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# Internal corporate social responsibility and employees' commitments: A study of service firms in Delta State, Nigeria

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### Abstract

This study evaluated how internal corporate social responsibility influenced employees' commitments via descriptive survey design. Primary data (questionnaire) involving seventy-five (75) employees of five (5) service firms were sourced. Two (2) internal corporate social responsibility dimensions of work-life balance and training and development and three (3) employees commitment variants of affective, normative and continuance commitments were employed. Data obtained were analyzed using descriptive statistics (mean, standard deviation, and Pearson correlation), post-estimation statistics (variance inflation factor) and inferential statistics (multiple regressions). Based on the results of the multiple regression analysis, while the internal corporate social responsibility dimension of training and development significantly and favourably affects all of the employees' commitment dimensions, work-life balance significantly and adversely affects all of the employees' commitment dimensions. Given the findings, it was recommended that service organizations should intensify efforts aimed at enhancing and sustaining internal corporate social responsibility activities in areas of training and development and work-life balance. Interestingly, we found that work-life balance had an insignificant and negative influence on organizational commitment; hence management of service organizations should ensure a balance in employees' work and life; this can be done by allowing employees to go on leave and vacation, particularly when they have realized the most vital goals of the organization. This study contributes to knowledge by revealing that while the internal CSR dimension of training and development significantly and positively affects employees' commitments, work-life balance had significant and negative effects on employees' commitments among service organizations in Nigeria.

**Keywords:** Work-life, training, development, commitment

### Introduction

In recent times, contemporary organizations have been aggressive in areas of ensuring that their workforces' commitment and performance are enhanced and growth is sustained while undermining the implication of their activities on the employees. With the participation of both the local and international labour organizations, and human rights regulations among others, organizations are now obligated to pay gargantuan concern to corporate social responsibility (CSR), (Nguyen & Yves, 2016 and Powei, 2020) <sup>[28, 32]</sup>, where the organization should be socially responsible to the employee or workforce.

Organizations' management is making concerted efforts to act in accordance with the social frameworks in their activities; plausibly, this among other things has resulted to the amplified needs why organizations are striving to become socially responsible, not only to the environment and consumers but also to their employees as well (Trakaniqi, Beqiri & Beqiri, 2020; and Looor-Zambrano, Santos-Roldan & Palacios-Florencio, 2022 and Akpolo & Odiri, 2023) <sup>[39, 26, 21]</sup>. In both developed and developing countries, Nigeria inclusive, internal CSR is no longer an option for organizations, but an obligation for them (Ekwueme & Egbunike, 2013; Arubayi & Odiri 2023 and Sharma & Singh, 2022) <sup>[20, 3, 4, 8, 11, 12, 35]</sup>.

CSR symbolizes the activities relating to the social, environmental and governance (ESG) frameworks of an organization. There are two (2) components of CSR: External and internal CSR. While internal CSR are directly linked with the physical and/or psychological work environment of employees (which includes but not limited to work-family relationship, work-life balance, health/well-being of employees in addition to their training and development).

External CSR are issues linked with the environment, business partners, suppliers, the local communities and customers (European Commission, 2014) <sup>[22]</sup>; however, the internal CSR aspects of an organization is the centre of this study.

Furthermore, employees' commitment is the loyalty, allegiance and steadfastness of the workforce towards realizing the organization's goals and those relating to them. Singh and Misra (2021) <sup>[36]</sup>, argue that employees' commitment is a varying blend of the desires of the workforce (affective), employee cost (continuance) and obligation (normative). In this study, an empirical framework for examining the connection between internal CSR and staff commitment was constructed.

In the management literature, CSR and its effect on the performance of organizations have received robust academic researches (Ramdhan, Winarno, Kisahwan & Hermana, 2022 <sup>[34]</sup>, Arubayi, Eromafuru, & Egbule 2020, Loor-Zambrano, Santos-Roldan & Palacios-Florencio, 2022, and Hariramani, 2021) <sup>[5, 9, 26]</sup>. Although past research in other nations have demonstrated a significant association between internal CSR and employees' commitment (see Nguyen & Yves, 2016; Memon, Ghani & Khalid, 2020 and Slobodan, Nemanja, Agneš & Marko 2021, Arubayi 2023) <sup>[28, 27, 21, 3, 4, 8, 11, 12]</sup>, there are other studies that have found conflicting results (Quang, Thang & Thuong 2021, Odiri, & Akpocha 2023, Tiemo & Arubayi 2012 and Eman & Gamal, 2022) <sup>[33, 29, 21]</sup>.

