



T.C.

ANKARA YILDIRIM BEYAZIT UNIVERSITY  
GRADUATE SCHOOL OF SOCIAL SCIENCES

**INTERNAL CORPORATE SOCIAL RESPONSIBILITY AND FEMALE  
EMPLOYEE OUTCOMES IN NIGERIA BANKS.**

MASTER'S THESIS

Betty ONOJAEFE

DEPARTMENT OF MANAGEMENT AND ORGANIZATION

Ankara, 2025.

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**Supervisor**  
**Dr. Safa Arslan**

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## APPROVAL PAGE

This is to acknowledged that this Master Dissertation with the titled “INTERNAL CORPORATE SOCIAL RESPONSIBILITY AND FEMALE EMPLOYEE OUTCOMES IN NIGERIA BANKS.” was prepared and submitted by Betty ONOJAEFE has been unanimous voted and accepted by Department of Management and Organization, Graduate School of Social Sciences, Ankara Yıldırım Beyazıt University.

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## DECLARATION

I hereby make a declaration that all academic material and data source for the completion of this thesis aligned with the ethics of the university. I also declare that all data utilized were properly referenced and cited in line with the standards of the university (23/06/2025).

Signature

Betty ONOJAEFE



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## **ABSTRACT**

This study interrogates the relationship that exist between Internal CSR and female employees outcomes within the context of Nigeria Banks. This study relied on quantitative data as data was sources from 130 participants from four Nigerian banks through the use of online survey questionnaire and cross-sectional research design. Finding from the study collectively reinforce the empirical model applied in the current study and underscore the strategic value of CSR practices tailored to internal stakeholders. The study contributes to existing literature and provide new insight to ongoing discourse on the impact of Internal CSR on job satisfaction, organizational commitment and career development. The study confirms that Internal Corporate Social Responsibility (ICSR) significantly enhances Job Satisfaction (JS) and Organizational Commitment (OC) among female employees in Nigerian banks. One of the noticeable challenges is that there is no linkage between Internal corporate social responsibility (ICSR) and employee wellbeing and career development was less definitive. Nevertheless, the study recommends Bank management should invest in employee career development initiatives by refining mentorship programs and ensuring employee assistance programs are accessible and impactful.

**5Key words: ICSR, Job Satisfaction, Organizational Commitment, Career Development, Nigeria Banks**

## ÖZET

Bu çalışma, Nijerya Bankaları bağlamında içsel firma sosyal sorumluluk uygulamaları ile kadın çalışanların çıktıları arasındaki ilişkiyi sorgulamaktadır. Bu çalışma, çevrimiçi anket soruları ve kesitsel araştırma tasarımı kullanılarak dört Nijerya bankasından 130 katılımcıdan elde edilen veriler nedeniyle nicel verilere dayanmaktadır. Çalışmadan elde edilen bulgular, mevcut çalışmada uygulanan ampirik modeli toplu olarak güçlendirmekte ve iç paydaşlara göre uyarlanmış içsel firma sosyal sorumluluk uygulamaları ile uygulamalarının stratejik değerini vurgulamaktadır. Çalışma, mevcut literatüre katkıda bulunmakta ve içsel firma sosyal sorumluluk uygulamaları ile iş tatmini, örgütsel bağlılık ve kariyer gelişimi üzerindeki etkisine dair devam eden söyleme yeni bir bakış açısı sağlamaktadır. Çalışma, İç Kurumsal Sosyal Sorumluluğun Nijerya bankalarındaki kadın çalışanlar arasında İş Tatmini (JS) ve Örgütsel Bağlılığı (OC) önemli ölçüde artırdığını doğrulamaktadır. Dikkat çekici zorluklardan biri, İç Kurumsal Sosyal Sorumluluk (ICSR) ile çalışanların kariyer gelişiminin daha az kesin olmasıdır. Bununla birlikte, çalışma, Banka yönetiminin mentorluk programlarını iyileştirerek ve çalışan destek programlarının erişilebilir ve etkili olmasını sağlayarak çalışan kariyer geliştirme girişimlerine yatırım yapmasını önermektedir.

**5Anahtar kelime: ICSR, İş Memnuniyeti, Kurumsal Bağlılık, Kariyer Gelişimi, Nijerya Bankaları**

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## **LIST OF ABBREVIATIONS**

ICSR	: Internal Corporate Social Responsibility
CSR	: Corporate Social Responsibility
OC	: Organizational Commitment
JS	: Job Satisfaction
CD	: Career Development
CFA	: Confirmatory Factor Analysis
SEM	: Structural Equation Model



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## CHAPTER ONE

### 1.1 Introduction

The idea behind multinational corporations engaging in socially responsibility activities has gained the attention of scholars for several decades. As Carrol, (1999) argued that the essence of corporate social responsibility (CSR) is anchored on the premise that business activities should be conducted on the basis of profit maximization, obeying the rules and regulation that governed the business environment and strive to be good corporate citizen. Thus, the central goal of any business organization CSR activities is grounded on social, environmental, economic and philanthropic outcomes (Aguilera et al., 2006). Based on this, human societies and businesses are considered interrelated variables because a successful business activities takes into consideration the benefits that accrual to shareholders, customers, communities and employees within a business environment (Russo and Perrini, 2010).

In today's world, it is evident that addressing societal needs and demands cannot be handled alone by the government in recent years most especially in developing countries (Carroll and Shabana, 2010). Hence, the intervention of the private sector contributes to the socio-economic development of the world in order to have a better society (Pallathadka and Pallathadka, 2020). This is why, Corporate Social Responsibility (CSR) now plays a major role in the business activities of business organizations across the world as policymakers now incorporate the private sector in their policy formulation and implementations.

According to Okafor et al. (2021) corporate social responsibility (CSR) is a management concept that involves businesses integrating social and environmental issues into their operations and interactions with stakeholders. It is also recognized as a corporate strategy in which companies actively work to operate in a way that enhances society and the environment rather than worsens it (Camilleri & Camilleri, 2017). According to Cheng et al. (2024), companies are considered environmentally and socially responsible when they demonstrate a dedication to moral business practices, accept accountability for the unfavorable effects of their actions, and care about the welfare of their workers, the communities in which they operate, and society at large.

The banking sector is not exempt from the general expectations of both communities and government. According to Kim and Kang (2013) one of the contributing factor for an increase in the demand for corporate social responsibility is the need for business

organization particularly the financial institution to have a positive reputation that influences their brand. Beside the technological advancements that aid the transformation of the banking sector, there has been an increased stakeholder awareness that touch around sustainable business practices that promote inclusiveness (Madsen & Rodgers, 2015). Thijssens et al., (2015) state that the demand for gender equality, social justice, fundamental human rights and labour rights has been on the increased as social movements continued to gained traction. These elements have raised public awareness and shaped public opinion, which has put more pressure on businesses to integrate social and environmental concerns into their operations. As a result, companies now operate in a market where stakeholders publicly demand their rights and are not only aware of them. Because of this knowledge, there has been a need to examine current business processes more closely and figure out how to modify them to better meet the needs of stakeholders (Ditlev-Simonsen & Wenstøp, 2013).

This has led to the development of a number of ideas, including corporate social responsibility (CSR), corporate citizenship, and corporate philanthropy, which all reflect businesses' awareness of and attempts to address stakeholders' social and environmental concerns (Carroll & Brown, 2018). Of the three, CSR is the one that is most frequently applied. The fact that the CSR movement is a fundamental business strategy that has improved companies' competitiveness in recent years rather than just being a token act of corporate generosity makes it an even more intriguing aspect of the movement (Zhang et al., 2020). On a global scale, business organizations have demonstrate considerable interest in CSR ideology by incorporating CSR into their business model as well as developing and implementing a number of initiatives that entails both the social and environmental aspects of CSR such as ethical responsibility, social and economic responsibility including governance, employee engagement, diversity and inclusion, and employee wellbeing (Saeed et al., 2023). There has been a spike in interest in the link between business profitability and corporate social responsibility (CSR) because of the widespread perception that incorporating social and environmental issues into corporate strategy might take precedence over profitability.

