

**THE EFFECT OF CORPORATE SOCIAL
RESPONSIBILITY ON EMPLOYEE'S
ORGANIZATION COMMITMENT:
MEDIATION OF EMPLOYEE'S
ORGANIZATION IDENTIFICATION**

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Dedication

I dedicate this research to my parents and specially to my father who is a real source of motivation and inspiration to me , not because he is my father rather because of his conduct , honesty, dedication towards his profession and way of living . No doubt due to special blessing of ALLAH and prayers of my parents today I am able to complete this study.

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List of Abbreviations

BOD	Board of Directors
CSR	Corporate social responsibility
EU	European Union
HR	Human Resource
HRM	Human Resource Management
KPK	Khyber Pakhtunkhwa
OC	Organizational Commitment
OC	Organizational Commitment
OID	Organizational Identification
PC	Personal Computer
POS	Perceived Organizational Support
PRESOR	Perceived Role of Ethics and Social Responsibility
SET	Social Exchange Theory
SIT	Social Identity Theory
SPSS	Statistical Package of Social Sciences
UK	United Kingdom
UN	United Nations
USA	United States of America
VIF	Variance Inflation Factors
WBCSD	World Business Council for Sustainable Development

Abstract

**Title: Effect of Corporate Social Responsibility on Employee's organization
Commitment: Mediation of Employee's Organization Identification**

The aim of the study is to investigate the effect of corporate social responsibility on employee's organizational commitment through the mediation of organizational identification. The study select employees' organizational commitment as a dependent variable while corporate social responsibility was taken as an independent variable and organizational identification was selected as a mediating variable. The survey research method was used for the collection of primary data. The population of the study was cellular service providers at Peshawar, 350 employees were selected as a sample using convenient based sampling technique from different cellular companies, such as, Ufone, Mobilink, Warid, Zong and Telenor, however, only 310 responses were received. Data were collected through a Likert scale self-administered questionnaire, which consist of 31 items. Tools of analysis included reliability statistics, regression analysis, model testing, descriptive statistics, while, for mediation analysis Preachers & Hayes mediation effect model was used, along with bootstrapping technique. Results of the study suggest that there is a strong positive association between corporate social responsibility and employee's organizational commitment; results also suggested that employees' organizational identification positively mediate the relationship between CSR and employee's organizational commitment. The study concludes that focus should be given on corporate social responsibility initiatives, in order to enhance employee's organizational commitment alongside, enrich the levels of employees' organization identification to ultimately enhance the organizational growth and performance.

Key words: CSR, Preacher's & Hayes, Employee Organizational Commitment, Organizational Identification.

CHAPTER 1

INTRODUCTION

1.1 Background

Corporate social responsibility (CSR) is a notion, which constructs on the basis of the assumption that a business has other obligations along with making a profit. It is usually defined as the corporation's contribution towards society by its core business activity and its investment in the society, charity programs and its association with public policy and its obligation towards society, simply corporation's interested parties (Ali, Rehman, Ali, Yousaf, & Zia, 2010). Different businesses may seek to ensure that employee's feel committed to their job and show a lower turnover ratio. In this regard, a better CSR can create optimistic devotion from present and old both workers (Turban & Greening, 1997). A disciplined and ethical atmosphere can lead extra employee commitment towards an organization, the strong association for employees, low the absenteeism and retention ratio, high the productivity, create more positive workers attitude and good behavior of employees (Lee, Seo, & Sharma, 2013).

In this modern era, CSR is an organizational practice, which is a highly debatable topic for every highly competitive market environment. CSR is a concept of returning to society in different forms. It is an optional activity for many organizations but it plays a very important part in the goodwill of a corporation and can enhance its effectiveness. Nowadays many organizations are willing to do more investment in social issues to get high attention from the customers. Brand image, goodwill, economic matters, ethical issues, the value of shareholders, relationship improvement with government and suppliers and management of risk can be among different reasons for corporation CSR activities as their integrated business plan (KPMG, 2008).

In the light of corporate social responsibilities (CSR) growth and fame many other researchers showed the impact of CSR in many different corporations i.e. Government and public relations, competitive environment, advertisements, Shareholders (inside and outside the organization) and financial aspects (Brammer, Millington, & Rayton, 2007; Kramer & Porter, 2006; Snider, Hill, & Martin, 2003).

Different researches showed that CSR enhances the worker level of commitment with the organization because corporate social responsibility interference contains activities which can benefit the employees and their families. Various other researches like Albinger and Freeman (2000); Backhaus, Stone, and Heiner (2002); Dawkins (2004); Moskowitz (1972); Peterson (2004); Turban and Greening (1997) suggested that corporate social responsibility attract enthused capable employees and enhances the level of commitment of existing employees. Brammer et al. (2007) highlighted that corporate social responsibility enhances the level of commitment of employee towards the organization. Sharma, Borna, and Stearns (2009) deliberated the character and contribution of HRM as playing a crucial role in corporate social responsibility. Scott (2004) also stated that CSR builds good reputation of corporation in a society, which helps in attracting new customers.

Organizational commitment denotes a belief and accept the aims and standards of a corporation, a motivation to apply exertion on the behalf of the corporation, and a powerful need to sustain membership of firm (Mowday, Steers, & Porter, 1979). These results had a positive association with the success factors of an organization like a high level of job satisfaction, higher job satisfaction, low absentees and employee's turnover (Mathieu & Zajac, 1990). It was argued that an individual with a higher organizational commitment level is more willing to contribute to organizational goals and aims (Guest, 1999). High commitment to employees is desirable in order to support employees in an organization certain practices like organizational strategic orientation, culture, structure, policies, and procedures should be kept in the right place.

Many scholars showed their interest in recent years for employee's organizational commitment (OC). The definition of this concept emerged variations since the 1970s. According to Sheldon (1971) OC can be defined as:

“The intention and attitude of employees towards the organization which is attached with its identity to an organization”.

Based on the studies of Mowday et al. (1979) an employee's organizational commitment consists of two (2) main forms i.e. behaviors related commitment and the other is attitude commitment. They further said that the first one is connected with that behavior of employees, which can be exceeded for normal beliefs of an employee's organizational commitment. The second one suggests a situation in which an employee identify and set an individual goal and then after showing commitment towards the achievement of such a goal.

According to Ashforth and Mael (1989) organizational belongingness shows the ideology of an employee and in simple words the belongingness to a specific group or involvement with a group directly and good and bad experience of an employee. The major factors, which mostly associated with the organizational identification, are the uniqueness of a group value and the training relation of such groups, the status of a group, competitive environment handling, and awareness of other's groups.

According to Hewstone and Jaspars (1982) the individuals have to struggle for getting positive social identification to create and maintain the psychosomatic difference of one group with another group for the difference. Hence, the reputation of a group may be affected by its self-representation and of its members.

A corporation group can be considered as a communal group. The members of the organization are very important elements of the group's identity and effect the self-reputation of a worker. For instance, a football club fan or employee may always want the organizational (club) success and consider it as his/her own success and also can compare the performance of its club with another one. In light of the abovediscussions, it is reflecting that a positive reputation of group members and their training may enhance the identification. Every member of a group is responsible for such a positive reputation of the organization.

