

The impact of Employees Training and Development on social performance: A study of Internal Social corporate Responsibility in the Algerian Banking sector: the case of CNEP Bank

L'impact de la formation et du développement des employés sur la performance sociale : Étude sur la responsabilité sociale interne des banques algériennes : le cas de la banque CNEP

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Abstract:

This study investigates the impact of employee training and development on social performance within the framework of ICSR at CNEP Bank in Algeria. Using a quantitative approach, data was collected from 62 bank employees through a structured questionnaire. Results reveal a strong positive relationship between ETD and SP. These findings support the hypothesis that comprehensive ETD programs positively influence social performance indicators in CNEP Bank.

Keywords: Employee Training and Development, Social Performance, Internal CSR

Jel Classification Codes : M14, M 53, O15.

Résumé:

Cette étude examine l'impact de la formation et du développement des employés sur la performance sociale dans le cadre du CIRS à la banque CNEP en Algérie. En utilisant une approche quantitative, les données ont été collectées auprès de 62 employés de la banque par le biais d'un questionnaire structuré. Ces résultats soutiennent l'hypothèse selon laquelle les programmes complets d'ETD influencent positivement les indicateurs de performance sociale de la banque CNEP.

Mots clés : Formation et développement, performance sociale, RSE interne

Jel Classification Codes : M14, M 53, O15.

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1. INTRODUCTION

In recent years, there has been a growing emphasis on Corporate Social Responsibility (CSR), with particular attention to internal CSR practices. Organizations, especially banks, are increasingly recognizing the importance of not only their external impact but also their internal practices. This shift is particularly evident in the banking sector of developing countries, including Algeria, which is undergoing significant transformations in response to globalization, technological advancements, and changing customer expectations. These changes necessitate a skilled and adaptable workforce, making employee training and development increasingly critical (Masum et al., 2016). Employees, as essential stakeholders within organizations, significantly contribute to company success and development. In this context, internal CSR initiatives, particularly training and development programs, play a crucial role in fostering ethical behaviour, promoting social awareness, and increasing employee engagement in CSR activities (Garavan & McGuire, 2010). Employee training and development, as key components internal CSR, have emerged as critical factors potentially influencing an organization's social performance, the Algerian banking sector presents a unique case study for examining the intersection of employee development and social performance.

This research aims to investigate the impact of employee training and development programs on social performance within the framework of internal CSR in the Algerian banking sector case of CNEB bank. The study seeks to:

- Assess the current state of employee training and development programs in Algerian banks case of CNEB bank.
- Evaluate the relationship between these programs and various indicators of social performance.
- Identify best practices in aligning training initiatives with internal CSR objectives.
- Provide recommendations for enhancing social performance through targeted employee development strategies.

The main research question guiding this study is:

- **How do employee training and development initiatives influence the social performance aspects of internal CSR in Algerian banks (Case of CNEP bank)?**

To address this question, the study proposes two primary hypotheses:

H1: There is a positive relationship between the implementation of comprehensive employee training and development programs and improved internal CSR performance in CNEB bank.

H2: Bank with more extensive training and development initiatives demonstrate better social performance indicators related to employee well-being and satisfaction.

2. Literature Revue:

The study conducted by Adu-Gyamfi et al. (2021) explores the influence of internal Corporate Social Responsibility (ICSR) on social performance within Higher Education Institutions in Ghana. It identifies health and safety, training and development, and workplace diversity as key ICSR dimensions that positively affect social performance. The research highlights the significance of these dimensions in enhancing employees' attitudes and behaviours, which in turn contribute to the overall organizational performance. Notably, workplace diversity emerged as the most impactful factor, underscoring the importance of managing diversity effectively to foster a positive work environment and improve social performance (Adu-Gyamfi et al., 2021a).