Globally, financial institutions are described as one of the driver of CSR initiatives (Fatma and Rahman, 2016). For instance, in a study conducted by Okwemba et al. (2014) the study interrogate the impact of CSR on the overall performance of Kenyan banks, in the same manner Kiliç (2016) examined the effects of CSR disclosure of Turkish banks. Meanwhile, the works of Usman and Amran (2015) and Adeleke (2014) focused on the practices and

implementations of CSR by the Nigerian banks. Although there has been a lot of study on corporate social responsibility (CSR) in the banking industry worldwide, none of the studies that are currently available that we analyzed have looked at how banks in developing markets enable women, an underrepresented demographic, to engage in the economy. Women can provide ideas that improve society's business endeavours (Jamali et al., 2017). Despite this potential, women's participation in financial institutions or banking sector is severely hampered by the fact that they are still disproportionately underemployed, or employed in a casual capacity as compared to males (Grosser, 2016). Similarly, women are an underutilized source of suppliers, clients, and innovators in numerous industries, including the banking sector (Johnstone-Louis, 2017).

Johnstone-Louis (2017) asserts that modern corporate social responsibility programs, including Walmart Women's Economic Empowerment Initiative and Coca-Cola's 5by20 initiative, focus more on gender issues. The former has helped over 3.2 million women in 92 countries attain financial empowerment. These are a few instances of business programs designed to empower women that have been started in wealthy nations. Both the media and lawmakers have praised these measures (Johnstone-Louis, 2017). Women in the banking industry face distinct obstacles to job satisfaction and professional growth. A pervasive issue is gender discrimination, where equally qualified women are denied top leadership roles (Terungwa, 2011). The "glass ceiling" prevents women from advancing, resulting in a lack of female executives.

The banking sector's long-standing male-dominated culture fosters environments biased against women in recruitment and promotion (Amaeshi *et al.*, 2007). The gender pay gap persists, with women earning less than men for the same work despite equal pay regulations (Adegboyega *et al.*, 2017). This wage gap represents deep-seated structural inequalities. Women bankers often report struggling to balance work and family obligations due to demanding jobs and long hours (Udu and Eke, 2018). Workplace harassment, subtle sexism, and discrimination also impact women's job happiness and mental health. Some women experience "mansplaining" and being ignored in meetings, hindering their participation and meaningful contributions. These factors collectively hinder the banking industry's progress toward gender equality. Therefore, Immediate systemic reform is necessary to promote women's involvement and empowerment (Hassan *et al.*, 2016).

In light of the paucity of research on the empowerment of women in sub-Saharan African with regards to the activities external CSR (ECSR) practices of organisations in developing countries. The internal corporate social responsibility (ICSR) practices of indigenous companies in developing countries are yet to be given equal attention as the ECSR practices. Specifically, there has been little research attention on the influence of Internal CSR on female bank employees in Nigeria and how this ICSR impact on the report productivity of the women within the context of a developing country like Nigeria. This study concentrated on Nigerian banks and their internal corporate social responsibility initiatives, with a particular focus on how these banks cater for their female employees.

## **1.2 Statement of the Research Problem**

Scholarship in Nigeria have devoted a considerable attention to the theory and practices of Corporate Social Responsibility (CSR) in Nigeria, however, in comparison CSR practices in Nigeria is still far from what is obtainable in developed world (Idowu, 2014; KPMG, 2011). Notables among these researchers includes (Adeyanju 2012; Mordi, et al., 2012; Adeleke 2014; Idowu, 2014) whose findings have contributed to the development of CSR practices in Nigeria. For instance, a research conducted by Mordi et al., (2012) show that CSR can be explained from three perspective based on experience in Nigeria. According to the study, CSR consist of three strands which includes compensatory, economic support and philanthropic activities or endeavour.

The authors stressed that compensatory activities entailed compensations and settlements handed over to members of a community who are directly affected by the business operations of an organization. A good example is a host community of an oil (Cruel) producing state. Whereas economic support fall under support for education and sponsorships of community program or sports events. While philanthropic activities involved making donations towards charity events and giving donations to the community.

Collaborating the views of Mordi et al., Coleman, (2016) note that most research work and activities around CSR in many developing countries most especially Nigeria focused on the three strands highlighted by the authors. The author contended that the focus on external features of CSR activities largely contributed to less attention given to the study of internal dimensions of CSR that are critical to the advancement of culture workplace and retention of competent workers or employees.

Implementing and promoting inclusive policies that support a diverse workplace is one way that corporate social responsibility initiatives help address and enhance efforts to reduce gender disparity (Grosser and Moon, 2019). Therefore, the majority of companies that engages in corporate social responsibility (CSR) activities support policy initiatives that promote gender equality, such as hiring and promotion practices that enable a number of women to enter and advance in the workforce. The main systemic problems with gender biases that hampered the ideals of equal opportunity for women in historically male-dominated sectors are addressed both directly and implicitly by the CSR-driven policies (Grosser and Moon, 2019).

According to Coleman, (2016), CSR policies provide employees privileges like parental leave and flexible work schedules, among other benefits that allow them to more effectively balance their career and family obligations. This ensures a commitment to gender equality. By minimizing the negative effects of career breaks which women encounter more frequently than men. This approach allows them to stay in the workforce longer and maintain their professional momentum. The majority of CSR initiatives, according to (Walters, 2021), help address the gender pay gap by enacting transparent salary structures that eliminate disparities between male and female employees' compensation.

CSR initiatives also contribute to gender equality by creating a welcoming atmosphere that supports a range of training and awareness-raising activities around unconscious prejudice (Uduji and Okolo-Obasi, 2019). This enhances gender diversity at leadership levels by promoting the essential shift in the company culture, respect, and equal treatment of female employees (Aguinis and Glavas, 2019).

Research work on internal CSR and the banking sector of Nigeria is minimal (Amaeshi et al, 2006); and the existing ones are generally focused on multinational companies and not indigenous local Nigerian organisations. This gap in literature creates the need to understand CSR from the banking perspective in Nigeria because of the contributions of commercial banks to the nation's economy. Therefore, this study will examines the practices and policies of ICSR in the banking sector which contribute to a better understanding of the practice of CSR from the perspective of developing countries in general and Nigeria in particular.

### **1.3 Research Questions**

In order to achieve the goal of this study, the research was guided by three main research questions. The questions are:

1. To what extent does the internal CSR practice in the Nigeria Banks contribute to female employees job satisfactions?
2. In what ways does internal CSR practice impact the career development of Nigerian female bank employees?
3. How does internal CSR contributes to organizational commitments of female employees in the Nigerian banking sector?

### **1.4 Purpose of the Study**

The essence of this study is to interrogate the practice of Internal Corporate Social Responsibility within the financial service sector in Nigeria. By focusing on how the outcome of internal CSR practices on female employees in the Nigerian banking sector. In the context of CSR, gender equality involves addressing disparities in opportunities, treatment, and outcomes for women and men. Research has highlighted the significance of incorporating gender-sensitive metrics into CSR reporting (Abiola, 2014). The study delved to the nitty-gritty of internal CSR and its impact on job satisfaction, organizational commitment and career development as it pertained to female employees' outcomes within the Nigerian banking sector.

## CHAPTER TWO

### LITERATURE REVIEW AND THEORETICAL FRAMEWORK

#### 2.1 The CSR Concept

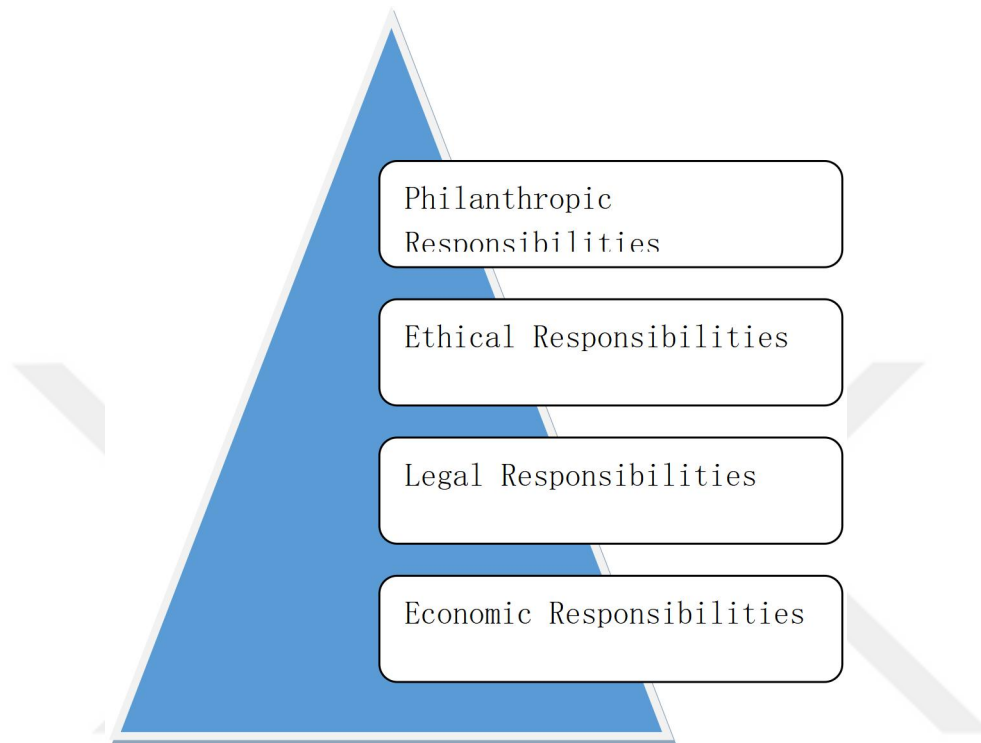
Corporate Social Responsibility (CSR) is a multifaceted concept that encompasses businesses voluntarily taking steps to benefit society beyond regulatory compliance (Flammer, 2015). CSR is about companies investing in community well-being through discretionary initiatives and resource sharing (Djelic and Etchanchu, 2017). This commitment includes developing and implementing social and environmental policies, respecting human rights, supporting education, reducing poverty, promoting infrastructure development, empowering women, and providing essential services like clean water, sanitation, and healthcare (Grigore *et al.*, 2017). By embracing CSR, businesses can balance economic goals with societal expectations, creating a more sustainable and equitable future (Berkowitz and Souchaud, 2019).

