

# Role of Corporate Social Responsibility (CSR) Initiatives in Promoting Ethics and Marketing Related Outcomes of Companies: Towards a Conceptual Framework

Ms Ritika Sambyal

Research Scholar, Department of Commerce, University of Jammu

Jammu, Jammu and Kashmir, India

Email - sambyal.ritika7@gmail.com

**Abstract:** *The general trend of economic growth around the globe has continuously recorded an upward movement over the last three decades. Besides aspiring for an improved quality of life, stakeholders are also attentive towards ethical and philanthropic activities of enterprises. Due to this observable fact, research in the domain of corporate social responsibility (CSR) is growing in importance. CSR is the policy and practice of a corporate emphasising social involvement to satisfy social needs (Angelidis and Ibrahim 1993; Enderle and Tavis 1998). This study presents a framework that explains how Market Orientation (MO) influences Corporate Social Responsibility (CSR) initiatives of companies. It also outlines: 1) The moderating role of marketing capability (MC) and environment variables in explaining the relationship between MO and CSR. 2) How CSR initiatives of companies influences employees citizenship behaviour (ECB)/ philanthropic activities of employees. Several research implications are proposed based on the propositions highlighted in this article which paves the way for practitioners, scholars, firms, and marketers.*

**Key Words:** *Corporate Social Responsibility (CSR), Employees Citizenship behaviour (ECB), Ethical outcomes, Marketing Related outcomes.*

## 1. INTRODUCTION:

There is a burgeoning interest in the antecedents and consequences of CSR and a consensus has emerged that firms are often rewarded for being socially responsible (Margolis and Walsh 2003; Orlitzky, Schmidt, and Rynes 2003; Doh et al. 2010). Despite the recent economic recession and subsequent downturn of development activities in the national and foreign markets, the general trend of economic growth around the globe has continuously recorded an upward movement over the last three decades. Besides aspiring for an improved quality of life, consumers are also attentive towards ethical and philanthropic activities of enterprises in the home and foreign markets. In today's dynamic environment, CSR plays a very important role in defining the social/citizenship behaviour of employees working in the company's initiating social activities for different stakeholders. Due to this phenomenon, research in the domain of corporate social responsibility (CSR) is growing in importance. CSR is the policy and practice of a corporate emphasising social involvement to satisfy social needs (Angelidis and Ibrahim 1993; Enderle and Tavis 1998). In this regard, Lerner and Fryell (1998) stated that a firm's CSR initiatives should be in harmony with societal values and expectations. Polonsky and Speed (2001) identified three types of corporate social responsibilities, viz., sponsorship, cause-related marketing (CRM) and philanthropy. Sponsorship is a strategic investment, in cash or in kind, in an activity to exploit commercial potential in consonance with the sponsored entity or event (Lachowetz et al. 2002). CRM involves a company's promise to donate a certain amount of money to a non-profit organisation or to a social cause when consumers purchase its products/services (Nan and Heo 2007). Philanthropy indicates a firm's contribution towards a worthy cause because it wishes to be a good citizen without an expectation of a benefit in return (Shaw and Post 1993; Collins 1994). Also, CSR is considered as a key component of a firm's marketing initiatives because it fulfils consumer expectations, improves corporate performance and reputation and also helps worthy causes (Sen and Bhattacharya 2001; Nan and Heo 2007). Thus, CSR activities enhance a corporation's image, which subsequently results in customers' trust in its product (Turker 2009). Though most of the CSR initiatives fall in the category of discretionary or philanthropic, but some corporate emphasise on ethical practices for their stakeholders. Also, there is a general consensus that CSR is a key factor that significantly influences corporate image and success in the market. In order to maximise shareholders wealth, corporations need to convince their stakeholders (customers, community, employees, government, etc.) that the company is a good citizen in the society (Freeman 1984).

Among all the stakeholders, one important group which particularly influences firm's initiatives toward CSR activities is the customers (Du, Bhattacharya, and Sen 2010). Recognising the relevance world over, companies need to create a positive image in the market. However, the impact of CSR engagement on corporate image has yet not been explored so deeply or directly as most of the studies exploring CSR have concentrated only on few CSR initiatives and

performance link and CSR and reputation link (Adams, Licht, and Sagiv 2011; Muller and Kraussl 2011; Luo and Bhattacharya 2006; Lai et al. 2010).

Therefore, with these facts regarding CSR, the present study is designed to explore the role of market orientation in initiating CSR activities and the subsequent outcomes of these initiatives, viz., employees citizenship behaviour (ECB), ethical outcomes, and market related outcomes.