While numerous studies have assessed the connection between internal and external CSR and employees' commitment and performance via secondary data, there is a small number of empirical studies that had assessed the relationship via primary data (questionnaire), particularly as it concerns service firms in Delta State of Nigeria. Consequent upon the above, in order to determine whether internal CSR will affect employees' commitment of service organizations in Delta State, Nigeria, this study used primary data (questionnaires).

In this study, two (2) internal CSR dimensions (such as work-life balance and training and development) and three (3) dimensions of employees' commitment (affective, normative and continuance) were employed. The study's significance rests on its anticipated empirical contributions to management literature and its goal to advance understanding of the relationship between internal CSR (training and development and work-life balance) and workers' commitment to the company in Nigeria.

Although earlier studies had focused on the connections between CSR and organizational and employee commitment, internal CSR studies are still understudied in Nigeria, and more importantly, it is still unclear how internal CSR initiatives affect employees' dedication to the company. It is crucial to note that management researchers did not take into account how employees felt about CSR initiatives; therefore, it would be beneficial to take into account how employees felt about internal CSR projects.

Additionally, it is thought that manufacturing companies who produce things that are harmful to society and emit trash into the environment participate in CSR projects to make their economic activities appear legitimate (Eman & Gamal, 2022) <sup>[21]</sup>. Contrarily, we argued that firms in service industries create less social hazards as manufacturing firms do; this has led us to presuppose that unlike manufacturing firms that produce goods detrimental to the society, service

firms might not be under pressure to engage in CSR. In consideration of this problem, this study seeks to examine how employees of service firms in Delta State of Nigeria respond to internal CSR in the context of a developing country.

### **The study was guided by the following research questions**

1. How closely do work-life balance and employees' commitment (affective, normative, and continuance) to service firms in Delta State, Nigeria, relate to one another?
2. How closely relates training and development to the level of commitment (affective, normative, and continuance) of employees of service organizations in Nigeria's Delta State?

### **Objectives of the study**

**This study's main goal is to look into how internal CSR affects employees' loyalty to service companies in Delta State, Nigeria. The specific objectives are**

1. To examine the relationship between work-life balance and employees' commitment (affective, normative and continuance) of service firms in Delta State of Nigeria.
2. To evaluate the relationship between training and development and employees' commitment (affective, normative and continuance) of service firms in Delta State of Nigeria.

### **Research Hypotheses**

**On the basis of the specific objectives of the study, the following research hypotheses were formulated**

**H<sub>01</sub>:** There is no significant relationship between work-life balance and employees' commitment (affective, normative and continuance) of service firms.

**H<sub>02</sub>:** There is no significant relationship between training and development and employees' commitment (affective, normative and continuance) to service firms.

### **Review of Related Literature**

#### **Internal Corporate Social Responsibility (CSR)**

The idea of CSR has been well-defined in management literature. CSR, as described by Aggarwal and Jha (2019) <sup>[1]</sup> is an organization's commitment to enhance its environment, social and governance frameworks by employing diverse business practices towards offering equal and sustainable benefits for the stakeholders involved. To Bana, Shaker and Husam (2019) <sup>[13]</sup>, CSR is an organization's integrated framework for environmental, social and governance practices in their interface with all concerned stakeholders.

Internal CSR refers to the physical and/or psychological activities linked with employees' work environment (work-family relationship, work-life balance, suppliers, health/wellbeing of staff and training and development) (Nguyen & Yves, 2016) <sup>[28]</sup>. Similarly, to Chaudhary (2018) <sup>[15]</sup>, internal CSR are those activities or practices that relates with the well-being of the workforce. Internal CSR is found within the organization and is predominantly aligned with the core business and mission which can have a positive impact on the organization in areas of increased employee motivation, retention, productivity, and decreased

absenteeism (Eman & Gamal, 2022) <sup>[21]</sup>.