1.2 Statement of the Problem

A number of Scholars like Roudaki and Arslan (2017) collected data from a limited number of employees and suggested further to carry out data collection from a big sample, moreover this study only considered organizational commitment as the dependent variable, thus making it more cultural and sample specific. They suggested including more independent variables and mediating variables such as employee's satisfaction, performance and organizational identification within a broad context from a well-representative sample.

The concept of CSR needs to be tested through different, more conceptually elaborated models. Such models might be helpful to address employee needs to activate organizational identity for external CSR programs (Bhattacharya, Sen, & Korschun, 2008). This research tends to analyze corporate social responsibility with potential theoretical underpinning and addressing various misconceptions about the concept such as profit

maximization under the protective belt of CSR in the context of developing countries like Pakistan.

1.3 Research Questions

- How can CSR activities affect the employee's organizational commitment towards an organization?
- How the organization identification mediate the association between corporate social responsibility and employee's organizational commitments (OC)?
- Is there any relationship between an employee's organizational identification and the organization's commitment?

1.4 Objectives of the study

The above discussions put some questions for which possible objectives of the study are:

- To investigate the effects of CSR on employees organization commitment.
- To examine the relationship between corporate social responsibility and employee's organizational identification.
- To analyze the relationship between employee's organizational identification and employees organizational commitment .
- To find out the mediating effect of employees organization in a relationship between CSR and employee's organizational commitment.

1.5 Hypothesis

The following hypothesis will be tested to find out the possible outcome of the research problem.

- H₁: Corporate social responsibility has a significant positive impact on organizational commitment.
- H₂: Corporate social responsibility has a positive significant effect on organizational identification
- H₃: Organizational Identification has a significant positive impact on organizational commitment

H₄: Employee's organizational identification positively mediates the association between corporate social responsibility and employee's organizational commitment.

1.6 Organization of the Study

The study will organize in the following chapters:

Chapter 1 will include the study background, statement of the problem and study limitations.

Chapter 2 will reflect the review of the previous literature.

Chapter 3 will suggest the research methodology and tools for the analysis.

Chapter 4 will consist of the analyze data with its interpretation.

Chapter 5 will conclude the research after findings in the light of results and will recommend directions for future study.

Chapter 2

Literature Review

2.1 Corporate Social Responsibility

Corporate social responsibility plays a substantial role in achieving a sustainable competitive advantage over a firm's rivals. Maximizing profits and improving business practices with consumers. Several researchers described the phenomena, with distinctive dimensions such as (Carroll, 1991) defined the term, CSR in the context of legal, economic, philanthropic and ethical aspects(Ailawadi, Neslin, Luan, & Taylor, 2014) further added environmental perspective, community's wellbeing and ethical treatment of employees. While, Srivastava, Negi, Mishra, and Pandey (2012) proposed stockholder's and customer's aspects to be incorporated in the responsibilities of an organization. The subtle nature of the scope of responsibilities is the biggest challenge for every organization in the context of CSR. The primary reason of this complexity is that the primary objective of an organization to maximize its shareholder's profit, without taking into account the perspective of various other stakeholders.

Henriques and Sadorsky (1999) asserted that companies should involve in behaviors, which have social strings attached to it and incorporate a variety of other stakeholders in society at large. Additionally, they added further categories of shareholders to be classified as general community, organizational, media and governmental. Following the same notion from a variety of other researches, this research also takes into consideration the impact of CSR practices implemented by a firm on various stakeholders. Keeping in mind the nature and scope of this study, employees among all stakeholders, should be given special preference in this research, as they are considered the central players to be facing organizational policies this study, a claim the receives support in academic arena. The research specifically focuses on the impact of CSR on employees' behaviors (Ahmad, Rashid, & Gow, 2017; Farooq, Payaud, Merunka, & Valette-Florence, 2014; Hameed, Riaz, Arain, & Farooq, 2016; Islam, Ahmed, Ali, & Sadiq, 2016).

CSR is a voluntary activity, which an organization undertakes and the essence of this voluntary action lies in its open collaboration and interference with its key partners. World Business Council for Sustainable Development (WBCSD) describes CSR as “the pledge for the improvement by an organization, while associating with its nearby network for personal gratitude and efficient management of their organizations through responsible administration”(Lafferty, 2006).

Maignan, Ferrell, and Hult (1999) in their researches articulated the concept of CSR as a network, which is considered to be the primary precursor for a customer’s loyalty (Bediako, 2017). Despite of its growing emergence in industry, academic elaboration of this concept still lacks consensus. Moreover, the degree to which it has been acknowledge is very low (Donaldson & Preston, 1995; Garriga & Melé, 2004; Kakabadse & Kakabadse, 2007). This concept, particularly in this study is drawn upon a variety of opinions presented by various authors, such as, social execution (Carroll, 1979) partnering up with executives (McWilliams & Siegel, 2001; Morgan & Hunt, 1994) organization’s responsible management and workplace environment (R. E. Freeman & Evan, 1990) organizational ethics (Donaldson & Dunfee, 2002) inherent contemplation (Soloman, McHugh, & Dorr, 1993) and an organizational societal concerns (Henderson, 2001).

Despite of all the complexities involved in the conceptualization of this concept, Matten and Crane (2005) has given some premise and defined its scope, which is highly lauded in the prevailing literature. Based on the studies conducted by, Chambers, Chapple, Moon, and Sullivan (2003) the concept of CSR has developed both in scope and scale, as a result of the growing concerns for actual improvements in the western countries, while its impacts still needs proper analysis and scrutiny in developing nations like Pakistan. Various studies indicate the scarcity of knowledge and analysis of various social contexts in terms of CSR in these developing countries (Afridi, Gul, Haider, & Batool, 2018; Khan, 2010).

The concept of CSR has gained enormous significance both in industry and in academia, the proof of this emergence can be found in the increasing number of research publications in various well-reputed journals (McWilliams & Siegel, 2001). Kramer and Porter (2006) considers CSR as an integral part of an organization’s practices. Despite, the growing awareness of customers and society at large, enthusiasm about CSR is unparalleled in the face of global sustainability issues, such as climate change, deforestation, work place ethics, child abuse, women empowerment, but at the same time linkage between academics and practical implications of CSR in organizations is

dangerously weak. This linkage needs proper comprehension and analysis, particularly in the context of Pakistan (Nadeem & Kakakhel, 2012).

Advanced nations consider business activities to be undertaken in tandem with global sustainability issues across the globe through the lens of CSR. Organizations should partner up with society to tackle these issues, as they are beyond the scope of a single entity to be mitigated (Garriga & Melé, 2004). Henderson (2001) has shown a positive link between a firm's CSR initiatives and its impact on environmental and social issues. The proliferation of global sustainability issues in developing countries like Pakistan is an alarming subject to be addressed in both academia and practice (Tilakasiri, 2012). Discreet examination of CSR and its various dimensions, followed by potent empirical techniques is the central subject of this study in the context of Pakistan.