Fundamentally, CSR encompasses a wide range of complex topics pertaining to social and commercial behaviors (Dentchev *et al.*, 2017). CSR is known by various names, including public policy, corporate conscience, corporate accountability, social issues management, and corporate citizenship, as noted by Cashore *et al.* (2021) and Clark (1916). The core aspects of CSR encompass community engagement, supplier relationships, environmental conservation, employee welfare, human rights protection, and monitoring (Crane *et al.*, 2004). To achieve sustainability, CSR integrates economic, environmental, and social considerations (Davis, 1973). Furthermore, CSR involves addressing and resolving issues that a company has created, demonstrating a commitment to community problem-solving (Fox *et al.*, 2002).

According to Carroll's (1991), CSR pyramid, businesses have four key responsibilities:

1. *Economic responsibility: producing goods and services to meet societal needs while generating profits.*
2. *Legal responsibility: operating lawfully in all regions and capacities.*
3. *Ethical responsibility: meeting societal expectations beyond economic and legal obligations.*
4. *Philanthropic responsibility: enhancing the quality of life for employees, local communities, and society through voluntary efforts.*

Carroll's pyramid emphasizes the importance of integrating these responsibilities to ensure comprehensive CSR practices.



**Figure 1: Pyramid of CSR**

*Source: Carroll (1991)*

### **2.1.1 African and Western Corporate Social Responsibility Models**

Around 850 million people live on the African continent, which is home to 54 countries, many ethnic groups, and roughly 2,000 different languages (Dzansi and Chipunza, 2023). Malaria, HIV/AIDS, corrupt regimes, intercultural conflict, wasted foreign aid, and other complicated issues have all been faced by Africans (Liomi, 2014). As a result, CSR is required in Africa (Nyuur *et al.*, 2014), as it has the potential to address the continent's issues with development, public health, and governance.

The concept of CSR was first introduced to Africa through colonization in the 1800s. Since then, international initiatives like Band Aid and Live Aid have provided crucial support during times of crisis, such as the 1984 Ethiopian famine (Visser, 2014). However, these efforts often bypass African governments, leaving many countries struggling with economic and social development (Crane and Matten, 2007). Due to the West's inception of the CSR

agenda, there are both parallels and notable distinctions between CSR in Africa and the West (Dzansi and Chipunza, 2023). Because corporate social responsibility issues are need-based, they differ from nation to nation (Nyuur *et al.*, 2014). The idea of corporate social responsibility varies by country and culture as well (Nyuur *et al.*, 2014). Institutional CSR has its roots in political, economic, educational, labor, and cultural activities (Amodu, 2020).

Since the 1960s, Corporate Social Responsibility (CSR) has spread throughout Western industrialized nations. Globalisation and multinational corporations have driven its recent expansion into non-Western regions (Nyuur *et al.*, 2014). According to Rampersad and Skinner (2014), CSR is based on Anglo-American principles and was influenced by the West. Nonetheless, CSR helps both developed and developing countries advance economic growth and defend human rights, and it has become widespread in Africa (Rampersad and Skinner, 2014). However, Liomi (2014) claimed that the Western concept of corporate social responsibility has limitations in Africa. Africa has to pay more attention to corruption and a lack of accountability (Rampersad and Skinner, 2014). African CSR must encompass more than just monetary donations; it must also take human rights, equity, transparency, and environmental preservation into account (Liomi, 2014)).

### **2.1.2 Corporate Social Responsibility Practices in Nigeria**

The Nigerian government has not historically put any pressure on businesses to adopt and engage in CSR (Audu *et al.*, 2021). Nevertheless, as a result of CSR, Nigeria is now a signatory to ten UN human rights treaties (Akinyele and Ayo, 2022). The Nigerian National Planning Commission put into effect a “NEED” strategy in 2004 that called for the private sector to boost productivity, create more employment, and practice greater social responsibility (Usman and Amran, 2015). Several Nigerian companies signed the UN Global Compact network at the 12th Annual Nigerian Economic Summit, which took place in 2006 in Abuja (Solomon, 2016).

Ethical companies recognise CSR as a legal requirement, essential for maintaining profitability (Ikechukwu and Njoku, 2018). The Nigerian government emphasizes the importance of CSR, particularly in ensuring companies fulfill their legal and social obligations (Omoju and Omoju, 2019). Failure to comply may result in reduced government revenue. According to (Adeleke *et al.*, 2022), CSR practices by MNC leaders in Nigeria are a result of international pressure and violence. Nevertheless, CSR in Nigeria has traditionally been more like charity and has addressed health care, education, and poverty reduction

(Adeleke *et al.*, 2022). Because of Nigeria's indigenous culture, people feel obligated to take care of their extended family members. A business owner is therefore in charge of running the company and supporting the family (Adeleke *et al.*, 2022).

The effective CSR implementation requires genuine commitment from corporate executives. If taken seriously, government regulation and intervention would be unnecessary (Ikechukwu and Njoku, 2018). Unfortunately, many Nigerian businesses require reform, plagued by corruption and insensitivity (Babalola, 2017). However, some Nigerian business executives recognise the value of CSR and engage in structured initiatives (Kareem *et al.*, 2019). In pursuit of higher profit margins and respect, Nigerian company leaders should emulate Western business techniques, prioritizing CSR (Ikechukwu and Njoku, 2018). By adopting responsible business practices, Nigerian companies can contribute to sustainable development and enhance their reputation.

### **2.1.3 CSR: Internal versus External**

Corporate Social Responsibility (CSR) encompasses two primary approaches: external and internal. External CSR involves addressing social needs through business practices or charity outside the company (Bolton, 2020). This includes staff volunteerism (Gorski, 2020) and donations from consumer purchases (Fuller *et al.*, 2021). For external CSR to succeed, it must align with the organisation's mission and be a long-term commitment, emphasizing genuine relationship-building (Yin *et al.*, 2019).

Internal CSR, on the other hand, focuses on internal initiatives such as social justice campaigns, climate change programs (Ajala, 2021), diversity, equity, and inclusion initiatives, and employee well-being programs. Internal CSR promotes internal transformation, aligning corporate structures with contemporary societal expectations (Zhang and Zheng, 2018). Furthermore, Internal CSR helps brands reflect and respond to shifting public views on corporate responsibilities (Jia and Wang, 2019) and encompasses broader concepts, including an organisation's strength, expertise, teams, progress, family, and diversity (McWilliams and Siegel, 2021).

Unlike external CSR, internal CSR emphasizes the internal initiatives a firm takes to promote social change, rather than collaborating with non-profits or contributing to external social causes (Thompson and Qureshi, 2022). By integrating internal CSR, businesses showcase

their dedication to meaningful change, foster positive work environments, and enhance their reputation.

## **2.2. Banking Industry in Nigeria**

Financial sectors are vital to the progress of countries since they aim to stimulate economic expansion, and corporate social responsibility (CSR) is a crucial part of the banking industry (Central Bank of Nigeria, 2020). For the purpose of increasing production capability, the banking industry "mobilizes savings from surplus units and channels these funds to the deficit units of private industries" (Uadiale, 2015), acting as an intermediary in an economy. Due to obstacles, the Nigerian banking industry's growth has undergone institutional and structural changes (Sanusi, 2017). However, the challenges facing the banking industry in Nigeria are not a recent development.