Studies suggested that internal CSR enhances employee commitment with the organization, since CSR also embraces employees' welfare and their families (Quang, *et al.*, 2021; and Hariramani, 2021) <sup>[33, 24]</sup>. According to Loo-Zambrano, *et al.* (2022) <sup>[26]</sup>, internal CSR activities seek to meet employees' expectations in areas of equity, work-life balance, health and safety, and training and development. In addition, internal CSR offers businesses real benefits like attracting and keeping talent (Memon *et al.*, 2020 and Slobodan *et al.*, 2021) <sup>[27]</sup>. The study employed work-life balance and training and development as its two (2) CSR dimensions.

### Dimensions of internal CSR of the study

Practically, ensuring a sound work-life balance for the workforce is a vital internal CSR activity for organizations. Work-life balance is concerned with all efforts by the organization to ensure an adequate balance between work and family. Flexibility in the workplace, fair working hours, and making sure that employees are not under excessive strain at the office all contribute to ensuring that the workforce has an adequate work-life balance (Slobodan *et al.*, 2021) <sup>[37]</sup>.

In contrast, corporations employ training and development as a human resource management (HRM) approach to raise the level of knowledge among their staff. According to Hariramani (2021) <sup>[24]</sup>, training refers to the practices of providing workshops, coaching, mentoring and other learning opportunities so as to inspire, challenge and motivate employees to execute assigned tasks/roles in the most impactful and efficient way. Development, according to Eman and Gamal (2022) <sup>[21]</sup>, is the process of giving the workforce the necessary skills to boost their effectiveness in the organization. Hence, firms that want to give their employees the abilities, information, and attitudes needed to carry out their duties must invest heavily in training and development.

Work-life balance and employee training and development have been found to increase employees' commitment and organizational performance in previous research (Nguyen & Yves, 2016; Chebet & Muturi, 2018, Irabora, 2019, Odunsi, Adeaga & Odeniyi, 2019, Powei, 2020 and Loo-Zambrano, *et al.*, 2022) <sup>[28, 31, 16, 25, 32, 26]</sup>. Unfortunately, there is a lack of empirical data on whether CSR has a major impact on workers' commitment in the service sector in Nigeria. This investigation seeks to close this hole in the management literature.

### Employees' Commitment

The senior management most frequently envisions CSR practices and workers' commitments to the organization as appropriate HR practices in the organization (Loo-Zambrano, *et al.*, 2022; and Hariramani, 2021) <sup>[26, 24]</sup>. Internal CSR strengthens employees' loyalty to the company, according to earlier studies. Organizations that place a lot of focus on internal CSR are more likely to have employees who are emotionally attached to the organization, according to Hariramani (2021) <sup>[24]</sup> and Memon, *et al.* (2020) <sup>[27]</sup>. Other writers (Slobodan *et al.*, 2021; Quang *et al.*, 2021 and Eman & Gamal, 2022) <sup>[21, 33]</sup> have demonstrated that internal CSR fosters relationships of social exchanges of reciprocity between the staff and the organization, in which the workforce feels affection and

good intents towards the organization.

Employees' commitments refer to an employee's loyalty to the organization's goals, aims, acknowledgement and acceptance of its corporate values (Eman & Gamal, 2022) <sup>[21]</sup>. The emergence of employees' commitment is based on some sorts of Behavioural expressions, which in management literature have been described as affective, normative and continuance commitments. Affective commitment entails personal experiences and job-related attributes (Zhong, Wayne & Liden, 2016; and Eman & Gamal, 2022) <sup>[21]</sup>; continuance commitment is the perseverance of employees and organizations to maintain social-exchange relationships (Grobler & Bruyn, 2018; and Loo-Zambrano, *et al.*, 2022) <sup>[23, 26]</sup>; and normative commitment is organization's eagerness to offer incentives (financial and non-financial) for the workforce (Nguyen & Yves, 2016 and Grobler & Bruyn, 2018) <sup>[28, 23]</sup>.