Researchers of creative nations have begun to analyze the degree to which the western hypothesis and routine with regards to CSR is implementable in creating economies (Jamali & Mirshak, 2007; Tilakasiri, 2012) and what are the positive advantages of socially mindful exercises for the organizations working in such nations (Dutta & Durgamohan, 2008). In spite of the fact that in creating nations, partners are driving organizations for CSR, investigate uncovers that a lot of associations need adequate information to complete it and absence of comprehension among chiefs in regards to benefits related with CSR causes jumps in its realization (Fernando, 2010).

Consequently, Fasanya and Onakoya (2013) defined CSR as “a firm's responsibility towards its stakeholders and its commitments towards its overall firm's activities and processes”. The current study measures CSR through environmental, customers, employees and community activities, which are discussed subsequently.

This cluster includes the integration of environmental issues into strategies, operational and reporting, risk management and compliance control systems. Currently, companies use green technologies and renewable energy sources. There are other activities included in the cluster seventh by air pollution and waste management, the reconstruction process and reusable and reclamation materials (Van Den Berg & Lidfors, 2012).

The community is one of the important determinants of CSR; it includes the health and well-being of the local community in the enterprise. For instance, the activities regarding charitable organizations or community organizations, partnerships for social investment, sponsors for sports and sports clubs for valuable reasons (Van Den Berg & Lidfors, 2012).

Consequently, the customer is one of the most important shareholders, as confirmed by (Paul & Baker, 1992) Customers expect corporations to behave responsibly. The more attractive customers are willing to appreciate this behavior. Customers nowadays are actively looking for companies with "sustainable" products and manufacturing methods and these new type of consumers are considered 'sophisticated' and 'environmentally friendly and socially conscious' subject to research by social scientists and economists (Flammer, 2015).

Another component of the effective role for HR professionals is the centrality of the employees to achieve organizational objectives. Indeed, without exception, each party is nominated by each of the four major stakeholders in the mapping process, designated as partners, customers, and communities by other stakeholders. As a key factor in any organization, its employees should be involved in the merger of CSR in accordance with its policies in line with its strategic Business Guidance, to achieve its corporate social responsibility.

Above all, grabbing cynicism and leading ridiculous problems can be disconnected between rhetoric and practice. Business value is an improvement of the functionality of the business model, reputation, confidence, skills and intellectual capital. The trend of labor market trends for improving relationships (Van Den Berg & Lidfors, 2012).

Developing socially responsible practices has become essential for organizations than ever to meet its stakeholders' expectations (Matten & Moon, 2008). Recent literature on CSR is of the view that such practices may add to a firm's goodwill to attain a competitive advantage (Fu, Ye, & Law, 2014; Islam et al., 2016). However, Falkenberg and Brunsæl (2011) thought strikes that corporate social responsibility (CSR) is not only helpful to attain a competitive advantage for organizations but also has become a strategic necessity. This is because; CSR benefits employees (Hung, Shi, & Wang, 2013), customers (Groza, Pronschinske, & Walker, 2011), shareholders (Cochran & Wood, 1984), managers (Du Gay et al., 2013) and consumers (Moosmayer, 2012). Nevertheless, it can be costly for firms to get the desired benefits (Bhattacharya et al., 2008).

Organizations that are not engaged in socially responsible practices may mislay their image, which ultimately affects their long and short-term profitability (Story & Neves, 2015). Conversely, if the organizations engage in socially responsible practices, they may also involuntarily disapproved by the stakeholders, particularly if organization alleviate the cost of investment by maltreating employees or skimping services (Campbell, 2007).

A firms' strategic investment in CSR activities can also be met with skepticism from stakeholders (Luo & Bhattacharya, 2006). Suffice to say that, some of the firms may get benefit investing in socially responsible practices, while others may not get the gain. Thus, understanding the stakeholders' perception about a firm's engagement in CSR activities is important (Story & Neves, 2015) along with how they behave with that organization (Fu et al., 2014).

Activities of corporate social responsibility have the potential to make long-term strong relationships between stakeholders and the organization. However, Researches in marketing showed the impact of CSR activities on stakeholder's performance; the corporation societal activities and their outcomes have many variations. Agreeing to a famous description, the CSR in business may include legal, economical, discretionary expectations and ethical activities which had a great value for organizations (Shen & Benson, 2016).

Riordan, Gatewood, and Bill (1997) suggested that CSR can affect previous image, attitudes and intentional behavior of workers in the organization. In a study, Viswesvaran, Deshpande, and Joseph (1998) investigated a linkage between corporate social responsibility and employee's counterproductive attitude. Similarly, Maignan et al. (1999) argued humanism trend and market-oriented trends can lead to pro-active corporation citizenship; it is ultimately associated with the enhanced level of employee commitment, customer's loyalty, and business performance.

According to I. Freeman and Hasnaoui (2011) a CSR is an important element for the stakeholders i.e. dealers, clienteles, shareholder, workers, financial groups, government authorities and competitors who innovative the group into trade unions and associations, customer care groups, and different political groups. After that, the many other scholars highlight the importance of CSR in regard to stakeholders because after implementing CSR activities many stakeholders can be motivated towards the corporation stakes (Ditlev-Simonsen & Wenstøp, 2013).

Now a day there are many developments were found in the theory and many organizations intend to do more for the society, which includes not only shareholders as well as employees, customers, suppliers, and investors. Corporations are taking it seriously to serve society and considering it as their responsibility due to many awareness campaigns regarding CSR (Brammer et al., 2007).

When a business is going to be extended to an international platform so it creates not only new prospects but it also alerts the associated business and financial risk with

those portfolio opportunities. The business which focusing on CSR major activities, which are social, economic, environmental and political aspects, can enhance the reputation and employees trust in the organization. Big organizations in the world had a stable condition and economic power and the budget of independent countries. Such expectations and different responsibilities are associated with business and society (Jamali & Mirshak, 2007).

The additional responsibilities in the shape of CSR is a challenge for the organizations, therefore, the development and implementation of different business strategies will be helpful to manage the problematic issues in a proper way, this enhance in responsibilities while maintaining the revenue, may become a big challenge for business organizations. For that purpose, the development and implementation are required for different business strategies through which most of the problematic issues can be solved in an easy manner. Another smart way to connect business CSR activities with social welfare and economic related activities to implement on business (Farooq et al., 2014).

Corporate social responsibility (CSR) is further differentiated by many scholars in several aspects. For instance, according to Jutterström and Norberg (2011) sub-division of CSR is a working condition, Human Rights, and working environment. They selected the economic factors as the constant one because it has low downfalls. CSR is an effective way to attract stakeholders. The different area of CSR is as one way which makes a division of different areas like environmental, social and economic responsibility. Economic responsibility suggests that the organizational will secure the financial conditions.

Corporate social responsibility (CSR) serves to be a good precedence to whom someone is expected to follow. The implementation of CSR is a very difficult task because a balance between demographics and discrimination is not possible to remove. Environmental responsibility suggests that corporation business activities will not affect the overall environment and not have an inverse relation with natural resources.