### **2.2.1. The Nigerian banking industry's history**

The Nigerian banking industry has a rich and complex history that dates back to 1912, when the British colonial government introduced currency to facilitate trade and commerce (Sanusi, 2017). However, the initial purpose of these banks was to serve British interests, leaving Africans largely excluded from the financial system (Isaac, 2014). This exclusion was perpetuated by British nationals who dominated the economy following the abolition of the slave trade (Uchendu, 2016). In response to this marginalization, visionary Nigerians established the Industrial and Commercial Bank in 1929, marking a significant milestone in the country's financial history (Isaac, 2014). Unfortunately, poor management and embezzlement led to the bank's downfall, highlighting the challenges faced by indigenous financial institutions (Uchendu, 2016).

The 1950s saw a surge in indigenous banking, with 24 Nigerian-owned banks emerging between 1951 and 1952. However, only eight survived by 1954, due to factors such as unethical practices and lack of regulatory oversight (Donwa and Odia, 2011). This period also highlighted Nigeria's glaring need for financial regulation (Donwa and Odia, 2011). To address these challenges, the Nigerian government established the Central Bank of Nigeria (CBN) in 1952, empowering Nigerians to shape monetary policy, set management guidelines, and enforce regulations (Jafaru and Iyoha, 2012). While effective supervision and regulation are crucial, they alone cannot guarantee a bank's success (Jafaru and Iyoha, 2012).

Ibrahim Babangida, Nigeria's military president, implemented the Structural Adjustment Program in 1986 after following the World Bank's and the International Monetary Fund's recommendations (EJAAGR, 2015). The initiative aimed to boost economic growth by restructuring the economy, eradicating inflation, and reducing reliance on oil exports and imported commodities. According to Abdullahi (2007), the Nigerian government had to deregulate the banking industry, deregulate trade, rely on market forces for prices, and agree on a decided-upon exchange rate for the naira. The licensing of banks was so permissive (Soludo, 2006). According to (Soludo, 2006), the number of commercial and merchant banks with licenses increased from 40 to 120 between 1985 and 1992. According to Jafaru and Iyoha (2012), most of these banks bought and sold foreign exchange because of the various currency exchange rates in the government Inter Bank Foreign Exchange Market (IFEM) and the parallel market. In 2002, twenty banks were prohibited from trading on the foreign currency market for engaging in round tripping, an unethical form of insider exploitation (Isaac, 2014).

Nigeria's banking industry faces unique challenges, being “imperfect, underdeveloped, and characterized by low public and private sector understanding of banking operations” (Jafaru and Iyoha, 2012). To strengthen the industry, Central Bank of Nigeria (CBN) leaders should promote investment and CSR (Isaac, 2014). Nigeria's financial growth shares similarities with other developing nations, but its rapid expansion was uniquely fueled by oil wealth and foreign investment (Uchendu, 2016). Between 2004 and 2007, the Nigerian Stock Exchange experienced remarkable growth, with market capitalization increasing numerous times and bank stocks rising ninefold (Uchendu, 2016). However, this explosive growth created a financial bubble. To achieve long-term economic stability, Nigeria's banking sector and government must draw lessons from past crises and implement policies promoting resilience (Sanusi, 2010). The banking system's vulnerability stems from several underlying issues, including a challenging business environment, inconsistent regulatory enforcement, lack of transparency and disclosure in banks' financial reporting, and limited investor and consumer understanding (Sanusi, 2017).

Effective corporate social responsibility (CSR) practices are crucial in addressing these challenges. Transparency and disclosure are essential components of CSR in Nigeria's banking industry (EJAAGR, 2015). By prioritizing CSR, banks can foster trust, accountability, and stability, ultimately driving sustainable economic growth.

### **2.2.2 The Banking Industry in Nigeria Today**

Nigeria is regarded as a secure investment destination in Africa, attracting investors from around the globe (Enebeli-Uzor, 2024). The country's banking sector has shown significant growth, with 25 banks operating in 2006, including four among the top 10 best-performing banks in Africa and 20 among the top 100 (Ojong *et al.*, 2014). This is a remarkable improvement from 2005, when 90% of Nigerian banks had a poor image prior to consolidation (Ebiefie *et al.*, 2014).

Notably, Guaranty Trust Bank (GTB) became the first Nigerian bank to list on the London Stock Exchange, followed by Diamond Bank (Sanusi, 2017). However, despite these achievements, the majority of Nigerian banks have been criticized for submitting false reports to regulatory bodies, hiding information from examiners, and lacking transparency and accountability (Enebeli-Uzor, 2024). Furthermore, Nigerian banks' portfolios are characterized by subpar assets, indicating inadequate corporate social responsibility (CSR) practices (Mogboyin *et al.*, 2017). The sector has also been plagued by unethical practices, with some banks closing overnight without notifying the public (Sanusi, 2017).

Despite these challenges, the banking industry remains vital to Nigeria's development, contributing significantly to the country's GDP and employing a large workforce (Sanusi, 2017). However, as noted by Ojong *et al.* (2014), Nigerian banks often fall short in professionalism, transparency, and accountability.

Nigeria's banking industry faces significant challenges, including government interference and sluggish economic growth (Sanusi, 2017). Persistent issues plague the sector, such as fraud, corruption, insider abuse, and poor management (Ojong *et al.*, 2014). These problems stem from inadequate internal controls and a lack of ethics (Ojong *et al.*, 2014). Furthermore, Nigeria has a high rate of internet-based fraud, including money laundering, bank fraud, cybercrimes and insider abuse (Mogboyin *et al.*, 2017). To address these challenges, experts recommend formal ethical training for bank staff, particularly management, to deter unethical behavior and corruption (Ojong *et al.*, 2014). Incorporating ethics training into corporate social responsibility initiatives can yield positive results.

### **2.3 Female Employment in the Nigerian Banking Sector**

A handful studies has been conducted on the career trajectory of women in the banking sector across the world (Islam *et al.* 2000; Lalander *et al.*, 2000). The outcome of these studies

reflects the reasons that influence the choice of women in financial institutions. Within the Nigerian context, the traditional role of women as home keepers has changed as several women now played the role of providers and breadwinners which has altered the dynamics of job recruitments as both male and women now compete for job opportunities (Omotosho, 2013).

The Nigerian banking sector has witnessed a tremendous grow since the establishment of the first bank in the late 19th century in 1894. At the start of banking operation in Nigeria, there were fewer women largely due limited opportunities, culture restriction, high level of illiteracy among women (Narayana & Neelima 2017). However, the banking sector in Nigeria has been revolutionized in recent time serving as a platform for women to have a formal employment and path to career development. The implementation of Central Bank of Nigeria (CBN) recommendation by the Bankers' Committee in Nigeria for the adoption of 30 percent quota for women has resulted in an increase in female employees from 24 percent in 2013 to 28 per cent in 2018 in the banking sector. The quota system aligned with the 1995 Beijing conference which support the Affirmative Action recommends 35% allocation of women in political and decision making positions. In recent years, a significant female employees have been appointed as Managing Director/Chief Executive Officers in several banks (including tier one and two tier banks) and many women have also been appointed to managerial positions (Vanguard Newspaper, 2019).

According to Salihu, (2025) the percentage of female employees rose from 40.76 per cent to 47.3 between 2018-2022. According to the author the increase signal a workforce diversity that embrace gender equality without discrimination a shift from the norms in the time past.

#### **2.4 Challenges faced by Female Banks Employees in Nigeria**

Women in the banking industry face distinct obstacles to job satisfaction and professional growth. A pervasive issue is gender discrimination, where equally qualified women are denied top leadership roles (Terungwa, 2011). The "glass ceiling" prevents women from advancing, resulting in a lack of female executives. The banking sector's long-standing male-dominated culture fosters environments biased against women in recruitment and promotion (Amaeshi *et al.*, 2007). The gender pay gap persists, with women earning less than men for the same work despite equal pay regulations (Adegboyega *et al.*, 2017). This wage gap represents deep-seated structural inequalities. Women bankers often report struggling to balance work and family obligations due to demanding jobs and long hours (Udu and Eke,

2018). Workplace harassment, subtle sexism, and discrimination also impact women's job happiness and mental health. Some women experience "mansplaining" and being ignored in meetings, hindering their participation and meaningful contributions. These factors collectively hinder the banking industry's progress toward gender equality. Therefore, Immediate systemic reform is necessary to promote women's involvement and empowerment (Hassan *et al.*, 2016).