## 2. REVIEW OF LITERATURE:

Extant literature provides evidence of corporate social responsibility from different perspectives and their impact on different dimensions.

### 2.1 Corporate Social Responsibility (CSR)

CSR refers to organisational policies and initiatives that are influenced and operationalised by different stakeholders at three levels of analysis, viz., institutional, organisational and individual. We confirm the CSR definition given by Aguinis (2011, p. 855), which is adopted by others as well (Rupp 2011; Rupp, Williams, and Augilera 2010) as “context- specific organisational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance.” CSR incorporates both strategic and operative practices that a company initiate so as to create and sustain relationship with its numerous stakeholders and the natural environment (Surroca, Tribo, and Waddock 2010). Irrespective of their roles, Augilera et al. (2007) conceptualised that stakeholders have three main motives to pressurise firms for CSR engagement, viz., instrumental (i.e., self interest driven), relational (i.e., based on a concern with relationships among group members) and moral (i.e., based on a concern with ethical standards and moral principles). Companies who want to practice business more responsibly and who intend to contribute towards the interest of society often choose to implement CSR strategies. Many companies are incorporating CSR into their organisational ideals because they intend to improve their performance and company’s image. Consumers and employees of the companies play an important role in shaping CSR policies within an organisation. The core theme with respect to CSR is that firms have responsibility towards society, which gets extended beyond profit maximisation (Brown and Dacin 1997; Davis 1973; Matten and Moon 2008; Wood 1991). Firms’ obligation towards society beyond profit maximisation generally does not explain what these specific responsibilities are. In this regard, Carroll (1979, 2004) provided general description of firms’ social responsibilities by specifying four dimensions of CSR, viz., economic, legal, ethical and discretionary. First, firms have an institutional role of meeting consumptive needs via resource conversion and to do so efficiently and effectively, which is part of the economic dimension of CSR. Second, firms have a legal role to fulfil their economic mission within a legal framework, while complying with all in-effect laws. Third, with respect to ethics, firms have an obligation to abide by moral rules defining appropriate behaviours in society. Lastly, the discretionary dimension of CSR refers to business activities that are not required by law or are not mandated, but are expected by stakeholders as a demonstration of good citizenship. Thus, the CSR used in the present study is the degree to which a firm is demonstrating actions/outcomes that are directly related to its social responsibilities as defined by Carroll (1979, 2004).

### 2.2 Motivators

Chiu and Sharfman (2012) examined the effects of three different types of direct or indirect sources of visibility-industry visibility, visibility to multiple stakeholders and financial resources visibility-on a firm’s CSP and revealed a positive and significant relationship between visibility to stakeholders and the level of CSP by indicating that managers become more actively involved in socially responsive projects when they are under greater scrutiny by the various stakeholders in the institutional environment. Further, Tuan (2012) analysed the relationship among CSR, leadership, and brand equity and indicated that transformational leadership is significantly associated with ethical CSR. Moreover, Licht and Sagiv (2010) analysed the factors underlying board members’ orientation towards shareholders and stakeholders, i.e., whether and why some directors systematically favour maximising value for shareholders and whether personal values and roles contribute substantially toward predicting shareholderism among corporate elite members. Again, Muller and Kraussl (2011) investigated how a reputation for irresponsibility is related to the likelihood of disaster donations or corporate philanthropic disaster response and found that natural disaster has a significant negative impact on firm’s stock prices. This study found that the more a firm is known for bad deeds, the greater the drop in its market value and the greater the likelihood of engaging in corporate philanthropic.

#### 2.2.1 Market Orientation

Market orientation, being a frequently used term in the marketing literature, represents implementation of the marketing concept in actual practice (Grewal and Tansuhaj 2001). Market orientation is basically a set of activities

used for continuous monitoring, analysis and responsiveness to market changes, which arise due to increasingly rapid-changes in consumer preferences, faster technological advancement and growing competitive rivalry. Ruekert (1992) also clearly specifies that degree to which a firm obtains and uses customer-information will determine the level of market orientation. Also, market orientation has been widely accepted by scholars as the implementation of the marketing concept, as an organisational culture, or a mix of these two, i.e., marketing concept as well as organisational culture (Greenlay 1995; Han, Kim, and Srivastava 1998). Further, Narver and Slater (1990) defined market orientation as the business culture that most effectively creates superior value for customers, which consists of three behavioural components, viz., customer orientation, competitor orientation, and inter-functional coordination and two decision criteria-long term focus and profitability. Moreover, Qu (2007) investigated the determinants of CSR in China by focusing on the role played by three strategic variables, viz., government regulations, ownership structure and MO and observed that the market orientation (MO) is the most significant predictor of CSR, followed by government regulations.