Grankvist (2009) argued about the interaction in three major areas. A corporation may not be limited to only the maximization of profitability but also consider that what is going on in the world and support it too. The bit is a very difficult task to manage both you are serving the society as well as performing the business activities as well. Nowadays CSR is just a common activity for corporations to conduct such activities but the main motive behind CSR activities is different to every corporation some do it as responsibility and some do it as to get fame.

According to McWilliams, Siegel, and Wright (2006) highlighted that many corporations are engaging in the CSR activities and the motive behind is to enhance the stakeholder's intention. The reason for doing CSR is not only the customers but also all other stakeholders to attract them towards corporation production and decision-making process. A huge number of corporations including Multinational and multi division corporations engage in doing CSR activities, the reason is that such a corporation's regulatory body and stakeholders demand to do so.

Employees could understand motivation once they contribute to society whereas operating as a result of this sense creates to them understands that they sleep incoherence along with others at intervals in society. Certainly, all work has which means. As an example, doctors and firefighters can understand the motivation higher as a result of it's simple for them to acknowledge that they're contributive to society through their work (Berger, Cunningham, & Drumwright, 2006).

This is often because of the fact that they are physically confined with the themes UN agency that receive facilitate through their work, and the impacts caused by their facilitate area unit immediately and obvious. Companies like automobile manufacture in various plants are not likely to be the direct contributors through their work towards CSR. Since their work takes up solely a little part of the whole method of automobile producing, it's tough to instantly check the degree of their contribution to the whole method (Berger, Cunningham, & Drumwright, 2004).

The enhanced form critical proof concerning with a link in-between corporate CSR actions and worker behavior attitudes which shows that corporate social activities and environmental activity area unit can be received by the staff members (Brammer et al., 2007; Collier & Esteban, 2007; Kim, Lee, Lee, & Kim, 2010).

Generally analysis reflects that corporate social responsibility activities affect the spread of workers behavior and attitude, together with worker structure identification (Berger et al., 2006; Kim et al., 2010) job satisfaction level (Valentine & Fleischman, 2008) organization commitment (Berger et al., 2006; Bramer, 2005; Carmeli, Gilat, & Waldman, 2007) worker's trusts (Hansen, Dunford, Boss, Boss, & Angermeier, 2011; Hillenbrand, Money, & Ghobadian, 2013; Vlachos, Theotokis, & Panagopoulos, 2010) & worker's attractiveness and turnover (Bhattacharya et al., 2008; Greening & Turban, 2000). Even so the growth of body analysis hefty the uncertain remaining concerning however it can motivate the employees to react in a supportive behavior which supports structural objective (Aqueveque & Encina, 2010).

Organizational identification (OID) grows once a partner in a nursing specialist sees a partner in a nursing association's focal and fundamental attributes as self-characterizing (Ashforth, Harrison, & Corley, 2008; Haslam, Postmes, & Ellemers, 2003). In that sense, organizational identification mirrors "the degree to that apart diagrams him-or herself by indistinguishable properties that the individual in question accepts characterize the association"(Dutton, Dukerich, & Harquail, 1994).

Organizational identification (OID) is said to a few positive laborer attitudinal and action resultsAshforth et al. (2008); (Hekman, Steensma, Bigley, & Hereford, 2009; Riketta, 2005), and might improve specialist execution (Ashforth & Mael, 1989). OID conjointly gives staff individual and social implications (Haslam & Platow, 2001).

The idea of social identity originated from SIT introduced by H Tajfel and Turner (1985b) and the concept of Organizational Identification (OID) was derived from the idea of social identity. OID is characterized as the "view of unity with or belongingness to an association, where the individual characterizes him or herself in regards to the organization(s) in which the person is a part"(Mael & Ashforth, 1992).

Social identity theory (SIT) theory states that individuals prefer or like to be recognized with groups to view their identity peculiarly. Dutton et al. (1994) Contributed that organizational reputation positively contributes to employees' perceptions of organizational identification, which ultimately influence their positive work-related attitudes and behaviors. Recently, Fu et al. (2014) conducted a study and asserted that employees' perceptions of CSR not only enhance the organizational attraction for workers but can also enhance employees' OID. However, how CSR can influence banking employees' OID still need further investigation.

Sprinkle and Maines (2010) argued that several corporations are engaged in CSR activities because it is the views that it is a correct thing for a corporation. They further argued that some of the firms were found doing the CSR for the purpose of window dressing through which they can get a good presence in the final reports. Therefore, they convince other corporations to do more CSR activities.

The recent change in the field of CSR is the European Union (EU) rules which make it obligatory for the business to join in and also file the CSR events in the yearly reports (European Commission, 2015). The main body control for the corporations having a staff of bigger than 500 to file all the info of corporation's rules related by the probable threat and effect on surroundings, workers and communal and also human rights and many fraud issues in the board of directors (BOD).

In addition, from shareholders' force to involve in CSR deeds, others causes comprise the benefit of competitive benefit to the corporation in the form of big market share and worker fulfillment. Nevertheless, Researches showed by Scholars argued that CSR activities not impartial offer benefit to the corporation but likewise rise budget of the corporation. Along with the budget, the threat of CSR failure similarly occurs, which might be the basis of doubt amongst investors that leads to corporation loss (McWilliams et al., 2006; Weber, 2008).

Social identity theory proposes that the company's CSR activities directly affect workers' authoritative recognizable proof. Individuals endeavor to accomplish or keep up a progressive social personality (Muller, 2006) which can be got through the participation of various gatherings (Ashforth et al., 2008). Amongst those gatherings, enrollments of corporate associations might be most time vital part (Hogg & Terry, 2000).

Taylor and Turner (2002) suggested propose which representatives utilize the social and status remaining of the associations to assess the self-esteem. Representatives want to relate to associations of an esteemed picture, which upgrade their self-esteem and address their issue for self-improvement (H Tajfel & Turner, 1985b). Authoritative recognizable proof subsequently gets from the picture and saw notoriety of the association (Dutton et al., 1994; Taylor & Turner, 2002) contend the firm's ventures which helps the social and non-social partners and buyers welfare actuate affirmative assessments of associations, with solid effects of a company's outside repute.

However, it can be stated that CSR activities concentrated on outer partners ought to be increasingly pertinent for pariahs. With their shifting advantages, needs, and objectives, diverse partners specifically process interesting educational prompts or flags given by associations (Riordan et al., 1997), with the end goal that pariahs are bound to screen outside CSR exercises. Speculations are created by an organization for network advancement, customer interest, and ecological security likely incite progressive appraisals.

A company's generous and network advancement activities upgrade its corporate picture and outer glory leading untouchables to rank it exceptionally (Bramer, 2005; Fombrun & Shanley, 1990; Fryxell & Wang, 1994). In addition, in light of the fact that CSR activities upgrade the organization's repute, workers feel pleased to connect within, which improves its self-esteem and confidence, regardless of the entire CSR activities center around social or non-social partners or clients.