Regarding employees' commitments, some studies (see Loo-Zambrano, *et al.*, 2022; Eman & Gamal, 2022; and Slobodan, *et al.*, 2021) <sup>[21, 26]</sup> found that this construct was a one-sided concept hence, other studies (Nguyen & Yves, 2016, Singh & Misra, 2021 and Ramdhan, *et al.*, 2022) <sup>[36, 34]</sup> institute a multidimensional nature of the variables of employees' commitment (affective, normative and continuance) in assessing their relationship with internal CSR. Hence, this study conforms to the views shared by Nguyen & Yves (2016) <sup>[28]</sup>, Singh and Misra (2021) <sup>[36]</sup>, Ramdhan, *et al.* (2022) <sup>[34]</sup> in assessing how the multidimensional nature of affective, normative and continuance commitments are influenced by internal CSR.

### Theoretical Framework

The Stakeholders Theory, which Freeman (1984) supported, served as the study's theoretical foundation. In line with the theory, a corporation has a variety of stakeholders, including management (principal), wealth owners (principal), and other crucial stakeholders like employees, suppliers, customers, the government, and local communities. To fulfil the requirements of all stakeholders, the organization must play a key role (Aggarwal & Jha, 2019) <sup>[2]</sup>. The theory states that management must satisfy the interests of stakeholders who are involved in the organization's operations, and this can be done by the organization's CSR practices or activities (Nguyen & Yves, 2016) <sup>[28]</sup>.

Consequently, organizations hold a high level of responsibility to the diverse stakeholders, which can be environment, society and governance and every stakeholder has their diverse needs that must be satisfied (Singh & Misra, 2021) <sup>[36]</sup>. The theory is pertinent to the study because it suggests that management can increase employees' allegiance to the company by meeting their needs by creating a healthy work-life balance and putting in place effective and efficient training and development procedures. Therefore, a firm is considered as socially responsible when management is able to implement and meet with employees internal CSR needs.

### Empirical Studies

Unlike the considerable research on how external CSR affects employee commitment, performance, and organizational growth, there are few studies in the management literature that examine the relationship between internal CSR and employees' commitment in both developed and developing nations. Ramdhan *et al.* (2022)



<sup>[34]</sup> employed a sample of 289 employees in Indonesia to investigate the predictive nature of internal CSR in relation to employee commitment. By utilizing a questionnaire as the primary data collection tool, the results obtained through structural equation modelling (SEM) indicated a rise in normative commitments and their consequential impact on adaptive performance. Moreover, the study showcased that the presence of internal CSR influences the association between service motivation and normative commitments.

In their investigation of the link between CSR initiatives and employee commitment in Ecuador, Loo-Zambrano *et al.* (2022) <sup>[26]</sup> explored the role of intrinsic motivation and organizational trust as potential mediators. A sample of 318 employees took part in the survey, and the SEM results revealed a positive and substantial association between CSR initiatives and organizational trust and intrinsic motivation. Furthermore, the study demonstrated that CSR activities have an indirect impact on organizational commitment through the mediating factors of organizational trust and intrinsic motivation.

Eman and Gamal (2022) <sup>[21]</sup> looked at how affective commitment and turnover intention were impacted by internal CSR in Egypt and whether or not self-concept acted as a mediating factor. Internal CSR has an impact on emotional commitments and turnover intentions, according to SEM results from a survey of 199 questionnaires. While legal CSR showed a strong negative influence on turnover intentions, philanthropic CSR stood out for its substantial and positive impact on affective commitment.

Haramani (2021) <sup>[24]</sup> investigated how CSR influences employee relations in the Philippines, considering employee motivation as a mediating factor. A total of twenty (20) employees participated in the study and provided responses to the questionnaire, which was the main instrument used to gather information. SEM and descriptive multiple linear regression were used to evaluate the data. The study's results showed that CSR has a notable and beneficial influence on employee motivation. Additionally, it was observed that CSR does not act as a mediator in the association between employee relations and employee motivation.

The relationship between employee performance in Europe and the CSR of multinational firms was examined by Singh and Misra in 2021<sup>[36]</sup>. The main method used to gather data on employees of multinational corporations in a few chosen European nations used questionnaires. The hierarchical regression analysis revealed a significant and favorable effect on employee performance as a consequence of embracing CSR initiatives or practices.