In their study, Chekroune et al. (2023) explored the impact of social responsibility dimensions on human resource performance within Algeria Telecom-Batna. They found that ethical, legal, economic, and human dimensions of social responsibility significantly impact the activation of human resource performance within the company. The research highlighted the importance of ethical behaviour and adherence to legal standards in

enhancing employee performance. Overall, the research suggests that a focus on social responsibility can lead to more effective human resource management and performance outcomes (Chekroune et al., 2023).

Abubakar (2024) examined the effect of training and skill development programs on employee performance in private banking institutions. The research findings revealed a positive correlation between training initiatives and improved employee performance, with significant enhancements observed in key performance indicators (KPIs). These results underscore the importance of continuous investment in employee development for organizational success in the banking sector (Abubakar, 2024).

The study conducted by Papasolomou et al. (2018), revealed a mixed response from employees regarding internal CSR practices within Cypriot SMEs. While health and safety policies were generally well-received, there was notable dissatisfaction with work-life balance and personal development opportunities. The findings suggest that while some CSR initiatives are in place, their implementation may not fully support employee welfare, indicating a need for more comprehensive and employee-centric CSR strategies (Papasolomou et al., 2018).

Manresa et al. (2019) explored the relationship between training and development (T&D) practices and their impact on innovation and financial performance in manufacturing firms. Their study revealed a nuanced picture of T&D's effects. A partial positive correlation was found between T&D practices and innovation, specifically for new-to-the-firm products and services. However, this positive effect did not extend to new-to-the-market products. The research also indicated that T&D practices partially contributed to improved financial performance.

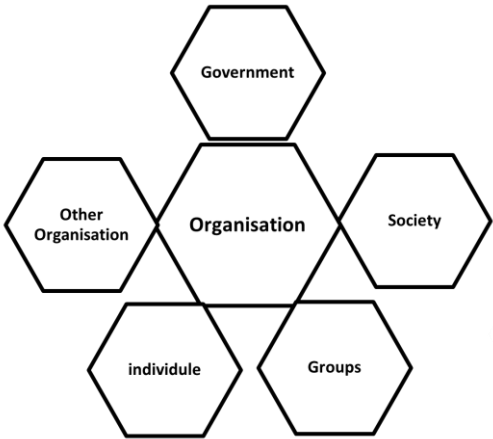
In a study conducted by Ahmed & Hasan, (2012) in the banking sector of Bangladesh, the relationship between Corporate Social Responsibility (CSR) and Corporate Financial Performance (CFP) was explored. Although CSR banks exhibited better performance in terms of Return on Assets (ROA), Earnings per Share (EPS), and Price-to-Earnings (P/E) ratio compared to non-CSR banks, these differences were not statistically significant. The study suggests that the impact of CSR on

financial performance may take longer to manifest in developing countries, emphasizing the need for further research (Ahmed & Hasan, 2012).

3. Corporate social responsibility (CSR):

Corporate Social Responsibility (CSR) has emerged as a significant concept in both business practice and academic discourse, reflecting the evolving relationship between corporations and society as Fig.1 shown. While a universally accepted definition remains elusive, CSR fundamentally represents an organization's commitment to integrate social, environmental, and economic concerns into its operations and interactions with stakeholders (Carroll, 1999; Dahlsrud, 2008). At its core, CSR embodies the idea that businesses bear a responsibility that extends beyond profit-making to include addressing the expectations and needs of a diverse range of stakeholders. These stakeholders encompass not only shareholders and customers but also employees, suppliers, local communities, regulatory bodies, special interest groups, and society at large (Freeman, 1984, p. 52).

Fig N° 1: relationship between corporations and society



Source : (Altheeb et al., 2023, p. 1279).

Corporate Social Responsibility (CSR) can be understood as a business’s ongoing ethical obligation to foster economic growth while simultaneously elevating the living standards of its employees, their

dependents, and the broader community. This concept acknowledges the multifaceted nature of corporate operations, suggesting that CSR is perceived through various dimensions and is inherently dependent on the context (De Stefano et al., 2018). It emphasizes the necessity for organizations to minimize adverse effects and maximize stakeholder benefits to achieve satisfaction.