According to the empirical survey by Peterson (2004) suggested a linkage in-between the perception of employees towards employee commitment and organizational

citizenship. Brammer (2005); Rupp, Ganapathi, Aguilera, and Williams (2006) also examined CSR activities effect on organizational commitment and argued that outside CSR has a positive relationship with organizational commitment.

Corporate social responsibility (CSR) is an idea, which is based on an assumption in a business that it has several obligations towards society along with profit earning. It is usually defined as a contribution by a corporation to aid the society along with their business activities, it is also known as social investment and charity programmers, and can be involved in the communal policy, it is obligatory for the corporations to aid the society especially the firm shareholders and other interested parties (Ali et al., 2010).

Several corporations pursue to certify that their personal sense committed to their association in order to confirm a small turnover frequency. Near this completion, a worthy CSR reputation can cause constructive consideration by existing and potential both employees (Taylor & Turner, 2002). Principled working environment indications to additional dependence on corporation, the tougher commitment of employees, low absenteeism and employee's turnover rate, greater production, an extra progressive attitude toward the effort and respectable behavior from workforces (Sims & Keon, 1997).

Corporate social responsibility (CSR) has gained the interest of business organizations since the 1980 (Shen & Benson, 2016). Different researches proposed that CSR rises worker commitment level with the organization since CSR interferences as well as comprised events for the wellbeing of personnel and their relatives. Several other types of research as well as Albinger and Freeman (2000); Backhaus et al. (2002); Dawkins (2004); Greening and Turban (1996); Moskowitz (1972); Turban and Greening (1997) specified that CSR invites motivated prospective personnel and expands the commitment scale of present personnel. Brammer et al. (2007) prominent that CSR improved worker organizational commitment. Peterson (2004) argued the character of HRM as the main provider to CSR. Scott (2004) specified that CSR builds improved status of association in the people that aids in attracting new graduates.

Employee insight of CSR events plays a significant role in together enhancing loyalty and reduces the internal turnover rate. Hence, it also emphasizes the employee's intention towards CSR activities which improve better consideration to influence different CSR strategies might be on personnel. Lee et al. (2013) determined that the intention of employees for the CSR activities through which the employees in an organization can observe the business to support social activities.

Corporate social responsibility (CSR) exercises can possibly make more grounded connections among corporations and stakeholders. In spite of the fact that marketing scholars have examined the effects of CSR exercises on stakeholders reactions, the CSR exercises and results estimated have been changed and conflicting according to a notable definition, the social duty of business incorporates the financial, legitimate, moral, and optional desires that society has of associations at a given point in time (Shen & Benson, 2016).

Organizational commitment is a valuable indicator of managerial efficiency (Porter, Steers, Mowday, & Boulian, 1974). There are a possibilities to forecast managerial results, for instance, absence, occupation, employee performance and objectives (Meyer & Allen, 1997). It was showed to remain the furthestmost vital commitment in relations of the concentration on work enactment and on employees wants to continue in a corporate (Freund, 2005).

Employees can analyze and develop a psychological attachment and carry their commitment towards the organization to increase the production and performance of the company. “Organizational commitment” can be distinct in relations of worker’s proof of identity and volume of commitment with an association. It reveals workers’ attitudes towards the organization’s aims and beliefs, wants to stopover by the association, and a will to spend exertion on its aim.

According to Mowday et al. (1979) Commitment is a relative asset of employee identification and its contribution to a specific association. Employees that have a satisfactory opinion of a group's CSR incline to have progressive opinions almost the organizations in other regions, such as high-ranking board's honesty, controlling of top management and in market competition organizational effectiveness.

According to several researchers, numerous aspects influence the premeditated implementation of CSR activities, for instance, the arrangement of corporation and social values in addition to communal wants and genuineness (Porter et al., 1974). After they fulfill these influences, personnel recognize CSR events further positively and confidently. Employee opinion of CSR doings shows a significant part in mutually enhancing devotion and reducing turnover ratio on the inside. Perceptions of a corporation’s stance on CSR are influenced by its marketing efforts including branding, reputation building, and communications.

Ethical responsibilities are an obligation of a corporation puts on itself because its holders believe it as the right thing to do not only because they have that obligation to do. These include being environmentally friendly, fair wage rate etc.

Legal responsibility may consist of a requirement placed by the state and international law. After ensuring that corporation is profitable, it has to obey all the legal requirements because it is an important element of CSR. It can be range from securities regulations regarding labor law and criminal laws etc.

Environmental responsibility is also an essential part of CSR because besides the profit orientation motive corporation has to take care of the environment in which it takes place. There must be a proper system for wastage management and environmental protection.

Social responsibility involves making any effort to the benefit of the society by donating services to the community as well as to the organizations, engaged in different projects, which provide aid to the society. The high ranking of corporate social responsibility on research agendas seems to be reflected in theoretical and managerial considerations that argue “not only is doing well the right thing to do but it also indications of doing better” (Bhattacharya et al., 2008). As a result, CSR has moved from ideology to reality, and many consider it necessary for organizations to define their roles in society and apply social and ethical standards to their businesses (Lichtenstein, Drumwright, & Braig, 2004).

Corporations enhancing CSR events to place their corporation brand in the eyes of customers and former interested party, for instance over their yearly reports and websites (Wanderley, Lucian, Farache, & de Sousa Filho, 2008). Altogether, literature arguments whether corporations would converse about their CSR creativities and if organizations select to link, whether old-style promotion tackles are suitable. So far according to the current investigation, connecting about communal events do not constantly benefit the interactive association, particularly because CSR communiqué may activate interested party distrust and doubt (Mohr, Webb, & Harris, 2001).

Eweje (2006) and Jeppesen and Hansen (2004) argued that the influence of corporation practices in developing countries and their implications for human rights also remain the key concerns for international and CSR oriented organizations (Cragg, 2000). Rather than a single, comprehensive activity, CSR comprises many different activities from which an organization can choose (Lindgreen *et al.*, 2009).

Porter and Kramer concluded that associations make an upper hand by coordinating non-economic variables, separating themselves from competitors, fabricating a superior picture and notoriety, making customer goodwill and positive worker behavior and code of conduct (Rupp et al., 2006). From this deliberation, corporations understand that the improvement and execution of CSR programs offer a "win-win" situation for the association and its locale. A precise and interdisciplinary examination of the business case for CSR should include diverse researches that recognize potential positive and negative impacts of CSR on business execution in its broadest origination, not simply in financial terms

2.1.1 Ethical Responsibility

Ethical duty suggests keeping up not withstanding improving your main concern while setting a high bar for making a positive commitment to society. To some degree, edified corporation pioneers can test senior managers and different representatives to set objectives for exercises extending from network philanthropy to natural magnificence. Enterprises are additionally persuaded by outside desires: clients, investors, financial specialists and general society at enormous may demand that corporations go well beyond taking a gander at quarterly profits.

2.1.2 Legal Responsibility

The second dimension of the pyramid is the business' lawful commitment to comply with the law. Some of the laws as well as every one of the laws, constantly. It implies not looking the other way while hazy areas of the law are disregarded, in light of the fact that doing as such risks the business. All corporations are liable to legitimate obligations and are required to pursue the law, which affects the associations arranging process. So as to work soundly, a corporation must acclimate itself with outside variables that oversee the business that the corporation works inside.