Using a sample of 250 employees, Slobodan, Nemanja, Agne, and Marko (2021) <sup>[37]</sup> investigated the connection between CSR, employee commitments, and organizational success in Serbia. The panel-least square and SEM analyses revealed compelling evidence of a positive and substantial association between corporate social responsibility (CSR) and employee commitment, with employee commitment playing a constructive mediating role in the relationship between CSR and organizational performance. Interestingly, the data did not provide support for a direct connection between CSR and organizational performance.

210 surveys were used by Quang, Thang, and Thuong (2021) <sup>[33]</sup> to assess the impact of CSR on employee loyalty in Vietnam. The panel-least square and SEM results demonstrated that CSR had no direct impact on employees' loyalty; nevertheless, employees' perceptions of pride and

dedication do not mediate this link.

Powe (2020) <sup>[32]</sup> conducted an assessment of the impact of CSR on organizational performance within foreign oil corporations operating in the Niger Delta region. Questionnaire was the major instrument of data collection which was administered on 270 employees of international oil companies. The multiple regression analysis yielded results indicating a positive and significant link between CSR and organizational performance.

Memon, Ghani and Khalid (2020) <sup>[27]</sup> assessed the impact of internal CSR on employees' engagement via a mediation-moderation mechanism in Pakistan using 300 questionnaires. Data collected were analyzed via confirmatory factor analysis and SEM. Results showed that CSR has a direct impact on employee engagement. Additionally, the SEM results showed that trust played a constructive mediating function in the relationship between internal CSR and employee engagement, but that leader-member interchange had no discernible impact.

First, there aren't any empirical studies that have examined the connection between internal CSR and employees' commitment in Nigeria. This is one of the research gaps that has been noted in the literature. Second, while there is much discussion about what organizations should do to become socially responsible, empirical evidence on internal CSR practices that are in line with the long-term interests of the workforce is lacking, according to the literature, in the areas of work-life balance, training, and development.

Third, most studies on CSR were carried out using manufacturing organizations, given the enormous hazards they pose to the environment. However, we argued that organizations in the service industry create less social hazards as manufacturing firms; this has led us to presuppose that unlike manufacturing organizations that produce goods detrimental to the society, service organizations may not be under pressure to engage in internal CSR hence one of the reasons for the lack of researches on service organizations in Nigeria.

## Research Methods

The study used the survey research design which is considered as first-hand source of data. In view of this, the study used primary data (questionnaire), which was administered on employees of five (5) service organizations in Nigeria but domiciled in Delta State. The study population comprised of the employees of the five (5) service organizations in Delta State, Nigeria. As of December 31, 2022, there were one hundred and sixteen (116) employees of the selected service firms in Delta State (The Human Resource Department of the Organizations, 2021). The five (5) service organizations are Zumax Nigeria Limited, Weafri Well Services Company Limited, Fisomah Services, Dukoria International Limited, and Fenog Based One Limited. Given the Taro-Yamane sampling size determination computation, ninety (90) employees formed the sample size of the study.

The major research instrument of data collection was the questionnaire. The questionnaire was designed to elicit responses on internal CSR dimensions (work-life balance and training and development) and employees' commitment (affective, normative and continuance). The study adopted the questionnaire to obtain data on the dependent variable (employees' commitment) and independent variable (internal CSR). To structure the questionnaire, it was

divided into two (2) segments. The initial section captured the socio-demographic details of the respondents, employing a closed-ended format. The subsequent section explored thematic aspects concerning the study's dependent and independent variables.

The questionnaire was designed on a 5-point Likert scale of Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1). Furthermore, to mitigate respondent fatigue, the questions were carefully crafted to maintain essential information while ensuring precision. Thus, content of the questionnaire was limited to a few relevant questions that sought to have a direct impact on the study objectives while answering research questions as well as in testing the research hypotheses of the study.

The Cronbach Alpha reliability method was used to show the level of reliability of the research instrument (see Table 1).