In the banking sector, Corporate Social Responsibility (CSR) extends beyond profit-making and legal compliance. It embodies a commitment to ethical, social, and environmental principles, recognizing the broader impact of banking activities on society. This proactive stance on CSR, aligns banks' objectives with societal values, fostering sustainable economic and social development. As stakeholders increasingly focus on global challenges like human rights, banks' credibility and performance are enhanced by their CSR efforts, offering a competitive edge and contributing to the simultaneous achievement of social, and economic objectives (Angelini Antonella and Nieri, 2022, p. 59). By adopting socially responsible practices, banks not only enhance their long-term market presence but also integrate social, and economic goals. Research indicates that CSR adoption positively affects financial performance, and social performance. Thus, CSR becomes a crucial driver for sustainable banking practices.

Research identifies two main categories of CSR—internal and external indicating that CSR encompasses the methods by which a company engages with its stakeholders (Van et al., 2024a). External CSR focuses on the company's engagement in societal projects beyond its walls, impacting stakeholders outside the organization, such as consumers. Internal CSR, conversely, is focused on practices affecting employees' welfare, including training and encouraging their participation in the company's operations. Both dimensions of CSR are integral to enhancing the quality of the company's services and products, thereby influencing the overall performance (Tamm et al., 2010).

3.1. Internal corporate social responsibility (ICSR):

Corporate social responsibility (CSR) can be conceptualized through three distinct lenses: the shareholder model, which prioritizes profit maximization; the stakeholder model, which aims to balance the needs of those impacted by the company's operations; and the societal model, which holds that businesses, as societal units, should shoulder broader societal responsibilities (Altheeb et al., 2023). The internal dimension of CSR (I-CSR) has garnered significant attention across various industries, with a consensus among business leaders, policymakers, and scholars on its critical importance. I-CSR is increasingly viewed as a strategic tool for gaining competitive advantage, with employees recognized as key stakeholders whose influence can shape firm policies and CSR demands. Empirical evidence suggests that I-CSR positively influences employee turnover, recruitment, satisfaction, retention, loyalty, and commitment, ultimately enhancing overall performance within the organization (Aguilera et al., 2007; Santoso, 2014).

Internal Corporate Social Responsibility (CSR) encompasses a company's commitment to ethical practices and policies within its own operations, focusing on the well-being and development of its employees. A comprehensive review of CSR literature, particularly drawing from scholars such as Luu (2020), reveals a convergence in the classification of iCSR aspects. This synthesis identifies five key dimensions that are consistently highlighted, either directly or indirectly, across various research studies:

- **Occupational Health and Safety:** Ensuring a safe and healthy work environment for all employees.
- **Employee Training and Development:** Investing in the professional growth and skill enhancement of the workforce.
- **Labor Relations:** Fostering fair and productive relationships between managers and employees.
- **Work-Life Balance:** Promoting policies that support employees in managing their professional and personal responsibilities.
- **Social Dialogue:** Facilitating open communication and engagement between the organization and its employees.

The Global Reporting Initiative (GRI) indicators, along with the UN conventions on human rights, provide frameworks for measuring internal CSR, highlighting the importance of labor relations, occupational health, diversity, and equal opportunities. Effective internal CSR practices are linked to higher employee retention, as they directly benefit the workforce by improving employment conditions, ensuring health and safety, and upholding human rights within the workplace. This holistic approach to internal CSR ultimately contributes to a sustainable and socially responsible business model (De Silva & De Silva Lokuwaduge, 2021). In the context of our study, we focus specifically on one crucial dimension of internal CSR: Employee Training and Development (ET&D). This dimension is particularly significant as it directly contributes to employee development, skill enhancement, and overall organizational capacity. By examining the impact of training and education initiatives on social performance within the Algerian banking sector.

