Undecided (U), Strongly agree (SA)

S/N	Employees Job Satisfaction on Firms Performance	SD	D	U	A	SA
EJF1	High employee satisfaction is the key to reducing employee turnover.					
EJF 2	Fostering employee satisfaction leads to more engaged workforce which increases the firms performance					
EJF 3	Satisfied employee, portray more creativity in their job role which increase the firm performance					
EJF 4	One of the effective means of increasing firm performance is through satisfied employee					

EJF5	There is a presence of steady work relationships and this affects firms performance					
	Corporate Social Responsibilities on Firm's Performance					
CSRF1	Since the advent of corporate social responsibilities there has been an increase in brand awareness and recognition.					
CSRF2	Our employee enjoy working more since they know we have good public image.					
CSRF3	The level of customer engagement has increased since the advent of corporate social responsibility.					
CSRF4	Corporate social responsibility is known as one of the best strategy to give resolution to low organization performance.					
CSRF5	Corporate social responsibility boost employee morale in the workplace and this leads greater productivity					
	Firm Performance					
FP1	Social responsibility programs can boost employee morale in the workplace and lead to greater productivity					
FP2	Businesses that implement social responsibility initiatives can increase customer retention and loyalty					

FP3	Socially responsible companies have the opportunity to stand out from the competition because they cultivate superior and positive brand recognition					
FP4	Social responsibility empowers employees to leverage the corporate resources at their disposal to do good					
FP5	Being a socially responsible company can bolster a company's image and build its brand					

Thank You.