**Table 1:** Cronbach Alpha Reliability Results

Variables	Sign	Alpha
<b>Internal CSR Variables</b>		
Work-life Balance	+	0.8140
Training and Development	+	0.7650
<b>Employees' Commitment Variables</b>		
Affective Commitment	+	0.8612
Normative Commitment	+	0.8240
Continuance Commitment	+	0.7543

Source: Researchers' Computation via STATA 16.0 version

The study used both descriptive and inferential statistical techniques in the analysis of the data. The descriptive

**Data Analysis and Results**  
**Preliminary Analysis**

**Table 2:** Demographics of Respondents

Demographic Variables	Categories	Percent = 100%
Gender	Male	42(56.00%)
	Female	33(44.00%)
	Total	100.00%
Marital Status	Single	29(38.67%)
	Married	46(61.33%)
	Divorced	-
	Separated	-
	Widowed	-
	Total	100.00%
Level of Education	WASC/SSCE/GCE	22(29.33%)
	NCE/ND	29(38.67%)
	B.Sc./HND	24(32.00%)
	PGD/M.Sc./PhD	-
	Total	100.00%
Tenure of Employment	< 1Year	11(14.67%)
	1-2years	28(37.33%)
	3-5years	31(41.33%)
	6-10years	5(6.67%)
	> 10years	-
	Total	100.00%

Source: Researchers' Computation via STATA 16.0 version

The demographics of respondents showed that out of the 75 respondents, 56% are males while 44% are females. Majority of the service organizations in Delta State have employees with work experience between 3-5 years

statistics comprised of the mean, standard deviation, minimum, and maximum values, skewness, kurtosis and Pearson correlation while the inferential statistics comprised of variance inflation factor (diagnostic test) and multiple regression. The validation of the research hypotheses in the study was based on the results obtained from multiple regressions. The analysis was carried out via STATA 16.0 statistical software.

The following empirical models were generated based on the study's dependent and independent variables to look at the connection between internal corporate social responsibility (CSR) and workers' dedication.

$$\text{EmpCom} = F(\text{WKLB}) \text{ eq. 1}$$

$$\text{EmpCom} = F(\text{TADV}) \text{ eq. 2}$$

**Equations 1-2 were rewritten in their econometric forms as follows**

$$\text{EmpCom}_i = \eta_0 + \eta_1 \text{wklb}_i + \sum_1 \text{eq.3}$$

$$\text{EmpCom}_i = \eta_0 + \eta_2 \text{tadv}_i + \sum_1 \text{eq.4}$$

Where: I are employees (respondents) of service firms; *EmpCom* is employees' commitment (affective, normative and continuance dimensions of employees' commitment); *wklb* is work-life balance; *tadv* is training and development; and  $\sum$  is error term (other variables not captured in the model). Furthermore,  $\beta_1$ - $\beta_2$  are coefficients of proposed estimates. A-priori expectations are as follows:  $\beta_1 > 0$ ,  $\beta_2 > 0$ , which implies that a unit increase in internal CSR will result in an increase in employees' commitment (affective, normative and continuance).

(41.33%) and 1-2 years (37.33%). Also, about 29(38.67%) and 24(32%) of the workforce had obtained NCE/ND and bachelor's degree respectively, and the majority of the respondents are married (61.33%) and single (38.67%).

**Table 3:** Descriptive Statistics Summary

S/N	Items	Mean	Std. Dev.
1	Affective Commitment ( <i>Aff</i> )	2.799	0.4460
2	Normative Commitment ( <i>Norm</i> )	2.984	0.4305
3	Continuance Commitment ( <i>Cont</i> )	2.827	0.3806
4	Work-life Balance ( <i>Wklb</i> )	2.544	0.4502
5	Training and Development ( <i>Tadv</i> )	2.931	0.3610

Source: Researchers' Computation via STATA 16.0 version

The selection of service organizations in Delta State, Nigeria is shown in Table 3 together with a summary of descriptive statistics on the internal CSR dimensions of work-life balance, training and development, and employees' commitment (affective, normative, and

continuity). The outcome demonstrated that all five (5) items scored above the 2.50 cut-off point of mean, indicating that respondents believed the five (5) items to be appropriate metrics for determining the relationship between internal CSR and employees' commitment.