3.2. Employee Training and Development (ETD):

Employee Training and Development (ETD) is derived from the concept of investing in the growth of employees, focusing particularly on training. This investment equips employees with new knowledge and skills, preparing them for the demands of novel roles or responsibilities. ETD refers to structured educational activities that enhance both the professional performance and personal development of employees (Lee & Bruvold, 2003). These activities are influenced by the employees' assessment of the organization's dedication to their advancement, which in turn facilitates their acquisition of new abilities and competencies. Such development opportunities may lead to career progression, either within the current organization or externally (Van et al., 2024b).

Employee training and development play a crucial role in today's competitive labor market. Beyond enhancing technical and professional skills, training signifies an organization's commitment to employees' career growth, and involve strengthening existing knowledge, skills, and abilities through workshops, seminars, conferences, and other activities (Adu-Gyamfi et al., 2021b). Notably, studies in European countries reveal that a one percent increase in training days correlates with a three percent rise in productivity. ETD are associated with positive organizational outcomes,

fostering greater efficiency through the acquisition of new workplace and provide employees with opportunities to learn new concepts and essential skills. When these skills are applied in practice, work outcomes become more qualified, leading to increased performance (Altheeb et al., 2023).

3.3. Social performance:

Social performance, within the context of organizational operations, is a multifaceted concept that emphasizes adherence to human rights, equity, and ethical practices. Corporate social performance (CSP), also referred to as social performance (SP), has garnered significant attention in both empirical research and theoretical discussions. This concept is particularly relevant within business contexts. Practitioners and scholars now recognize the importance of CSP, which underscores an organization's responsibilities to its employees, society, community, and traditional economic stakeholders. CSP extends the concept of corporate social responsibility (CSR) by emphasizing tangible outcomes (Adu-Gyamfi et al., 2021b).

According to existing literature, social performance encompasses the practices, principles, and results of an organization's interactions with various stakeholders, including institutions, communities, and individuals. Key practices encompass ensuring equal treatment for workers, preventing discrimination, and providing equitable training opportunities. These practices are not only intrinsic to the firm's ethos but also influencing the safety and well-being of individuals involved (Denu et al., 2023). Internally, factors such as employment stability, equitable labour practices, health and safety, and capacity development play crucial roles. Employment stability impacts work opportunities within the company, while human rights and gender equality fall under employment practices. Health and safety practices address preventive measures and incident handling (Rajesh, 2020).

4. Methodology:

This study employs a quantitative research approach to investigate the impact of employee training and development (ETD) on social performance

(SP) within the framework of internal Corporate Social Responsibility (ICSR) in the Algerian banking sector. The research focuses specifically on the CNEP bank in Algeria.

4.1. Data Collection:

A structured questionnaire will be used as the primary tool for data collection. This questionnaire is designed to capture information on employee training and development practices, as well as indicators of social performance. The survey includes closed-ended questions using a five-point Likert scales (1= Strongly disagree; 2= disagree; 3= neutral; 4= agree; 5= Strongly agree).

4.2. Sample:

The study sample consists of 62 employees from the CNEP bank in Algeria. Participants were selected to represent various job levels and departments within the bank, ensuring a diverse range of perspectives.

4.3. Data Analysis:

The collected data were analysed using IBM SPSS Statistics software. analysis techniques will include:

1. Descriptive statistics to summarize the characteristics of the sample and key variables.
2. Correlation analysis to examine relationships between training initiatives and social performance indicators.
3. Regression analysis to test the hypotheses and assess the impact of training on social performance while controlling for other factors such as employee demographics and job characteristics.

5. Empirical Analysis and Results:

5.1. Reliability Analysis:

To ensure the internal consistency of the multi-item scales used in the questionnaire, Cronbach's alpha coefficients were calculated. The Employee Training and Development (ETD) scale, consisting of 9 items, demonstrated excellent reliability with $\alpha = 0.946$. Similarly, the Social Performance (SP) scale, comprising 6 items, showed high reliability with $\alpha = 0.918$. Both scales exceed the recommended threshold of 0.7 (Nunnally, 1978), indicating strong internal consistency.