Implementing and promoting inclusive policies that support a diverse workplace is one way that corporate social responsibility initiatives help address and enhance efforts to reduce gender disparity (Grosser and Moon, 2019). Therefore, the majority of companies that engages in corporate social responsibility (CSR) activities support policy initiatives that promote gender equality, such as hiring and promotion practices that enable a number of women to enter and advance in the workforce. The main systemic problems with gender biases that hampered the ideals of equal opportunity for women in historically male-dominated sectors are addressed both directly and implicitly by the CSR-driven policies (Grosser and Moon, 2019).

According to Coleman, (2016), CSR policies provide employees privileges like parental leave and flexible work schedules, among other benefits that allow them to more effectively balance their career and family obligations. This ensures a commitment to gender equality. By minimizing the negative effects of career breaks which women encounter more frequently than men. This approach allows them to stay in the workforce longer and maintain their professional momentum. The majority of CSR initiatives, according to (Walters, 2021), help address the gender pay gap by enacting transparent salary structures that eliminate disparities between male and female employees' compensation.

CSR initiatives also contribute to gender equality by creating a welcoming atmosphere that supports a range of training and awareness-raising activities around unconscious prejudice (Uduji and Okolo-Obasi, 2019). This enhances gender diversity at leadership levels by promoting the essential shift in the company culture, respect, and equal treatment of female employees (Aguinis and Glavas, 2019).

## **2.5 Theoretical Framework**

### **2.5.1 Self-Determination Theory**

While it comes to intrinsic motivation, Self-determination theory (SDT) that was developed by Deci and Ryan (2000) is considered as the most widely applied theory that seek to explain the motivation behind certain behaviour when an individual pursue a task with great devotion while there are no external rewards attached to the task. According to Sheldon et al. (2003) to have a clear understanding on intrinsic motivation it is imperative to note that an individual cognitive is measured based on the basis of the constraints, pressures, and reward faced within the work environment. The hallmark of generating intrinsic motivation centered around the level of experience of autonomy a person has which count as a sense of one volition without intrusion (Ryan & Deci, 2000). According to this theory, autonomy in this sense signify a certain level of control over aspects of one's work. This becomes a sort of incentive that derive people to work toward a set objectives and goals by pursuing it vigorously reflecting their own enduring interests and deeply-held values (Sheldon & House-Marko, 2001; Sheldon et al, 2003).

According to Ryan et al, (2008), following one's true self is the path that led to being autonomous. For this reason, Staples (1990) in his work argued that the essence of empowerment is to increase the control of an individuals or groups. This invariably means that the true measure of self-determination of an employees in an organization is based on the level of control they exercise which determine what they will, when they will start and stop, and how much effort they will put in (Spector, 1986). In organizational context, numerous scholarships (Barnes, 2002; Gifford, 1998; and Averill, 1993) in the field of organizational psychology have found out that the provision of choice in the physical work environment can promote healthy interactions among employees resulting in job satisfaction and improved organizational commitment.

Self-determination theory which centered around individual motivation via competence, relatedness, and autonomy can be situated within the scope of internal corporate social responsibility (ICSR) in Nigerian banking sector in an attempt to foster satisfaction and employee engagement. This is possible by aligning the components of internal CSR initiative of the Nigerian banks that support a relative level of autonomy to the employees in decision-making within their jurisdiction, providing an enabling environment that aid a sense of

belonging and providing training and development opportunities to employees most especially female employees in the organization.

Applying self-determination theory in compliance with internal CSR programmes within the Nigerian banks can lead to improved job satisfaction, increased in employee engagement, greater innovation, and highly organizational commitment leading to a more resilient and motivated workforce. However, in the absence of control and choice, Koestner & Kaufman, (2000) note that the net-effects is very detrimental on health status, life satisfaction, and intrinsic motivation.



## CHAPTER THREE

### HYPOTHESIS DEVELOPMENT

#### **3.1 The relationship between CSR's and Employee Job Satisfaction in Nigerian banking sector**

Employees, including frontline staff, management, senior managers, and contractors, are crucial internal stakeholders who significantly impact corporate social responsibility (Zhang et al., 2018). Stakeholders drive CSR, influencing and being influenced by it, and CSR enables companies to fulfill responsibilities to internal stakeholders, prioritizing employee welfare, safety, and interests (Brammer *et al.*, 2015).

Research has shown that corporate social responsibility (CSR) initiatives have a profound impact on employee job performance. A study conducted in Lithuania by Rupp et al. (2018) revealed that both internal and external CSR initiatives positively correlate with internal employee motivation. This suggests that CSR activities can significantly enhance employee engagement and job satisfaction.

Further analysis by Glavas (2016) indicates that internal CSR initiatives have a stronger correlation with internal employee motivation compared to external CSR dimensions.

These findings highlight the importance of prioritizing internal CSR initiatives to foster employee motivation, satisfaction, and overall well-being. By investing in internal CSR, organisations can enhance employee engagement and job satisfaction, improve employee motivation and productivity, foster a positive work environment.

#### **H1: Internal CSR positively affects Job Satisfaction**

#### **3.2 The Relationship between Internal CSR and organizational commitment in Nigerian banking sector**

Internal CSR actions, according to Gonzalez-Perez and Leonard (2017), are an organisation's efforts to meet the needs of its employees, including equity, work-family balance, training, engagement, health and welfare. According to Linnenluecke and Griffiths (2015), there is considerable evidence of employee-focused corporate social responsibility (CSR) activities in the Nigerian banking industry. Although these policies are typically not designed to clearly describe internal CSR practices, research conducted in Nigeria has demonstrated that companies are involved in CSR activities and have made commitments to address the

concerns of their employees. In light of this, Linnenluecke and Griffiths (2015) emphasized the necessity for Nigerian firms to meet their social obligations to their internal stakeholders, or its workforce.

Internal corporate social responsibility (CSR) is a powerful tool for engaging and inspiring workers in the workplace (De Stefano *et al.*, 2018). Because it emphasizes the growth and well-being of employees, internal corporate social responsibility (CSR) has improved employee commitment and job happiness, which has improved workplace culture. These include things like professional growth, flexible work schedules, and health and wellness initiatives that improve their quality of life and, consequently, their job happiness (Rupp *et al.*, 2015).

Employee engagement is closely linked to corporate social responsibility (CSR) initiatives because they demonstrate to workers that the company values them as unique individuals and is not solely focused on productivity metrics (Kim and Park, 2017). When they are supported by CSR policies, professional development materials, and diversity programs, employees will also feel more committed. This is especially crucial since it helps to lower personnel turnover and boost long-term retention (Kim and Park, 2017).

According to Glavas, (2016) when internal CSR activities are successful, motivation is the most significant result. By connecting CSR to employees' personal values, companies can attain intrinsic motivation, which allows workers to put more time and energy into their jobs (Glavas, 2016). Internal CSR can foster a supportive and cooperative work environment, which eventually raises morale and engagement. Moreso, studies indicated that employees who directly benefit from CSR initiatives or engage in internal CSR are more likely to be motivated and dedicated to the organisation's mission (Aguinis and Glavas, 2019).

## **H2: Internal CSR positively affects Organizational Commitment**

### **3.3 The Relationship between ICSR and Career Development in Nigerian banking sector**

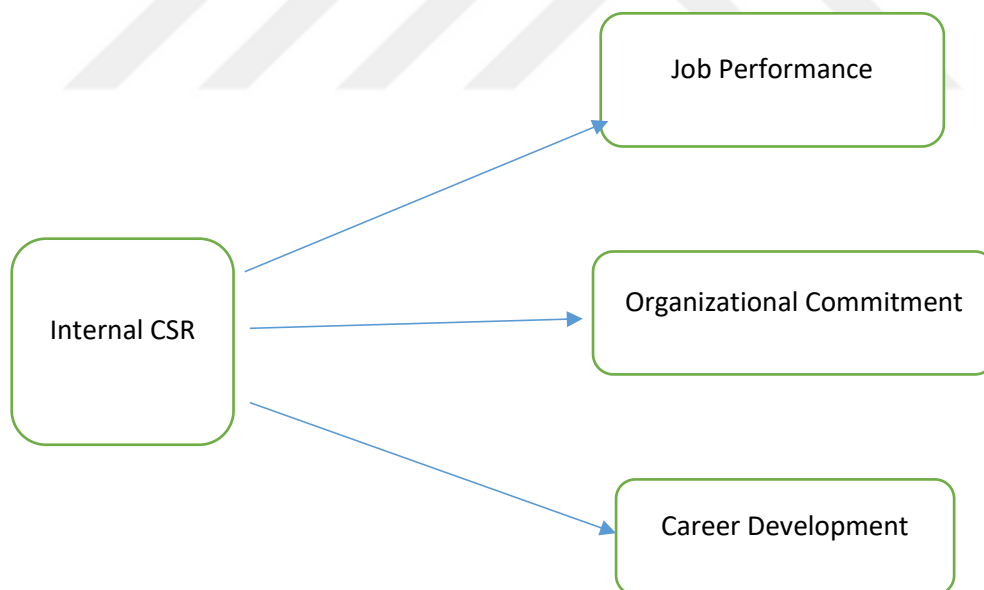
According to Yasir et al. (2021), CSR abilities are those needed to promote successful career development and outcomes in corporate organizational responsibility. Scholarly evidence about the skills that are linked to successful CSR results is abundant. When these works are taken into consideration, it becomes clear that the skills base may be divided into three categories: (i) the skills necessary for CSR involvement; (ii) skills related to larger and