### **2.2.2 Customer Orientation**

Customer orientation refers to the degree to which firms seek to understand and satisfy their core customers' needs (Donavan et al. 2004; Theoharakis and Hooley 2008), which include delivering products safely and reliably, helping customers to make the right purchase and providing responsive, fair and friendly after-sale service (Liao and Subramony 2008). Although customer orientation focuses on achieving superior customer satisfaction (Kirca et al. 2005), the process through which this is attained is congruent with the primary aim of CSR activities. Customer orientation reveals a firm's emphasis on meeting market needs (Han et al. 1998; Kirca et al. 2005).

### **2.2.3 Competitor Orientation**

Competitor orientation refers to a firm's use of its capabilities, strengths and weaknesses vis-a-vis its competitors. Competitor orientation is defined as a firm's efforts to monitor its rivals activities, resources, and capabilities and how the firm seeks to outperform its rivals or to remove its rivals from the competitive arena. Competitor orientation fosters an aggressive culture that emphasises winning and outperforming at any cost. Zhou et al. (2007), in the context of hotel industry, examined the role of customer and competitor orientations in global markets and also analysed whether MO is beneficial in all types of markets. The results indicate that customer orientation is more important in service-intensive industries, which reveals that customer orientation has a stronger effect in developed markets, and competitor orientation has a stronger performance impact in developing markets.

### **2.2.4 Employee Orientation**

Employees act as agents for social change when they push corporations to adopt socially responsible behaviour (Aguilera et al. 2007). Employee orientation reflects how a firm addresses the interests of its employees (Luk et al. 2005). Employee-oriented climate facilitates co-operative learning and knowledge sharing (Janz and Prasarnphanich 2003). Also, employee orientation enhances the effectiveness of a company's strategic response and eventually, its ability to satisfy customers consistently (Gounaris 2006).

## **2.3 Moderators**

### **2.3.1 Marketing Capability**

Marketing capabilities are defined as the integrative processes designed to apply the collective knowledge, skills, and resources of the firm to the market-related needs of the business, enabling the business to add value to its goods and services and meet competitive demands (Tuominen, Moller, and Rajala 1997). In the dynamic capabilities perspective, firms need to continuously build, integrate, and reconfigure their skills and abilities to adapt to their environment and sustain competitive advantage (Eisenhardt and Martin 2000). The most important capabilities in the area of innovation are exploitation, exploration, transformation (Atuahene-Gima 2005 and Ngo and O' Cass 2012). Exploration (innovation) refers to the development of new skills, knowledge, giving practical shape to new ideas etc. (March 1991); transformative capability reflects the dissemination of this new or refined knowledge within the organisation, in order to gain command over their existing or potential competitors and exploitation concerns the refining of existing capabilities. Also, firms with a strong MO encourage the acquisition of capabilities that facilitate linkage between what is to be delivered to customers in market place offerings and what customers expect from these offerings (Ngo and O'cass 2012).

### **2.3.2 Environmental Variables**

Environmental turbulence is conceptualised as unpredictable change in the external environment that affects the organisation's functioning. Its concept and types, i.e., market turbulence, competitive intensity and technological turbulence, are well accepted in the literature by majority of the scholars like Jaworski and Kohli (1993) and Murray, Gao, and Kotabe (2010). Market turbulence is the degree to which the composition of customers and their preferences

have changed over a period of time (Jaworski and Kohli 1993). Technological turbulence is the extent to which technology has changed in a particular industry (Jaworski and Kohli 1993). The intensity of competition in an industry is neither a matter of co-incidence nor bad luck. Rather competition in an industry is rooted in its underlying economic structure and goes well beyond the behaviour of current competitors. The state of competition in an industry depends on five basic competitive forces: (1) rivalry among existing firms, (2) threat of new entrants, (3) threat of substitute products, (4) bargaining power of suppliers and (3) bargaining power of buyers (Porter 1980). Ting, Wang, and Wang (2012) studied the moderating role of business environment variables between innovation strategies and business performance and revealed that environmental concerns appear to have a substantial impact on innovation strategy and performance.

## **2.4 Outcomes**

Waddock and Graves (1997) examined the relationship between Corporate Social Performance (CSP) and Corporate Financial Performance (CFP) and revealed that there is a positive relationship between CSP and CFP and CFP is a predictor of CSP. Also, Tuan (2012) indicated that ethical CSR would be associated with higher brand equity. Further, Alaoui Amine, Chakor, and Alaoui (2012) studied the impact of an ethical employee orientation in corporate performance based on the tools of relationship marketing and argued that an ethical climate within the company supports the creation of ethical behaviour of employees as well as ethical decision making. This climate is directly involved in corporate performance.