2.1.3 Environmental Responsibility

It is a corporate responsibility, which is expected to activate in a way, which safeguards the environment. Business activity can be going beyond and can persuasive for the environment and can take many advantages for business. Nowadays corporations have understood that business activity in a naturally responsible way is not only a legal obligation but also a responsibility. From past decade investors enhancing requirement for a corporation to become more environmentally responsive and liable. CSR activities of

corporation organizations affect their extremity mark and the long-standing achievement of their corporate.

Different environmental elements related to CSR had been argued in past years and it has a lot of fame in the business world. Previously in the old business world, the protection of the environment was just counted as the relation for the public interest, but the scenario is changed now it is the part of almost every business organization. The government of many countries focusing on and enforcing corporate social responsibility. Making new rules and regulations for the operation of CSR.

2.1.4 Social Responsibility in CSR Social responsibility

In corporate social responsibilities (CSR), social responsibility is an idea in which a business can balance the profitability as well as the social activities. It includes business development with a positive association towards the society in which business operations are carried on. International Organization Standardization focuses the relationship development with the society and surroundings are a major factor to operate an organization effectively and efficiently.

Not all the businesses are taking social welfare inconsideration. Milton Friedman argued that the social responsibility of a business is considered a favorite subject of society and can enhance the image of a corporation. He believes that the individual has a focus towards social welfare while an executive by its nature usually considers the profit for itself only. Many experts define social responsibility as the point, which is more than earning profitability.

2.2 Corporate Social Responsibility (CSR)

From the last two decades, corporate social responsibility had taken the attention of researchers. A lot of work was found on CSR but still there is not a major definition was found or one can say that no definition covers the full scope of CSR, so there is confusion that which should be considered as an acceptable and perfect definition, which can be acceptable by all. CSR measures approaches have also the same situation. Several researchers presented different approaches as well as definitions but all phenomena had contextual nature meanings and each approach and definition has some limitations, which were the gap for others to develop a new instrument or scale for it (Marti et al., 2013).

Different scholars had attempted to explore the definition of CSR concerning several contexts and corporations this was the step towards the new scale development (Dusuki, 2008; Khurshid, 2014). Similarly, some of the scholars also worked on the

Islamic concept for CSR for which all the measures were developed on the basis of the contextual nature of CSR according to Shariah guidelines. This concept is defined by several researchers in their context and surroundings.

Bowen (1953) was the first one who considers CSR as a debatable concept. He argued that: “CSR is a liability for a proprietor to follow the policies which can be used for decision or can pursue that line of activities which is required to aim and has value in the society. It is described as a contribution by a corporate to enhance the welfare of society in several ways”.

According to Hopkins (2004), corporate Social responsibility is “Handling of stakeholders of a corporate socially, legally and ethically responsible way. Stakeholders are to be found outside as well as inside the organization and responsible social behavior can increase the development of the human inside and outside of the organization”.

The above definition describes that CSR activities are concerned with the stakeholder management for ethical, legal and social responsibilities.

Another definition of CSR by “World business council of sustainable development” (2002) is as:

“Corporate social responsibility is a long term process of obligations for a corporate to deliver an ethical behavior to contribute towards the economic growth of the organization along with the societal benefit. Aid for civilization can provide excellence in the life of the workers and their related persons, as they are the local community. Social obligation is a controlling principle in business for any decision-making process”.

As corporate social responsibility (CSR) is an emerging and ever-changing requirement of society and as time passages, there is an also key motive for deficiency of established CSR definitions. There are three CSR approaches and all of them have different perspectives to elaborate CSR as a corporate responsibility as under:

1. Share Holder Approach
2. Stake Holder Approach
3. Societal Approach

The detailed discussions of the above approaches are as under;

2.2.1 Shareholder Approach:

This approach is related to the shareholder benefits and supporter of the main aim of a corporate. This CSR approach is considered as Classical-view, which was initiated by Milton Friedman. The main objective of a corporation is to earn a profit or maximize the

wealth of its owner (Shareholders) it suggests that every corporation core responsibility is to achieve its main objective. Shareholders attention always on the fulfillment of the core objective they consider other objectives are on the other side. Other activities can only undertake when the main objective is achieved. Simply this approach is used to protect the benefit of shareholder only (Friedman, 1970).

2.2.2 Stakeholder approach

Freeman (1984) presented this approach and suggested that stakeholders take interest in those firms in which the shareholder's benefit is safeguarded. In simple words, it shows that stakeholders are interested in the corporation where the shareholder approach is using because by this they can consider or predict the future stability of a corporation. If shareholder's wealth is maximized, so it reflects a good image to the stakeholders. This approach is very important while taking decisions because it plays a major role between shareholders wealth maximization and interest of stakeholder in the corporation.

2.2.3 Societal Approach

This approach covers inside as well as outside society in the surrounding of a corporation; it has a broad responsibilities range. This approach is a major part of society and it has a great contribution to society because social responsibility must be considered for every business organization. Corporations have to generate revenues and to participate in different societal activities for the improvement of such areas, which are suffered, by the business activities of corporations. According to the societal approach, Korten (1998) said:

“Business is globalized in last of the half-century and become a powerful established institution on the earth. A leading organization in a society must focus on the societal issues along with the profit earnings activities. Each and every decision and action can be taken into consideration and must be looked in the light of kind obligation” (Marrewijk, 2002).

Carroll (1979) presented the definition of CSR by developing the CSR pyramid, which was considered as a very significant and major contribution in the CSR definitions because it had gotten the scholar's full consideration. Though this model of Carroll's was not out of any limitations it provides a new look in the definition. According to Carroll (1979), CSR can be elaborate as follows:

“In a business social responsibility can cover legal, fiscal, discretionary & economic prospects for the society as well as for the organization at a specified time”.

The above definition consists of four major dimensions i.e. philanthropic, legal, environmental and ethical. Maignan et al. (1999) also presented a very wide definition of CSR, which is:

“Business social responsibilities assume the lawful, ethical, economic and societal obligations which can be designed for the reflection of the social demand and to increase the business participants for the benefit of the society and avoid the lower standard products, law-abiding activities and unethical considerations”.

According to the Commission of European Communities (EU Commission, 2006) CSR is:

“A business activity is conducted for the betterment of the environmental and societal concerns by a corporation to voluntarily interactions with their stakeholders”.

This commission also suggested another CSR definition, according to which:

“Social Responsibility is basically an activity by a corporate to perform volunteered contribution from its profit for the sake of society’s betterment and to clean the external environment”

In the above definition, a set responsibility level is shown in the corporations, which can make a significant contribution towards the improvement of society, which leads it to the purchase decision, which influences consumer, but not all the companies can do such things. Many multinational brands can do it to improve the positioning of their corporations like Coke, General Motors, Nestle, etc. (Peloza & Shang, 2011).