societal responsibility; and (iii) skills related to CSR system management. Salminen and Lee (2015) list the following personal competencies as necessary for CSR participation: planning, situation awareness, risk assessments, problem identification and resolution, risk reduction, monitoring, and management. As early as the 1980s, a study by Drabek (1987) recognized that the effectiveness of safety incident prevention settles predominantly in individuals' interpersonal attributes of self-regulation and self-control.

In a more recent study, Chen et al. (2017) confirmed the relationship between CSR and career development by stressing that resilience and successful stress-management technique contribute to career advancement of employees in an organization. An explorative study by Osagie et al. (2016) identified a range of personal attributes that would support individual CSR participation, namely, self-regulation, patience, personality, values, coordination, ethics, self-control, flexibility, reflection, commitment, and innovation.

### H3: Internal CSR positively impact on Career Developments

#### 3.4 Conceptual framework



**Figure 2:** Influence of internal CSR on job satisfaction, organizational commitment and career development.

**Source:** Author construction (2024)

## **CHAPTER FOUR**

### **METHODOLOGY**

#### **4.1 Data Collection, Sample and Method**

The targeted population for this study is female employees in Nigerian banking sector with focused on top four tier 1 banks (Access, Zenith, Firstbank, and United Bank for Africa) in Nigeria. Based on the difficulties attached to self-administered questionnaires, the study relied on Google Form survey for data collection. For easy participation in the research, the researcher leveraged on her personal network by sharing the link of the questionnaire with families and friends who works in the financial institutions through social media apps. Within the space of four months the data collection was concluded. Data was collected from four different banks (Access, Zenith, Firstbank, and United Bank for Africa). A total number of 130 participants participated in the survey.

It is important to note that data collection went on smoothly without an issue at the start of the collation. However, before concluding the process, the researcher notice a slow pace in data collection, nevertheless, data collection was concluded within the timeframe. The survey was extremely efficient and cost-saving, which the researcher considered suitable for the study.

#### **4.2 Research Ethics**

The research aligned with the ethical guidelines approved by the ethics committee which ensure that the research passed the rigor and integrity test. Based on the nature of data collection which involved human subjects, the online survey questionnaire was sent to the participants to provide answered to the question ask. As the lead investigator, I was the only one in charge of informing each survey respondent of the purpose, parameters, and goals of the study. The goals of the study and how the data would be used for future research were explained in detail to the participants.

There was a long 'Research Information Disclaimer' on the questionnaire's first page. This disclaimer outlined the goals of the study, underlined data confidentiality, and gave participants the assurance that their feedback would only be utilized for scientific research. Before starting the survey, participants had to read and accept the disclaimer to confirm that

they understood the purpose of the study and that their participation was voluntary. This was done to assure informed consent.

Additionally, the study adhered to stringent anonymity and confidentiality guidelines. To safeguard the identify of each participant, all obtained data was anonymized and stored in a secure location. Only the research team had strict access to the raw data, which was used only for the purposes outlined in the study's goals. To improve the security of data while it was being transmitted and stored, encryption techniques were used.

Measures were taken throughout the study to ensure accountability and transparency. The study adhered to the moral guidelines established by relevant scholarly and institutional associations. By following these guidelines, the study sought to uphold the rights and dignity of each volunteer while advancing scholarly understanding.

### **4.3 Measures**

#### **4.3.1 Career Development**

Career Development scale was developed by Shashi Singh (2023) which consists of 40 items in which 5 items were derive measured career development for this study. The respondents responded to the questions posed to them based on 5-point likert scale questionnaire with frequency scale ranging from 1(Strongly disagree) to 5 (Strongly agree). With the one of the items being “*you prefer a career, wherein importance is given to the talent development.*” Cronbach’s alpha for this scale is 0.74.

#### **4.3.2 Internal CSR**

Internal corporate social responsibility was measured using the 18 items scale developed by Vazquez et al., (2022) was used in this study. The respondents responded to the questions posed to them based on 5-point likert scale questionnaire with frequency scale ranging from 1(Strongly disagree) to 5 (Strongly agree). With a sample item that includes “*your company supports work-life balance initiatives such as flexible working hours and remote work.*” Cronbach’s alpha was 0.77.

#### **4.3.3 Job Satisfaction**

This study make use of Schaufeli and Bakker scale that was developed in 2003 to measured job satisfaction. The scale consist of 17 items which 6 items were derive from the scale and was based on 5-point likert scale questionnaire posed to the respondents with frequency scale

ranging from 1 (Strongly disagree) to 5 (Strongly agree). With an item on the questionnaire which reads “*you enjoy your work more than your leisure time.*” Cronbach’s alpha for this scale is 0.67.

#### **4.3.4 Organizational Commitment**

Organizational commitment was measured using the thirteen-item scale developed by Bruce Buchana (1974), was used in this study. The respondents responded to the questions posed to them based on 5-point likert scale questionnaire with frequency scale ranging from 1 (Strongly disagree) to 5 (strongly agree). With a sample item that includes “*you have warm feeling toward your organization as a place to live and work.*” Cronbach’s alpha was 0.7



## CHAPTER FIVE

### 5.0 Data Analysis

#### 5.1 Preliminary Analysis

The results show that the data follows a normal distribution since none of the variables had skewness larger than 3 (Chou and Bentler, 1995) or kurtosis values higher than 10 (Kline, 2005). Please see Table 5.1 for details. The missing values were excluded from the analysis. Table 5.1 displays descriptive statistics such as mean values, standard deviations, skewness, kurtosis value and correlations. All control variables were found uncorrelated to the research variables.

**Table 5.1: Preliminary Analysis**

	Mean	Std. Deviation	Skewness	Kurtosis	Tenure	Age	Educ	CD	JS	OC	ICSR
Tenure	1.42	0.912	2.228	4.245	-						
Age	1.57	0.659	1.100	0.701	0.204**	-					
Educ	2.11	0.560	0.031	0.003	0.057	0.195**	-				
CD	2.4	0.388	0.238	0.043	0.008	0.026	0.003	(0.92)			
JS	3.58	0.553	-0.505	0.155	-0.020	-0.073	-0.032	-0.045	(0.87)		
OC	3.57	0.686	-0.345	-0.239	0.006	-0.081	-0.061	-0.043	0.188**	(0.90)	
ICSR	3.69	0.744	-0.845	0.569	-0.047	-0.051	-0.011	-0.047	0.242**	0.203**	(0.91)

Notes: n = 130, CD= Career Development, JS= Job Satisfaction, OC= Organizational Commitment, ICSR = Internal Corporate Social Responsibility, values in parentheses on the diagonal are the square of AVE of each scale. \*\*p < 0.01.

#### 5.2 Measurement Model

For the model measurement,  $\chi^2$  (chi-square discrepancy)/df (degrees of freedom), root mean square error of approximation (RMSEA), and comparative fit index (CFI) were selected to get the proper model fit (Hu and Bentler, 1999).

Multiple CFA model results are presented in Table 5.2. According to the CFA results, theorized model is well fit and significant. And all key indices (CFI, TLI, SRMR, RMSEA) are within acceptable or good ranges.