### **2.4.1 Employees Citizenship Behaviours**

Employees citizenship behaviour is employees' behaviour, which is discretionary and or not directly recognised by the formal reward system and promote the effective functioning of the organisation (Organ, Podsakoff, and Mackenzie 2006). It is an individual's useful and co-operative behaviour, which facilitates the lubrication of the social machinery of the organisation, decreases friction, enhances flexibility and leads to more efficiency (Smith, Organ, and Near 1983). The employees who behave citizenly in their organisations will do task, which is more than what they are supposed to do. Also, they do not ask for reward for doing all the extra tasks, yet will be happy enough seeing their organisation succeed (Yahaya et al. 2011). Further, Zaman et al. (2012) identified the factors that can determine the organisational commitment of employees by making them aware about their customers and competitors and revealed that satisfied internal customers/employees through internal marketing programmes are more inclined toward enhancing firm performance. Moreover, Turker (2009) examined the impact of corporate social responsibility on organisational commitment and revealed that CSR to social and non-social stakeholders, employees, and customers are the significant predictors of organisational commitment. .

### **2.4.2 Marketing Related Outcomes**

Marketing performance refers to a firm's perception about the outcomes that firm can achieve and represents indicators like sales, growth and market share (Merrilees, Thiele, and Lye 2011). Also, marketing performance concerns market place awareness and reactions to realise positional advantages. These may be viewed from customer, competitor, and internal perspectives (Day and Nedungadi 1994). From an internally oriented perspective, market performance is manifested in the subsequent effect of customer's behaviour as seen in terms of unit sales and sales revenue. From a competitor perspective, market performance is seen in terms of indicators such as share of wallet and market share. In the present study, marketing performance shall be measured through customer satisfaction, trust, commitment, loyalty, positive word-of-mouth, employees satisfaction, employees trust, employees commitment etc. Cheruiyot, Maru, and Muganda (2012) identified the differences in the perceptions of customer corporate social responsibility and customer related outcomes. The findings revealed that customer CSR and customer response outcomes are multidimensional and multifaceted constructs. Customer CSR was characterised by environmental social responsibility, customer attitude and orientation related dimension representing key dimensions whereas customer response outcomes were delineated as customer competitive potential, customer satisfaction, service quality potential and degree of marketability.

Again, Bashir, Hassan, and Azam Cheema (2012) identified the internal impact of corporate social responsibility activities over the employees of the organisations engaged in such activities and argued that employees reflect their perceptions about the CSR who believe that entire society, of which they are part, can perform well only when the corporate sector organisations play their role in promoting wellness of the society. Also, CSR activities on the part of an organisation attract more customers toward the company business and motivate the employees and leave positive effect over their performance and rate of retention with those organisations. Further, Jurisova and Durkova (2012) studied the impact of CSR communication on corporate image. Results indicate that effective communication of CSR activities should provide an understanding and recognition of the value of the company, which in the final phase has an impact on corporate identity and subsequently, on the corporate image. Moreover, Torres et al. (2012) investigated the effects of CSR practices with different stakeholders on global brand equity (BE), with an emphasis on role played



by credible CSR initiatives. The study demonstrated that a firm's CSR has a positive impact on BE, whereas CSR towards community and customer has indeed the largest effect on BE.

Again, Blomback and Scandeliuss (2013) explored whether corporate heritage as a component in planned communications can be important to foster a responsible corporate brand image among consumers and revealed that consumers perceive brands that communicate heritage in combination with CSR as more responsible than brands that do not, which ultimately develop corporate brand image. Recently, Bouvain, Baumann, and Lundmark (2013) compared the association between corporate social responsibility (CSR) and brand value and argued that brand value is positively related to CSR for the entire sample, but is associated distinctively with different CSR factors depending on the geographic markets.

### **2.4.3 Ethics Related Outcomes**

Ethical responsibility requires that businesses abided by the moral rules defining appropriate behaviours in the society. The community mostly looks upon CSR initiatives as a socially responsible behaviour in the ethical sense. Some companies argue that CSR can enhance profitability by reducing the risk of negative publicity, consumer boycotts and shareholder activism. Others make an ethical case for CSR, asserting that corporations have a moral obligation to people and the planet, which supersedes the singular pursuit of profit. Companies should conduct their business ethically and follow society's moral rules and thus, they can go beyond the minimum legal requirements and simply conduct business ethically and morally.