According to van der Wiele, Kok, McKenna, and Brown (2001) defined CSR as:

“It is a responsibility of a corporation to utilize its physical and human resources to earn a profit as well as to aid the society to which they are trading. Committed participation is required for the employer because of as a member of the society; it must consider the society at a huge point and improve society’s welfare”. Khoury, Rostami, and Turnbull (1999) also define CSR as under:

“It is an overall affiliation of a corporate and its stakeholders which includes shareholders, management, employees, investors, communities, customers, competitors, government, debtors and suppliers. Corporate social responsibility has different elements which include the welfare of society and employees, environmental cleanness, financial effectiveness and relations with customers and employees”. According to Heald (1957), CSR is the:

“Essential part of a company’s management as a responsibility towards the society to serve to improve the economic goal as well as the social welfare goal”

Following is another definition of CSR includes the environmental and social responsibility of a corporate: Another definition which also describes the environmental and societal responsibility of a corporation is as follows (Luning, 2012):

“It is a concept in which companies implement for the continuous betterment of the society and environment in which business trade and provide aid on a voluntary basis to its stakeholders”.

According to the “World Businesses Council in (Fox, 2004)” for business development sustainability, the definition of CSR is as:

“The commitment of business for continues behave of a corporation towards the society which must be in ethical and social considerations. It contributes towards economic aims as well as towards the social objectives and improves the quality of workforce life and their families”.

All the above definitions suggested that CSR is a responsibility of any business organization because social welfare is very important for the development of a nation. The care of society and environment can improve the impact of a corporate in society and it is also good for the economic condition of the organization. So as a conclusion there is a need for CSR for the Shareholders, Stakeholders as well as for the Society where a corporate performing it's business activities.

2.3 Historical background of CSR

As it is obvious from the above discussion of CSR definitions, that it is necessary for the business organizations and it is related to the betterment of the society. The relationship between CSR and Society can be drawn back to the centuries ago but unfortunately, the literature availability is found from 20th Century. If we through light on the CSR origin so most of the researchers agreed that the start of CSR is from 1920. Business corporations were rapid growth in the USA in the 19th century. When shareholders take an active part of the process of decision making and it enhances the demand of different public policy issues like safety and health of employees (Crane, Matten, & Moon, 2008). Corporations have to respond to fulfill the social responsibility for the legal requirement and also for communal policy.

2.3.1 CSR (From 1920-1948)

In 1920 different business executives and proprietors took interest in different societal issues. They found different problems in society, like different issues of workers and employers and then suggested different solutions to strengthen their power and

increase their wealth. For example, Feller and Ford implemented CSR in several manners like Carnegie served libraries and universities by providing funds from his organization. Feller provides aid to the University of Chicago in early 1896 and also in the southern Negroes education system (Waldman et al., 2006). Ford also improves the lifestyle of its workers by enhancing their income (from \$2.34 – 5) per day.

In 1930 the proprietors used different techniques for the betterment of their employees like pension fund, employees' shareholder-ship, unemployment funds limitation of working hours and wage rates and life insurance(Font, Walmsley, Cogotti, McCombes, & Häusler, 2012). Kuhn and Deetz (2008) suggested that CSR was supported by unions situated inside and outside of the organization especially for the mining and rail sector a change.

2.3.2 CSR From 1960 and onward

It is a significant contribution towards the corporation and societal betterment in several ways. In the beginning, the concept of CSR represents four major factors of responsibilities i.e. Philanthropic, Legal, Ethical and Economic responsibilities (Carroll, 1979). Economic responsibility refers to the economic matter of a business to the stakeholders. For instance, the fairness of proper compensation to its workers, reasonable price strategy for the customers and a handsome return to the shareholders and investors etc. Legal responsibility reflects the corporate operations according to the suggested law of state.

For instance, proper disclosure and tax payment on time etc. ethical responsibilities suggest that a business must react according to the social expectations from a business. For example, all such activities which can harm the society and not according to the law and regulations of the state can be avoided by the corporate and do their best for the social benefit. Maignan et al. (1999) suggested a more comprehensive definition of CSR:

“CSR is a corporate responsibility which is essential to pay to the society in four dimensions i.e. social, legal, economic and ethical obligations. These dimensions are required for the social betterment and reflect the desires of a society and also shows the active participation of a business”.

2.4 Organizational Commitment

Organizational Commitment has many types because it has also many dimensions. For example Normative and Continuance Commitment (Meyer & Allen, 1997). Other researchers like Collier and Esteban (2007); Ditlev-Simonsen (2015); Farooq et al. (2014)

also consider organizational commitment different dimensions like affective commitment which can be defined as, transmitted personalized link with the corporate, where employees has own identified violations for them with the corporate and it is associated effectively with the organization (Meyer, 2002).

Ditlev-Simonsen (2015) argued the successively reason is centered mainly on preceding studies of Simonson that signifies “Scandinavia” as a liberty labor marketplace that we are reviewing 4 case studies on a limited level in a nation whereby there is at present a sturdy trade marketplace for polished and qualified persons and we can emphasis on commitment maximum linked with worker morals and particular objectives. Meyer and Allen (1997) argued that it is something which the worker senses their aims and objectives associated with the organization and particularly contributing towards the organization betterment.

Employee’s commitment is essential for the endurance of an organization in the globalized world (Azeez, Jayeoba, & Adeoye, 2016). Meyer and Allen (1997) term organizational as a “mindset or psychological state”. Rodgers, Hunter, and Rogers (1993) defines commitment as a psychological condition that holds together employee and organization. Similarly, Robbins and Judge (2008) argue that organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Suliman (2002) argue that committed employees have a higher tendency to achieve the goals set by organization compared to non-committed employees.

Meyer and Allen (1991) further categorized commitment in three types, rather they called it component for instance Normative and Affective Commitment. The effective commitment is related to emotion, where the employee has a feeling of association and attachment towards the organization and desiring to stay, continuance commitment, on the other hand, made the employee hold on to the organization because of the cost and benefit analysis. While normative commitment refers to the commitment based on one’s obligation towards the duties and responsibilities and mission and vision of the organization.

Literature identified various antecedents and consequences of organizational commitment. In one of the study conducted by Memon and Satpathy (2017) find out that organizations can avoid huge financial losses associated with voluntarily turnover through enhanced organizational commitment. They further add on that the effects of lower level commitment have an overall impact on organizational performance due to worse employee efficiency and high turnover rate. An employee who has a high level of organizational

commitment not only trying to remain attached to the organization but also have the highest level of productivity (Wan, Wong, & Kong, 2014).

Wang, Wang, and Guan (2013) argued that supposed business social responsibility does have emotional impact the assurance but further so through the intermediating repressors of organizational identity (D'Aprile & Talò, 2015; Farndale, Pai, Sparrow, & Scullion, 2014; Ruppel & Harrington, 2000). They are definite that CSR commitment generates communal interactions among a company and worker which central to improved reliance in the business and in shot boost commitment. Their findings referenced the possibility that CSR by way of commitment influence many other behaviors relative to absenteeism, performance and organizational citizenship (D'Aprile & Talò, 2015; Duarte, Gomes, & Das Neves, 2014).