5.2. Descriptive Statistics:

A total of 62 employees from CNEP bank participated in the study. The demographic profile of the respondents is as follows:

Table N°1: Distribution of respondents according to Gendre

Gendr e	Frequency	Perce ntage
Male	28	45.2%
Femal e	34	54.8%
Total	62	100%

Source: Elaborate by the authors

The sample shows a slightly higher representation of female employees (54.8%) compared to male employees (45.2%), indicating a relatively balanced gender distribution.

Table N°2: Distribution of respondents according to Age

Age	Frequency	Perce ntage
18 – 25	7	11.3%
26 – 35	15	24.2%
36 – 45	27	43.5%
46 – 55	8	12.9%
More than 55	5	8.1%
Total	62	100%

Source: Elaborate by the authors

An analysis of the age distribution indicates that the predominant segment of participants (43.5%) falls within the 36-45 age range, representing the primary middle-aged cohort of the workforce. The remaining participants are distributed relatively equally between younger (35.5% aged 18-35) and older (21% aged 46 and above) groups, providing a comprehensive age representation in the study. These demographic characteristics offer essential context for understanding the sample's diversity in terms of gender and age. This

diversity enhances the sample's representativeness and facilitates a more comprehensive examination of the relationship between employee training and development and social performance across various demographic subgroups within CNEP bank.

Table N°3: Distribution of respondents according to Training (ETD)

Training (ETD)	Frequency	Percentage
1	1	1.6%
2	8	12.9%
3	21	33.9%
4	20	32.3%
5	12	19.4%
Total	62	100%

Source: Elaborate by the authors

A detailed examination of ETD scores indicates that a notable majority of respondents (66.2%) assigned ratings of 3 or 4 out of 5 to their training and development experiences. This observation suggests that most employees have a positive perception of their training and development opportunities, viewing them as satisfactory or even excellent. It is also noteworthy that 19.4% of the respondents gave the highest score of 5, indicating a particularly high level of satisfaction with the ETD initiatives.

Table N°4: Distribution of respondents according to (SP)

Social Performance (SP)	Frequency	Percentage
1	2	3.2%
2	4	6.5%
3	13	21.0%
4	29	46.8%
5	14	22.6%
Total	62	100%

Source: Elaborate by the authors

The distribution of SP ratings shows a strong positive perception of the Bank's social performance among employees, as detailed below:

A significant majority (69.4%) of respondents rated the bank's social performance at 4 or 5 on the 5-point scale. This indicates a highly positive view of the bank's social performance among employees.

46.8% gave a rating of 4 out of 5, suggesting a very good perception of social performance.

22.6% gave the highest rating of 5, indicating excellent perceived social performance.

21% of respondents gave a neutral rating of 3, suggesting a moderate perception of the bank's social performance.

Only 9.7% of respondents gave low ratings (1 or 2), with 3.2% giving the lowest possible rating and 6.5% giving a rating of 2.

With 90.4% of respondents rating the bank's social performance at 3 or above, this distribution is heavily weighted towards positive perceptions.

5.3. Correlation Analysis:

A Pearson correlation analysis was conducted to examine the relationships between the main variables of the study: Training, Social Performance, Gender, and Age. The results are presented in Table 5.

Table N°5: Correlation Matrix

Va riable	G endre	A ge	E TD	S P
Ge ndre	1			
Ag e	- .337**	1		
ET D	- .217	. 203	1	
SP	- .200	. 192	. 742**	1

Note: ** Correlation is significant at the 0.01 level.

Source: Elaborate by the authors

The examination revealed several noteworthy associations:

1. Training and social performance:

A strong positive correlation was identified between training and social performance, with a correlation coefficient of $r = .742$ and a p-value of less than 0.01. This suggests that an increase in employee training and development is associated with an improvement in social performance.