## **3. NEED OF THE STUDY:**

Pertinent literature on CSR motivators, moderators and outcomes reveals that till date substantial amount of work has been done on these three issues, however only very few studies have devoted their research efforts for identifying the relationship between market orientation and CSR directly or integrately. For, e.g. Zhou et al. (2007) revealed that customer orientation positively affects organisational performance, but competitor orientation and inter-functional orientation don't have any significant impact on performance. The research focused only on customer and competitor orientation, therefore future research can be conducted by incorporating employee orientation as well.

Lai et al. (2010) found that CSR has positive impact on industrial brand equity, corporate reputation, and brand performance. Also, corporate reputation has positive impact on industrial brand equity, and brand performance. However, the study is limited to industrial buyers only and thus, ignored other stakeholders. Therefore, future research can be pursued by investigating the influence of other stakeholders on the outcomes of CSR initiatives of company. Also, the research was concerned only with the buyers' perceptions about suppliers' CSR activities, not actual CSR activities. Therefore, future research can weed out this research gap by analysing actual CSR activities of the concern. Brik, Rettab, and Mellahi (2011) demonstrated that CSR moderates the impact of market orientation on business performance. More specifically, CSR moderates the association between customer orientation and business performance, it does not moderate the association between competitive orientation and inter-functional coordination and performance. However, additional in-depth case studies are needed to fully understand the dynamics and processes through which CSR and market orientation put significant impact on performance. In future, other performance indicators such as customer satisfaction, customer trust, loyalty, employees citizenship behaviour and ethical outcomes etc can also be included so as to have an appraisal of non-financial performance.

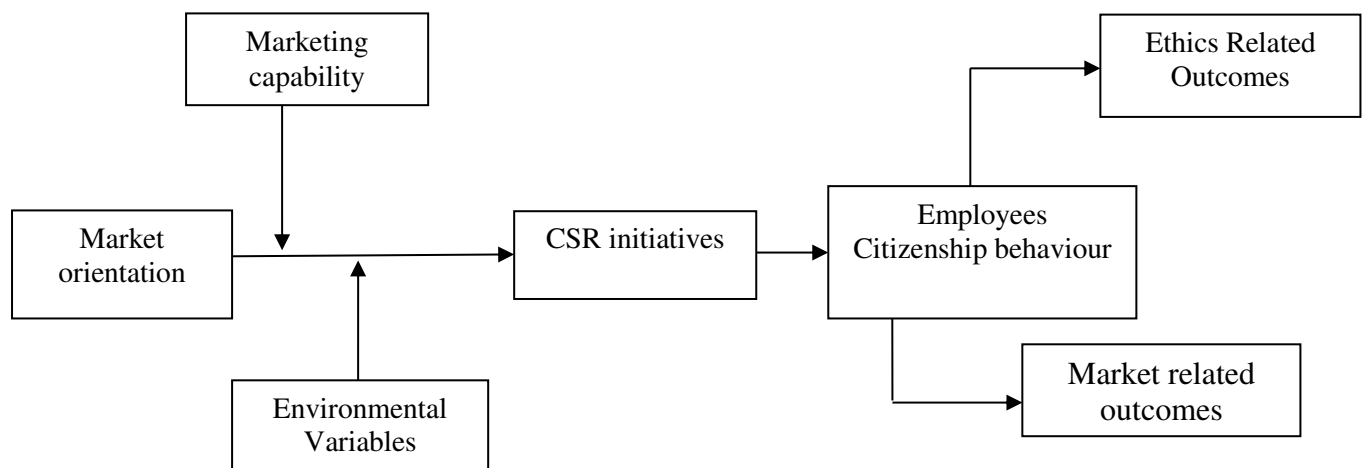
Galbreath and Shum (2012) found the mediating role of reputation and satisfaction between CSR and CFP. However, the study included only reputation and satisfaction as mediators; therefore, future research should be conducted by studying more mediators (viz., employees' citizenship behaviour) between CSR and CSR outcomes. Chiu and Sharfman (2012) revealed a positive and significant relationship between visibility to stakeholders and the level of CSP by indicating that managers become more actively involved in socially responsive projects when they are under greater scrutiny by various stakeholders in the institutional environment, however the study included only ethical or morally driven motives of CSP, therefore in future, research is needed to examine marketing outcomes (viz., customer satisfaction, trust, loyalty etc.) along with ethical outcomes simultaneously, to explore how different types of motives interact with each other to influence subsequent CSP. Finally, Blomback and Scandeliuss (2013) argued that brand value is positively related to CSR for the entire sample, but is associated distinctively with different CSR factors depending on the geographic markets. The study compared East Asian and American markets whereas future studies can also include emerging markets such as Brazil, India and Russia.