**Table 4:** Pearson Correlation Matrix

	Aff	Norm	Cont	Wklb	Tadv
Affective Commitment ( <i>Aff</i> )	1.0000				
Normative Commitment ( <i>Norm</i> )	0.0145	1.0000			
Continuance Commitment ( <i>Cont</i> )	0.0230	0.0410	1.0000		
Work-life Balance ( <i>Wklb</i> )	-0.0170	-0.0135	-0.0136	1.0000	
Training and Development ( <i>Tadv</i> )	0.0521	0.0261	0.0242	0.0247	1.0000

Source: Researchers' Computation via STATA 16.0 version

The Pearson coefficients (refer to Table 4) revealed a positive correlation between employees' commitment (Affective - *aff*; normative - *norm*; continuance - *cont*) and the internal CSR dimensions (work-life balance - *wklb* and training and development - *tadv*). However, there was a negative correlation observed between work-life balance and the dimensions of employees' commitment in the study.

The significant finding indicates that service organizations effectively utilized training and development to promote higher levels of employees' commitment. Conversely, they faced challenges in maintaining a balanced work-life for employees, leading to the negative values associated with the employees' commitment dimensions (*Aff* = -0.0170; *Norm* = -0.0135; *Cont* = -0.0136).

**Diagnostic Results**

**Table 5:** Variance Inflation Factor (VIF)

Parameters	VIF	I/VIF
Work-Life Balance ( <i>Wklb</i> )	0.93748	1.06668
Training and Development ( <i>Tadv</i> )	0.84738	1.18010
Mean VIF		1.12339

Source: Researchers' Computation via STATA 16.0 version

From Table 5, the mean VIF is = 1.1.12339, which did not exceed the standardized VIF level of 10.0, indicating that there is the absence of a multicollinearity problem in the

empirical model of internal CSR and employees' commitments.

**Test of Research Hypotheses**

**Table 6:** Multivariate regression for work-life balance (*Wklb*) and Employees' Commitment (*Aff*, *Norm*, & *Cont*)

Equation	Obs.	Parms.	RMSE	R-Sq.	F-Value	P-value
Affective ( <i>Aff</i> )	75	2	3.2222	0.741	7.1839	0.0000
Normative ( <i>Norm</i> )	75	2	0.4944	0.613	5.2929	0.0000
Continuance ( <i>Cont</i> )	75	2	1.3399	0.622	4.0837	0.0001
Parameters			Coeff.	Std. Error	t-value	P-Value
Work-Life Balance ( <i>Wklb</i> )			-0.5256	0.6558	-6.0931	0.0000
Constant			0.5010	0.1215	9.6710	0.0000

Source: Researchers' Computation via STATA 16.0 version

In Table 6, we presented the multivariate regression results for work-life balance (*Wklb*) and employees' commitment dimensions (Affection: *Aff*; Normative: *Norm*; and Continuance: *Cont*). The results revealed that the values of R-squared were 0.741%, 0.613% and 0.622% for affective commitment (*Aff*), normative commitment (*Norm*) and

continuance commitment (*Cont*) respectively. This indicates that the independent variable (Work-Life Balance - *Wklb*) explained about 74%, 61% and 62% of the systematic variations in the dependent variables (*Aff*, *Norm*, and *Cont*). Furthermore, the F-statistics (DF=2, 73, f-ratio =7.1839 – *Aff*); (DF = 2, 73, f-ratio = 5.2929 – *Norm*); and (DF =2, 73,

f-ratio=4.0837) with p-values of 0.0000, 0.0000 and 0.0001 revealed that the results are significant at 5% level which means that work-life balance significantly affects employees' commitments. Besides, an increase in work-life balance will lead to 52% increase in employees' commitments as shown in the coefficients. In addition, the results (t-value = -6.0931) appeared to carry a negative sign; an indication that there is a negative link between work-life

balance and employees' commitments.

### Decision

The result (as indicated in Table 6) led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis, revealing a noteworthy and adverse link between work-life balance and employees' commitments (affective, normative, and continuation) in service firms.