**Table 5.2: Measurement Models**

Models	$\chi^2$	Df	RMSEA	TLI	CFI	SRMR	$\chi^2 diff$
Full measurement four-factor model	174	127	0.053	0.91	0.92	0.06	-
Three Factor Model	342	186	0.08	0.75	0.78	0.08	68***
Two Factor model	397	188	0.10	0.67	0.70	0.09	55***
One-factor model <sup>a</sup>	436	189	0.10	0.61	0.65	0.09	39***

Notes: n =; \*\*\*p < 0.001;  $\chi^2$  = chi-square discrepancy; df = degrees of freedom; TLI = Tucker–Lewis index; CFI = comparative fit index; RMSEA = root mean square error of approximation; SRMR: standardized root mean square residual;  $\chi^2$  diff.: difference in chi-square; All models compared to the full measurement four-factor model  
<sup>a</sup>Harman’s single-factor model; all variables combined into a single factor

### 5.3 Common Method Variance

Harman's one-factor test (Podsakoff et al. 2003) was used to assess common method variance problem. The result showed that there was just 31% of the total variation which is less than the cutoff score 50%. Therefore, the test confirmed that that there was no biased component in this study. Moreover, we run several measurement models to show that theorized model has the best fit. Please see table 5.2 that shows all models in the comparison table.

### 5.4 Reliability and Validity

Below, Table 5.3 displays that the composite reliability (CR) and the extracted average variance (AVE) for all four constructs surpass the threshold values of 0.70 and 0.50, respectively. This suggests that each construct exhibits satisfactory psychometric properties (Hair et al., 2006). Discriminant validity was confirmed as the square root of the average variance extracted (AVE) for each construct exceeded its associations with other components (see Table 5.1) (Hair et al., 2006).

**Table 5.3: Reliability and Validity Scores**

Variable	Factor Loading	AVE	CR	Cronbach's alpha
CD	0.450- 0.600	0.85	0.96	0.73
JS	0.450- 0.650	0.77	0.94	0.70
OC	0.500-0.650	0.81	0.94	0.70
ICSR	0.500-0.750	0.82	0.96	0.77

Note(s): n=130, CD= Career Development, JS= Job Satisfaction, OC= Organizational Commitment, ICSR = Internal Corporate Social Responsibility, AVE= Average Variance Extracted, CR= Construct Reliability

Table 3 shows that the composite reliability (CR) and extracted average variance (AVE) of all three constructs are above the threshold values of 0.70 and 0.50, respectively. This indicates that each concept has appropriate psychometric qualities (Hair et al., 2006). Discriminant validity was proven when the square root of the average variance extracted (AVE) for each construct surpassed its connections with other components (see Table 4) (Hair et al., 2006). Furthermore, as shown in Table 3, the CR scores for all three components exceeded their corresponding AVE values, showing significant convergent validity. The results show that the construct validity and internal consistency of the constructs were considered adequate.

### 5.5 Structural Model

Structural equation modeling (SEM) was employed to evaluate the research hypotheses of the variables, after the validation of the measurement model. The SEM analysis provides strong support for the role of ICSR in enhancing Job Satisfaction and Organizational Commitment. The evidence is weaker but suggestive for a negative influence on CD. Overall, the model shows a good theoretical structure and statistical performance.

**Table 5.4: The Path Coefficient of the effect of ICSR on CD, JS, and OC**

Dependent Variable	Predictor	Estimate	S.E.	p-value	LLCI	ULCI
CD	ICSR	-0.085	0.048	0.073	-0.177	0.013
JS	ICSR	0.438	0.066	0.000	0.306	0.559
OC	ICSR	0.367	0.087	0.000	0.192	0.528

**Table 5.5: Hypothesis Table**

<b>Hypothesis</b>	<b>Finding</b>
<i>H1</i> : Internal CSR positively affects Job Satisfaction of Female employees in Banking Industry	Supported
<i>H2</i> : Internal CSR positively impact on Organizational Commitment of Female employees in Banking Industry	Supported
<i>H3</i> : Internal CSR positively impact on Career Developments of Female employees in Banking Industry	Not Supported



## CHAPTER SIX

### 6.1 Discussion of Findings

The present study investigates the Internal Corporate Social Responsibility (ICSR) and female employee outcomes in Nigerian banks, focusing on Career Development (CD), Job Satisfaction (JS), and Organizational Commitment (OC).

#### **H1: Extent at which internal CSR practice in the Nigeria Banks contribute to female employees job satisfactions**

The finding of this study showed that the role of Internal CSR enhances job satisfaction. Prior research supports the significance of ICSR in promoting employee well-being and positive workplace outcomes. For instance, ICSR initiatives such as training, fairness, and support significantly improve job satisfaction among female staff in Nigerian financial institutions (Eze et al., 2022). Furthermore, evidence suggests that perceived internal CSR positively influences employee engagement and organizational identification, leading to higher levels of job satisfaction (Usman et al., 2022). Glavas and Piderit (2009) found that job satisfaction can be strengthened through CSR if the employee perceives CSR to be important. However, it was also stated, that such activities need to be executed over a longer duration and with more frequent activities for them to feel a significant impact on their emotional perception of the company. These findings collectively reinforce the empirical model applied in the current study and underscore the strategic value of CSR practices tailored to internal stakeholders.

#### **H2: Internal CSR contributes to organizational commitments of female employees in the Nigerian banking sector**

This finding showed that Internal CSR positively impact on Organizational Commitment of Female employees in Banking Industry. The study provides strong support for the role of ICSR in enhancing organizational commitment. The study also proves that ICSR significantly and positively predicts organizational commitment consistent with prior findings that internal CSR enhances employee satisfaction and commitment (Saleem & Gopinath, 2015), (Fatima et al., 2022), (Younas et al., 2022). This finding supports the study of Aguinis and Glavas, (2019) who reported that internal CSR can foster a supportive and cooperative work environment, which eventually raises morale and engagement. Moreso, studies indicated that employees who directly benefit from CSR initiatives or engage in internal CSR are more likely to be motivated and dedicated to the organisation's mission. Waugh and Streib (2006)

noted that the effectiveness of CSR incident prevention settles predominantly in individuals' interpersonal attributes.

This finding agrees with Lithuania by Rupp et al. (2018) who revealed that both internal and external CSR initiatives positively correlate with internal employee motivation which suggests that CSR activities can significantly enhance employee engagement. Also, Kim and Park, (2017) noted that employee engagement is closely linked to corporate social responsibility (CSR) initiatives because they demonstrate to workers that the company values them as unique individuals and is not solely focused on productivity metrics.

When they are supported by CSR policies, professional development materials, and diversity programs, employees will also feel more committed. This is especially crucial since it helps to lower personnel turnover and boost long-term retention (Kim and Park, 2017). De Stefano *et al.*, (2018) reported that Internal corporate social responsibility (CSR) is a powerful tool for engaging and inspiring workers in the workplace. Because it emphasizes the growth and well-being of employees, internal corporate social responsibility (CSR) has improved employee commitment and job happiness, which has improved workplace culture.

### **H3: Ways in which internal CSR practice impact the career development of Nigerian female bank employees**

The findings of this study showed that Internal CSR does not positively impact Career Developments of Female employees in Banking Industry. This finding did not support the study of Chen et al. (2017) who confirmed the relationship between CSR and career development by stressing that resilience and successful stress-management technique contribute to career advancement of employees in an organization. Kim and Park, (2017) also reported that employee engagement is closely linked to corporate social responsibility (CSR) initiatives because they demonstrate to workers that the company values them as unique individuals and is not solely focused on productivity metrics. Glavas, (2016) noted that by connecting CSR to employees' personal values, companies can attain intrinsic motivation, which allows workers to put more time and energy into their jobs. Osagie et al. (2016) identified a range of personal attributes that would support individual CSR participation, namely, self-regulation, patience, personality, values, coordination, ethics, self-control, flexibility, reflection, commitment, and innovation.

Although the relationship between ICSR and Career Development (CD) was negative and only marginally significant the trend suggests a possible inverse relationship worth further

investigation. This aligned with prior studies suggest that while CSR enhances job security and satisfaction, its effects on career advancement are not always straightforward, especially in male-dominated industries (Tijani et al., 2019). This contrasts with some earlier research suggesting that ICSR initiatives can positively influence perceptions of career growth opportunities (Ali et al., 2020). Standardized path coefficients indicated that a one standard deviation increase in ICSR was associated with an increase in Job Satisfaction and an increase in Organizational Commitment.

CSR policies provide employees privileges like parental leave and flexible work schedules, among other benefits that allow them to more effectively balance their career and family obligations (Coleman, 2016). This ensures a commitment to gender equality. By minimizing the negative effects of career breaks which women encounter more frequently than men. This approach allows them to stay in the workforce longer and maintain their professional momentum.