Hence, the present study bridges all these gaps by analysing the impact of market orientation (comprises of customer orientation, competitor orientation, and employees orientation) on the CSR initiatives of a concern. Further, the impact of CSR initiatives on Employees Citizenship Behaviour shall also be explored in the present study. After reviewing the vast literature on CSR, it can be concluded that no study has been carried out to analyse the moderating effect of marketing capability and environmental variables on the relationship between MO and CSR initiatives. Therefore, the present study would weed out this gap as well. Further, both marketing and ethics related outcomes shall be analysed.

Therefore, the overall objective of the present study shall be to analyse the motivators, moderators and outcomes of CSR initiatives in context to Indian companies.

#### 4. RESEARCH PROPOSITIONS:

In the past several decades concept of “Corporate Social Responsibility” has been evolving as an important concept among the managers. Davis (1960) suggested that “social responsibility is a businessman’s decisions and actions taken beyond the firm’s direct economic or technical interest”. McGuire (1963) claimed that the businesses have responsibilities to society, which extend beyond economic and legal obligations. Davis and Blomstrom (1966) argued that corporate social responsibility is the consideration given over the whole social system and this whole social system consists of not only the society but other constituents as well. Therefore, CSR is considered as an organisation’s obligations to concern over its stakeholders inclusive of stockholders, workers, customers, suppliers, creditors, and community (Hay and Gray 1974). Customers have become socially sensitive (Maignan 2001) and have an expectation that company’s marketers have to be socially responsible.



**Figure 1: Proposed Research Model**

Market orientation is the process of value creation by identifying the needs and expectations of the customers (Narver and Slater 1990). It is considered as an antecedent of CSR (Maignan, Ferrell, and Hult 1999; Maignan and Ferrell, 2001). Market orientation is firm’s capability that is valuable, rare, imperfectly mobile and inimitable to provide a sustained competitive advantage. It is an important consideration in the implementation of business strategies (Kohli and Jowarski 1990). A growing number of empirical studies have verified that an improvement in the level of market orientation will lead to superior organisational performance (Slater and Narver 2000). Hence, it appears that market oriented firms must address CSR issues.

In this regard, Arshad, Mansar, and Othman and Arshad (2012) revealed that market oriented companies are more likely to meet the diverse needs of various stakeholders and consequently, have a positive impact on their performance. Also, Qu (2007) investigated the determinants of CSR in China by focusing on the role played by three strategic variables, viz., government regulation, ownership structure and MO and found that market orientation is the most significant predictor of CSR, followed by government regulations. The motivating factors behind CSR practices are keeping most valuable employees, controlling costs to enhance efficiency and protect environmental resources, the need to build trust and loyalty, strengthening brands, saving the planet, better relations with investors and government pressures. Thus, all this leads to the formulation of proposition-

**P1: Market Orientation (MO) significantly contributes to a firm’s corporate social responsibility (CSR) initiatives, viz., economic, legal, ethical, and discretionary responsibilities.**

One of the important factors affecting the organisation performance is business environment, which can be defined as conditions that are normally changing and unpredictable. Jaworski and Kohli (1993) extended the definition of business environment by including market turbulence, competitive intensity, and technological turbulence. Also, business environment is defined as the source of information (Duncan 1972 and Lawrence and Lorsch 1967). Fauzi, Svensson, and Rahman (2010) demonstrated that business environment can moderate the relationship between CFP and CSP. Further, Jaworski and Kohli (1993) revealed that market orientation is related to overall business performance and this relationship is moderated by environmental turbulence that is characterised by varying degrees of market turbulence, competitive intensity, and technological turbulence. Environmental context of an organisation is

likely to influence its level of market orientation. As a result, organisations in more competitive environment may be expected to be more market-oriented (Lusch and Laczniak 1987). Also, Allred and Swan (2005) demonstrated that external environmental factors moderate market orientation's effect on firm performance. Further, Lonial and Raju (2001) revealed that environmental uncertainty has a significant influence on the market orientation-performance relationship, although it does not appear to have a major impact on the two constructs separately. Fierce competition can decrease the number of choices a firm has for CSP through a reduction of profits (Van de Ven and Jeurissen 2005). As MO- business performance is moderated by the environmental variables, we can safely assume that CSR, being a social performance indicator is also influenced by these variables. Hence, we are postulating that environmental variables do moderate the MO- CSR link.