2. Gender and age:

A significant negative correlation was found between gender and age ($r = -.337$, $p < .01$). This means that within our sample, females tend to be younger, while males tend to be older.

3. Additional results:

- Gender showed slight negative correlations with both training ($r = -.217$, $p > .05$) and social performance ($r = -.200$, $p > .05$), although these correlations were not statistically significant.

- Age showed weak positive correlations with both training ($r = .203$, $p > .05$) and social functioning ($r = .192$, $p > .05$), but these too were not statistically significant.

The strong positive correlation between training and social performance provides preliminary support for our hypothesis that employee training and development is positively related to social performance in the context of internal CSR. This association will be subjected to further analysis using regression techniques.

Demographic factors (gender and age) did not show significant correlations with our main variables of interest (training and social performance), suggesting that the relationship between training and social performance may be uniform across the different demographic groups in our sample.

5.4. Simple Regression Analysis

To test our hypothesis that employee training and development positively influences social performance, we conducted a simple linear regression analysis. Social Performance was set as the dependent variable, with Training as the independent variable.

Table N°6: Simple regression Results

Variable	B	SE B	t	p
Constant	7.85	1.53	5.13	<.001
Training	0.45	0.05	8.59	<.001

Note : $R^2 = .551$ ($p < .001$)

Source: Elaborate by the authors

From Table 6, the regression output, we show :

a. **A Positive Impact of Training:**

Training appears to have a somewhat good impact on social performance, as indicated by the training coefficient of 0.45. Training increases social performance by 0.45 units for every unit invested, suggesting that training will probably improve social performance outcomes.

b. **A Strong Statistical Significance:**

The p-value for training is less than 0.001, which is highly significant. This means that the observed relationship between training and social performance is unlikely to have occurred by chance, and there is strong evidence that training truly affects social performance.

c. **A Moderate to a Strong Model Fit (R-squared = 0.551):**

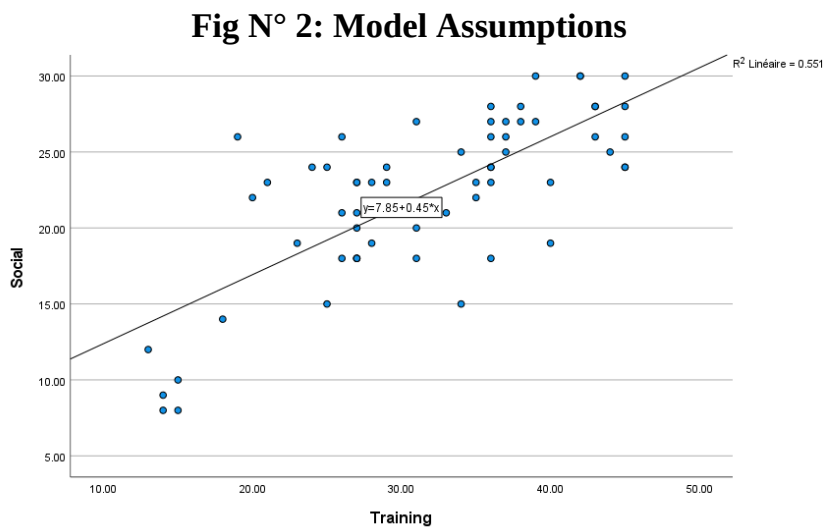
The R-squared value of 0.551 suggests that 55.1% of the variation in social performance can be explained by training. This is a good fit for a model with a single predictor, meaning that training is a substantial factor in determining social performance. However, it also implies that about 44.9% of the variability in social performance is explained by other factors such as management practices, company culture, or external factors.

d. The regression equation can be expressed as:

$\text{Social Performance} = 7.85 + 0.45 * \text{Training}$

5. Model Assumptions

A scatterplot of Training against Social Performance revealed a clear linear relationship, supporting the linearity assumption of the regression model. The plot also showed a fairly even spread of residuals, suggesting homoscedasticity. The R² value of 0.551, visualized in the scatterplot, further confirms the strong linear relationship between Training and Social Performance.