## **6.2 Theoretical and Practical Implications**

Internal Corporate Social Responsibility (ICSR) is anchored on the premise that business activities should be conducted on the basis of profit maximization, obeying the rules and regulation that governed the business environment and strive to be good corporate citizen. Thus, the central goal of any business organization CSR activities is grounded on social, environmental, economic and philanthropic outcomes. Managers in organizations should ensure that the corporate social responsibilities initiatives are well implemented and adopted in work and business environment in order for businesses to thrive.

The effective CSR implementation requires genuine commitment from corporate executives. If taken seriously, government regulation and intervention would be unnecessary. Effective corporate social responsibility (CSR) practices are crucial in addressing these challenges. Transparency and disclosure are essential components of CSR in Nigeria's banking industry. By prioritizing CSR, banks can foster trust, accountability, and stability, ultimately driving sustainable economic growth. Policies on implementation of corporate social responsibility within organizations should be formulated and ensured that various organizations including banking sectors adopt and adhere to such policies.

### **6.3 Limitations and Further Recommendations**

This study contributes to existing literature and provide new insight to the study, it is not without certain limitations. The study's cross sectional design makes it difficult to demonstrate causal relationships between Internal CSR and employee outcomes. To investigate causal correlations among variables and validate our findings, sustained studies would be beneficial. Organisations especially banks should adopt a multifaceted approach which include implementing inclusive hiring practices and training programs, developing CSR reporting frameworks with gender-sensitive metrics.

There is need for organizations to develop the appropriate personal attributes to support efficient CSR management which should be an organizational priority. There is need for organizations including the banking sector to create more awareness on corporate social responsibility by ensuring that their employees are aware of its concepts and application of its benefits the growth and development of organizations. There is need to promote inclusive policies that support a diverse workplace is one way that corporate social responsibility initiatives help address and enhance efforts to reduce gender disparity.

## CHAPTER SEVEN

### 7.1 Conclusion

The study examines the practices and policies of Internal Corporate Social Responsibility (ICSR) in the banking sector in Nigeria using a survey research method. The major finding of this study was that Internal Corporate Social Responsibility (ICSR) significantly and positively predicts Job Satisfaction (JS) and Organizational Commitment (OC) while, there exist a negative relationship between Career Development (CD) and Internal Corporate Social Responsibility which is marginally significant. Also, findings provide strong support for the role of ICSR in enhancing Job Satisfaction and Organizational Commitment.

This study shows that Internal Corporate Social Responsibility (ICSR) significantly and positively predicts Job Satisfaction (JS) and Organizational Commitment (OC). While many banks have adopted CSR frameworks that align with global standards, the actual perception of these initiatives by stakeholders especially customers and communities varies significantly. Most Nigerian banks focus their CSR efforts on education, health, financial inclusion, and environmental sustainability. However, the perceived impact of these initiatives is often weakened by poor communication strategies, lack of transparency, and inconsistencies in implementation.

Furthermore, while regulatory policies and frameworks from institutions like the Central Bank of Nigeria (CBN) and the Nigerian Stock Exchange (NSE) have spurred more active CSR engagement, the depth of internalization of these practices among banks remains limited. Many CSR activities appear more performative than transformative, focusing on brand image rather than sustainable societal impact. The study concludes that for CSR practices in the Nigerian banking sector to be genuinely impactful and positively perceived, banks must go beyond tokenistic gestures. There is a need for more stakeholder engagement, transparency, long-term commitment, and alignment of ICSR initiatives with employees needs. Additionally, stronger monitoring and evaluation frameworks must be adopted to assess the outcomes and societal value of these programs.

Corporate Social Responsibility (CSR) now plays a major role in the business activities of business organizations across the world as policymakers now incorporate the private sector in their policy formulation and implementations. CSR is a management concept that involves businesses integrating social and environmental issues into their operations and interactions

with stakeholders. It is also recognized as a corporate strategy in which companies actively work to operate in a way that enhances society and the environment rather than worsens it.

Banks are increasingly viewing CSR as a strategic tool to enhance brand reputation, build customer loyalty, and gain competitive advantage. CSR is becoming integrated into the marketing and branding strategies of many top-tier banks in Nigeria. On a global scale, business organizations have demonstrate considerable interest in CSR ideology by incorporating CSR into their business model as well as developing and implementing a number of initiatives that entails both the social and environmental aspects of CSR such as ethical responsibility, social and economic responsibility including governance, employee engagement, diversity and inclusion, and employee wellbeing.

The high inter-correlations between ICSR, JS, and OC reflect a holistic framework of employee well-being driven by organizational ethics, transparency, and inclusiveness. This aligns with evidence that CSR enhances affective commitment and fosters a sense of belonging among employees (Odeyemi et al., 2022). The use of SEM and CFA strengthens the reliability and validity of the conclusions drawn, as these methods are well-suited for examining complex relationships among organizational constructs (Okpara & Edwinah, 2020). Overall, this research adds to the growing body of literature affirming that CSR is not only an external branding tool but also a critical internal driver of employee well-being and retention (Oguegbe et al., 2022); (Odeyemi et al., 2022).

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## **APPENDIX 1**

### ***Questionnaire***

Dear Respondent,

I am presently carrying out a Research on **INTERNAL CORPORATE SOCIAL RESPONSIBILITY AND FEMALE EMPLOYEE OUTCOMES IN NIGERIA BANKS.**

I crave your indulgence in the completion of this questionnaire. The information this questionnaire sought is mainly for academic purpose. Let me assured you that respondent information is treated with utmost confidentiality.

Thank you for participating in this research.

#### **Section A (Measure of Demographic Data)**

**Instruction:** Please, tick the option which is applicable to you

1. Age (a) Less than 25 years ( ) (b) 26-35years ( ) (c) 36-45 years ( ) (d) 46-55 years ( )  
(e) Above 55 years ( )
2. Educational Qualification (a)Diploma ( ) (b) First degree ( ) (c) Postgraduate ( ) (d)  
Professional ( )
3. Level (a) Junior ( ) (b) Middle ( ) (c) Senior ( ) (d) Managerial ( )
4. Years of Experience (a) 1-5 years ( ) (b) 6-10 years ( ) (c) 11-15 years ( ) (d) 16-20  
years ( ) (e) Above 20 years ( )

**Section B (Career Development)**

5. How often do you participate in professional development activities (workshops, seminars, courses) sponsored by the company? (a) Frequently ( ) (b) Occasionally ( ) (c) Rarely ( ) (d) Never ( )
6. How effective is the mentorship program in helping you achieve your career goals? (a) Very effective ( ) (b) Effective ( ) (c) Neutral ( ) (d) Ineffective ( ) (e) Very ineffective ( )
7. How accessible are employee assistance programs for personal or professional issues? (a) Very accessible ( ) (b) Accessible ( ) (c) Neutral ( ) (d) Inaccessible ( ) (e) Very inaccessible ( )

S/N	ITEMS	SD	D	U	A	SA
8	Do you feel you company invests adequately in employee development?					
9	You prefer a career, wherein importance is given to the talent development					

### Section C (Internal Corporate Social Responsibility)

Please click on any appropriate number you agree with below by circling or ticking corresponding box. Strongly Agree=1, Agree = 2, Undecided = 3, Disagree = 4 and Strongly Disagree= 5.

S/N	ITEMS	SD	D	U	A	SA
10	Your company supports work-life balance initiatives such as flexible working hours and remote work					
11	Your company ensures equal opportunities for all employees regardless of gender, race, or other characteristics					
12	Your company has clear policies against discrimination and harassment					
13	Your company maintains transparency in its promotion and appraisal processes					
14	Your company supports family-friendly policies for all employees including women					

### Section D (Job Satisfaction)

Please click on any appropriate number you agree with below by circling or ticking corresponding box. Strongly Agree=1, Agree = 2, Undecided = 3, Disagree = 4 and Strongly Disagree= 5.

S/N	ITEMS	SD	D	U	A	SA
15	Your job is usually interesting enough to keep you from getting bored					
16	You enjoy your work more than your leisure time					
17	You are satisfied with your job for the time being					
18	You feel that your job is no more interesting than others you could get					
19	You feel that you are happier in your work than most other people					
20	Most days I am enthusiastic about my work					

### Section E (Organizational Commitment)

S/N	ITEMS	SD	D	U	A	SA
21	You feel a sense of pride in working for your organization					
22	You really feel as if this organization's problems are your problems					
23	The most important things that happen to you involve your work					
24	You live, eat, and breathe your job					
25	You have warm feelings toward your organization as a place to live and work					