**P2: Environmental variables viz., Environmental Dynamism and environmental competitiveness moderate the relationship between MO and firm's CSR practices.**

Marketing capabilities have been defined as “the integrative processes designed to apply collective knowledge, skills and resources of the firm to market-related needs of the business, enabling the business to add value to its goods and services, adapt to market conditions, take advantage of market opportunities and meet competitive threats” (Vorhies 1998, p. 4). Marketing capabilities are pre-requisites of market orientation (Vorhies, Harker, and Rao 1999). Day (1994) argued that organisations can become more market oriented by identifying and building certain capabilities and identified three categories of capabilities, viz., inside-out; outside-in; and spanning capabilities. The inside-out capabilities (e.g. logistics, human resource management) are activated by market requirements, competitive challenges and external opportunities. These capabilities can be used to enhance the internal effectiveness of the firm. Outside-in capabilities (e.g. market sensing, customer linking) connect the organisation's processes to the external environment. These capabilities enable the organisation to compete by anticipating market requirements of competitors and by creating sustainable relationship with customers, channel members and suppliers. Spanning capabilities (e.g. strategy and price setting) are needed to integrate the inside-out and outside-in capabilities. Building and developing the capabilities of the organisation have gained the attention of both managers and theorists (Teece and Pisano 1994). In order to build and enhance innovation performance, a bundle of capabilities should be built and developed and marketing capability is one of the capabilities that strongly influence innovation performance of the organisation (Dutta, Narasimhan, and Rajiv 1999). Also, TQM practices provide the organisation with distinctive marketing capabilities, which in turn, lead to enhancement of its innovation performance (Weerawardena 2003), thus marketing capabilities mediate the relationship between TQM and innovation performance. Further, marketing capability of a firm is reflected in its ability to differentiate products and services from competitors and build successful brands, i.e., marketing capability improves brand value (Kotabe, Srinivasan, and Aulakh 2002). In addition, market oriented companies have distinctive marketing capabilities, which lead to superior organisational performance (Guenzi and Troilo 2006). In this regard, Booth and Philip (1998) argued that firms characterised by a greater market orientation will attain superior marketing competencies than their competitors in the market. Also, firms with greater customer orientation, competitor orientation, and inter-functional orientation (which are the variables of market orientation) will possess more superior marketing competencies than their competitors.

Firm's MO and marketing capabilities may interact to enable the firm to align its resource deployments with its market environment better than its rivals (Day 1994). It also requires that a rival acquires both the interconnected MO and marketing capabilities of a high-performing firm that bases its strategy on these conceptualised assets to be able to compete away its performance advantage (Helfat 1997). As marketing capabilities interact with MO to reap greater business performance, we assume that convergence of MO with marketing capabilities shall lead to more effective CSR initiatives.

**P3: Marketing capabilities (explorative, exploitative, and transformative) moderate the relationship between MO and a firm's CSR practices.**

In this changing environment, organisations always desire for employees who can engage in their jobs, demonstrate higher psychological attachment with their employer and engage in organisational citizenship behaviour (OCB). OCB is defined as an ‘employee's voluntary activities that may or may not be rewarded but that contribute to the organisation by improving the overall function or quality of setting in which work takes place’ (Cha, Chang and Kim, 2013). When employees perceive their organisation as exhibiting pro-social characteristics towards their stakeholders, it will also motivate them to display citizenship behaviour towards their organization as well (Cha et al., 2013). Also, management's responsibility is to adopt human resource practices which will enhance such positive attitudes and behaviours of employees, as they are essential attributes for the growth of any organisation. One such human resource practice is believed to be corporate social responsibility (CSR) (Crowther & Capaldi, 2008). Arevalo and Aravind (2011) define CSR as the ‘discretionary allocation of corporate resources towards improving social welfare that serves as a means of enhancing relationships with key stakeholders’. CSR helps the employees identify themselves with their organisation and mould their attitudes towards the organisation. The value of CSR is recognised by considering it as

one of the innovative initiatives to promote wellness of the employees and improve work attitudes (Rupp, Ganapathi, Aguilera and Williams, 2006).

Hansen et al., (2011) revealed that there is a positive relationship between perceptions of employees towards their organisation's CSR activities and intention to quit and exhibiting OCB. According to Social Identity Theory (SIT), if an employee feels proud of his/her organisation's social responsibilities towards various stakeholders, then it will lead to positive work attitudes (Peterson, 2004; Turker, 2009). Further, employees who are content with their organisation's social responsibility will display positive emotions, attitudes and behaviour, such as, engagement (Pivato, Misani & Tencati, 2007; Rupp et al., 2006), affective commitment (Grant et al., 2008; Hoeven & Verhoeven, 2013) and OCB (Cha et al., 2013).