Source: Elaborate by the authors

These results provide strong support for our hypothesis, demonstrating that employee training and development is a significant predictor of social performance in the context of internal CSR at CNEP bank. The model's high explanatory power suggests that investing in employee training and development could be an effective strategy for improving social performance outcomes.

6. Discussion:

The strong positive correlation between ETD and SP aligns with previous research by Adu-Gyamfi et al. (2021) and Abubakar (2024), which highlighted the importance of employee development in enhancing

organizational performance and CSR outcomes. This robust relationship underscores the critical role that investment in employee training plays in driving social performance outcomes within CNEP Bank. This finding provides strong support for our first hypothesis (H1) that comprehensive employee training and development programs are positively related to improved internal CSR performance in CNEP Bank.

Interestingly, our analysis did not find significant correlations between demographic variables (gender and age) and the main variables of interest (ETD and SP). This suggests that the positive impact of training on social performance may be consistent across different demographic groups within CNEP Bank. This finding is particularly relevant for HR managers at CNEP Bank, as it implies that ETD initiatives can potentially benefit all employees regardless of their age or gender. Our results align with but also extend the findings of Manresa et al. (2019), who found partial positive correlations between training and development practices and organizational performance in manufacturing firms. In our study, the relationship between ETD and SP appears to be stronger and more direct in the CNEP Bank. The strong relationship between ETD and SP observed in our study provides empirical support for the importance of internal CSR practices in shaping organizational outcomes and employee well-being. This aligns with the work of Papasolomou et al. (2018), who emphasized the need for more comprehensive and employee-centric CSR strategies.

7. CONCLUSION

This study provides compelling evidence for the positive impact of employee training and development (ETD) on social performance (SP) within the framework of internal Corporate Social Responsibility (ICSR) at CNEP Bank in Algeria. The strong correlation and predictive relationship between ETD and SP highlight the strategic importance of investing in employee development to enhance social performance outcomes in the banking sector. Our findings support the hypothesis that comprehensive

ETD programs positively influence internal CSR performance and social performance indicators. This relationship appears to be consistent across demographic groups, suggesting broad-based benefits from training initiatives. These results have important implications for bank management and policymakers in Algeria and potentially in other developing economies. Investing in employee training and development emerges as a key strategy for improving social performance, which may in turn contribute to overall organizational success and sustainability. Future research could expand on these findings by examining a broader range of banks or industries, investigating the long-term impacts of ETD on social and financial performance, and exploring the specific mechanisms through which training initiatives translate into improved social outcomes. Additionally, qualitative studies could provide deeper insights into employees' perceptions and experiences of training programs and their impact on social performance

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Appendices

Questionnaire:

Variables items

Employee training and development	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
My organisation trains employees in skills that prepare them for future jobs and career development.					
My organisation provides career guidance and career planning assistance to employees.					
My organisation provides time for employees to learn new skills that prepare them for future jobs.					
My organization provides support when employees decide to pursue continuing					

education.					
My organisation fully supports a career management programme for employees.					
My organisation provides a systematic programme that regularly assesses employees' skills and interests.					
My organization provides orientation training for new employees.					
My organization provides financial support for my training.					
My organisation provides on-the-job training for its employees.					

Social performance	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Social wellbeing across employees and community have improved during the last 3 years					
Health and safety standard of our organisation has improved during the last 3 years					
Employee turnover has decreased during the last 3 years					
Employee education and training have increased during the last 3 years					
The employees' satisfaction and motivation have increased during the last 3 years					
The employees' quality of life has increased during the last 3 years					
Social wellbeing across employees and community have improved during the last 3 years					

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