**Table 7:** Multivariate regression for training and development (*Tadv*) and Employees' Commitment (*Aff*, *Norm*, & *Cont*)

Equation	Obs.	Parms.	RMSE	R-Sq.	F-Value	P-Value
Affective ( <i>Aff</i> )	75	2	3.2186	0.7740	5.3901	0.0000
Normative ( <i>Norm</i> )	75	2	0.4943	0.6310	4.8740	0.0001
Continuance ( <i>Cont</i> )	75	2	3.2064	0.6048	7.8116	0.0000
Parameters			Coeff.	Std. Error	t-value	P-value
Training and Development ( <i>Tadv</i> )			0.4234	0.2826	9.3034	0.0000
Constant			0.8440	0.2460	12.048	0.0000

Source: Researchers' Computation via STATA 16.0 version

In Table 7, we presented the multivariate regression results for training and development (*Tadv*) and employees' commitment dimensions (Affection: *Aff*; Normative: *Norm*; and Continuance: *Cont*). The results revealed that the values of R-squared were 0.774%, 0.631% and 0.6048% for affective commitment (*Aff*), normative commitment (*Norm*) and continuance commitment (*Cont*) respectively. This indicates that the independent variable (training and development: *Tadv*) explained about 77%, 63% and 61% of the systematic variations in the dependent variables (*Aff*, *Norm*, and *Cont*).

Furthermore, the F-statistics (DF=2, 73, f-ratio =5.3901 – *Aff*); (DF = 2, 73, f-ratio = 4.8740 – *Norm*); and (DF = 2, 73, f-ratio= 7.8116) with p-values of 0.0000, 0.0001 and 0.000 revealed that the results are significant at 5% level which means that training and development (*Tadv*) significantly affects employees' commitments. More so, the coefficients indicate that a growth in training and development corresponds to a noteworthy 42% increase in employees' commitments. Moreover, the results (t-value = 9.3034) showed a positive indication, indicating a favourable association between training and development and employees' commitments.

### Decision

The result (Table 7) led to the rejection of null hypothesis and acceptance of the alternate hypothesis, suggesting that there is significant relationship between training and development and employees' commitment (affective, normative and continuance) of service firms of service firms.

In recent times, there has been research interest on the factors that determine employees' commitments in Nigeria, the world over. This interest stems from the fact that managements are keen on knowing how employees' commitments to the organization can be enhanced. In fact, the debate in management literature is whether certain factors like internal corporate social responsibility(CSR) contributes significantly to influencing employees' commitment; more so, there is mixed research findings in this paper as regards the direction of the relationship between internal CSR and employees' commitments coupled with the lack of studies on the research themes.

Notably, the majority of empirical studies on CSR have examined how employees' commitments were impacted by

external CSR. Given the foregoing, this study reviewed whether internal CSR has a major impact on employees' loyalty to the company in Delta State, Nigeria's service sector. Findings showed that while work-life balance played a large and unfavourable impact on employees' commitments, internal corporate social responsibility dimension of training and development significantly and negatively affected employees' commitments. These findings corroborates with results of prior studies. For instance, results of training and development internal CSR and employees' commitments corroborate with the findings Nguyen and Yves (2016) [28]; Chebet and Muturi (2018) [16]; Irabora (2019) [25], Odunsi, *et al.* (2019) [31], Powei, 2020 [32], and Looor-Zambrano, *et al.*, (2022) [26] who found that there is positive relationship between CSR and employees' commitment. The results of work-life balance, on the other hand, are consistent with those of Quang *et al.* (2021) [33], and Eman and Gamal (2022) [21], who discovered a negative correlation between CSR and employees' commitment.

### Conclusion and Recommendations

This study assessed the relationship between internal CSR and employees' commitments of five (5) service organizations in Delta State, Nigeria. In order to do this, two (2) internal CSR and three (3) employees' commitment dimensions were employed and the survey research design involving seventy-five (75) service organizations was employed. Findings of the study showed that there is a significant relationship between internal CSR and employees' commitment among service organizations in Delta State, Nigeria although the relationship was found to be positive for training and development and negative for work-life balance.

Given the results, it was advised that service businesses step up their efforts to improve and maintain internal CSR initiatives in the areas of professional development and work-life balance. The management of service organizations should ensure a balance between employees' work and life. This can be done by allowing employees to take leave and vacation, especially when they have accomplished the most important goals of the organization. It is interesting to note that work-life balance had a negligible and adverse impact on organizational commitment.

This study contributes to knowledge by revealing that while internal CSR dimension of training and development



significantly and positively affects employees' commitments, work-life balance had significant and negative effects on employees' commitments among service organizations in Nigeria. Also, this study contributes to knowledge by filling the gap in the management literature on the relationship between internal CSR and employees' commitments, particularly as it concerns organizations in Nigeria.

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