The main underlying proposition is that organisation can influence its employee through their own ethical and responsible behaviour. The work culture built upon this sense of organisation's voluntary contribution toward a wide number of stakeholders could invite and encourage employee to adopt the same voluntary attitude and behaviour to their own fellow employees. Thus, based on the above discussions, the following proposition is made:

**P4: Corporate Social Responsibility (CSR) initiatives of companies significantly affect/influence its employee's citizenship behaviour.**

Organisational or employee citizenship behaviour (OCB) refers to individual's contribution in the workplace that goes above and beyond role requirements and contractually rewarded job achievements (Bateman and Organ 1983; Smith, Organ, and Near 1983). OCBs are beneficial to those organisations where satisfying customers require meeting and exceeding their expectations on a continuous basis. Researchers found that leaders' and supervisors' support can lead to employee citizenship behaviour because a social exchange relationship is developed between employees and their supervisors and improved quality of services driven by OCB automatically improves customer satisfaction and create loyalty (Organ 1988) and high loyalty leads to changes in the market share and profits for the concerned company (Wallace, Chernatory, and Buil 2011). In this regard, Podsakoff et al. (2000) stated that OCB contributes to organisational and team effectiveness. Also, in services marketing research a link exists between employee behaviours such as organisational citizenship behaviour and consumer behaviour (Bienstock, DeMoranville, and Smith 2003). More recently in the context of hotel services, Kim (2011) revealed that hotel identification affects organisation citizenship behaviour, which in turn positively affects customer satisfaction. OCB is an indicator of good job performance from both the individual and the organisational perspective (Dunlop and Lee, 2004). Thus, on the basis of above literature, we propose that:

**P5: Employees' citizenship behaviour significantly predicts marketing related outcomes such as customer satisfaction, loyalty, trust, commitment, positive word-of- mouth etc.**

Organisational ethics is a company's adoption of desired ethical standards and business practices. Some companies promote an ethical culture/climate by establishing positive values that influence organisational members' ethical beliefs and actions (Ferrell and Gresham 1985; Hunt and Vitell 1986; Hunt et al. 1989; Trevino 1986). Jin and Drozdenko (2010) revealed that the actions of managers at all levels have a direct effect on the ethical climate of the organisation. Considerable research has been done to understand the ethical and CSR attitudes and behaviours of marketing professionals (Hunt and Vitell 1986; Vitell and Paolillo 2004). Also, companies offer ethics code and training to increase employees' ethical conduct and further these programmes enhance individual work attitudes because ethical organisations are highly valued by employees. Socially responsible companies are viewed as ethical organisations and therefore, improve employees' job responses (Valentine and Fleischman 2008). Further, employee attitudes and behaviours are heavily influenced by how equitable they consider their organisation's actions to be (Byrne et al. 1994). From this, we conclude that if employees in the organisation are responsible towards the society or performing social responsibility, the ethical performance of that organisation improves. OCB has a potential for motivating employee to deliver high quality service (Bienstock, 2003), high organizational performance (Jung and Hong, 2008), internal career orientation (Deer, 2004), encourage teamwork and employee job satisfaction (Gonzalez and Garazo, 2005). Therefore, we propose that:

**P6: Employees' citizenship behaviour significantly predicts ethics-related outcomes such as respect for the individual, respect for the dignity and the right of each person in the organisation, to give the best customer service, etc.**

## 5. IMPLICATIONS AND FUTURE RESEARCH:

The conceptual framework provides many significant propositions that need further empirical scrutiny. Future research is required in order to test the model using a questionnaire survey among employees and managers of a particular industry sector, probably in the manufacturing sector. The manufacturing industry contributes to more social development because it consumes more resources (land, water, electricity, manpower, etc.) from the society. There is



evidence that many organisations have started implementing CSR in the last decades and thus creates pathway for the researchers to explore more on the new practices through qualitative study. The framework developed here shows that employees may perceive their organisational CSR activities as positive which may result in more positive attitudes and behaviour. Though many studies attempted to identify the same (Arevalo & Aravind, 2011; Shanmugam & Mohamed, 2011; Turker, 2009), this study is distinguishable from them as it includes various stakeholders which are the pillars of the organisations. This study also explores the role of employees citizenship behaviour which draws the attentions of many practitioners. The most important contribution of this framework is identification of marketing capabilities and environmental variables as moderators between market orientation (MO) and CSR activities. Since the CSR initiatives could enhance marketing related and ethics related outcomes of the companies (Blombäck and Scandeliuss, 2013). Therefore, in future mediating role of employees' citizenship behaviour (ECB) between CSR initiatives and ethics & marketing related outcomes could also analyse.

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#### **AUTHOR'S BIOGRAPHY:**

Ritika Sambyal is a PhD research scholar in the Department of Commerce, University of Jammu, India. She has an MPhil degree from the same university. Her area of specialisation is consumer behaviour and marketing.

**e-mail:** sambyal.ritika7@gmail.com