Yousaf, Sanders, and Abbas (2015) also found a correlation in commitment and employee turnover, that stronger commitment had a positive effect on turnover. It was also found that CSR engagement directly communicated to employees had an impact on trust, intimating that the employer was caring and respectful (Farooq et al., 2014).

According to Adnan Khurshid, Al-Aali, Ali Soliman, and Mohamad Amin (2014) organizational commitment is a useful determinant of organizational effectiveness. It has different perspectives to foresee organizational productivity, i.e. retention ratio, performance, tenure, absence, and goals (Amabile, Conti, Coon, Lazenby, & Herron, 1996). Mowday et al. (1979) suggested organizational commitment as a strong relative point for an individual identification for the association with a specific corporation.

Employee's positive perception about CSR have a tendency to have a positive view of the overall departments of the organization, for instance; senior management integrity, leadership of senior management and competitiveness of organization in the market. Different practical and academic scholars suggest that many factors affect the strategic implication of corporate social responsibility such as the association of business with the corporation environment as well as associated with social needs and sincerity (Kramer & Porter, 2006).

If a corporation can fulfill all such factors employee perceive that CSR as a positive indicator for them. It plays an important role to mediate employee's loyalty and reducing employee's turnover rate. Whenever requested to rank the following four "substances" of an organization, most people probably would think of the grouping, in enhance request of significance, of PCs, frameworks, functions, and people (Madjar, Greenberg, & Chen, 2011).

People have the most essential resource of an organization. People perform functions, only when undertakings progress toward becoming complex, would we have to compose people into a framework in order to accomplish the assignments efficiently. Only when frameworks progress toward becoming complicated, would we require PCs to facilitate the capacity of the frameworks. As such, PCs and frameworks are there to help people in performing undertakings, organizations can earlier or later find those ultimate achievements which can be highly controlled by the human resource regardless of how extravagant the technologies (for example PCs) and frameworks are, they must be acknowledged and utilized by individuals (Luning, 2012).

Khan (2010) while the investigation of representative commitment, as a rule, has not been deficient in the administration writing, examine tending to this issue as it identified with the recognition and execution of CSR in the context of developing countries, in particular, is scarce. In this section, an extensive search of existing literature from diverse disciplines to establish the factors constituting an employee commitment and its linkages with CSR is reported. The identified dimensions constituting employee commitment will then be tested to see if they are significant to the perception and effective implementation of CSR strategy.

Employees' responsibility means a belief in an acknowledgment of the goals and values of an organization, a willingness to apply exertion on behalf of the organization, and a powerful urge to keep up enrollment of the corporation (Mowday, Porter, & Steers, 1982). This HRM result has a solid relationship with hierarchical achievement factors, for example, higher employment fulfillment; bring down non-attendance and organization citizenship conduct (Mathieu & Zajac, 1990).

It has along these lines been contended that people with elevated amounts of responsibility are all the more ready to commit more noteworthy endeavors towards an association's objectives and goals (Guest, 1999). Altogether, to help the craving for high responsibility of employees in an organization certain practices like organizational strategic orientation, culture, structure, policies, and procedures should be kept in the right place. The term "high commitment" is usually used (incorrectly) interchangeably with terms like "high involvement" and "high performance", the former being more prominent in the UK and the latter two in the US literature (Pillai & Williams, 2004).

2.5 Linking CSR with organizational commitment

Most of the researchers have explored the different elements of corporate social responsibility (CSR) in the review of the literature. Be that as it may, moderately few researches have considered its effects on employees.

The previous studies give different characterizations of stakeholders so as to systematize the idea. The absolute most normally utilized orders are essential and auxiliary stakeholders, outer and inside stakeholders, contracting and open stakeholders, deliberate and automatic stakeholders, societal stakeholders, principally social and optional social stakeholders, essential in-social optional non-societal stakeholders (Weiler & Schemel, 2004). Their study aimed to select concerned stakeholders from this broad classification and cluster them together while considering their common viewpoint.

Thus, this perception is acting as a moderator influencing the association among organization commitment and CSR and this study used CSR as an independent variable to social and non-social stakeholders such as employees, customers, and government while the dependent variable will be the organizational commitment. A number of researches conducted by various scholars like Balfour and Wechsler (1996); Cook and Wall (1980); Dunham, Grube, and Castaneda (1994); Mowday et al. (1982) provide some useful scales for measuring organizational commitment, however, it is very important to measure an effective component of organizational commitment using the proper instrument and scale.

Researchers conducted by Aupperle (1984); Carroll (1991); Maignan and Ferrell (2000); Quazi and O'brien (2000); Turker (2009); Wood and Jones (1995) proposed quality scales for measuring CSR with respect to various dimensions. This study, however, is focused on the stakeholder's perspective so using Turker, 2009 #192} is a viable option because of its variety and multi-dimensionality. The moderating variable, which is the perception of CSR for employees, is to be measured by a modified version of the scale called the Perceived Role of Ethics and Social Responsibility (PRESOR). This scale was modified by Etheredge (1999) into the two-factor structure in order to measure the managerial perception about the ethics and social responsibility of the organization.

Corporate can be beneficial by its employee's internalization of major corporate aims which can be useful for the corporate in the overall performance i.e. financial and other which includes social, ethical, legal and environmental considerations. All such approaches need to strategic oriented vision and core values which affect the corporation's reputation, especially when it relates to CSR (Karmark, 2005).

Strong cultures improve employee's performance which can have value and great ideas on which they really among a set of all undefined goals and it also boosts the efficiency of the employee's behaviors to increase their values. Researches also have shown that employee's perception about its corporation's CSR activities is heavily influenced by organizational justice and their attachment towards the organization, which in turn is reflected in their behavior and attitude. According to the social exchange theory (SET) employees can be committed if the employees have a perception of social responsibility (Collier & Esteban, 2007).

The commitment of employees towards the organization can be a boost when the employee's emotional bonding with the organization can effectively work. It is the reason behind low absentees and employee turnover, which ultimately improves the organizational performance. organizational support theory can be based on the theory which relates to the affective commitment which can be a result of perceived organizational support (POS) or in simple words it is employees perception that how you are valued in the organization (Rodgers et al., 1993).

Perceived organizational support (POS) theory can expect social responsibility and practice towards the employee's effective commitment can better for the organization. As it is discussed that CSR is a multi-dimensional concept, affective commitment can be affected by the perception of stakeholders towards business CSR activities. According to Brammer et al. (2007); Turker (2009) SIT can increase the social responsibility of an organization which can ultimately increase the organizational identification, this kind of employee's social identity called as a positive affective commitment in a corporate.

A corporation can reflect a positive image if its employees are committed to the conduct of business and consider the organization as their own, but it can be only possible when employees have some concern for its workforce. SIT can tell about the relationship among the employer and employee commitment towards the organization. When both have the same goal so the organization can automatically achieve their goals (Smith, Wokutch, Harrington, & Dennis, 2001).

According to Peterson (2004); Turker (2009) employees, positive perceptions about CSR has a positive association with the employee's commitment. Positive perception of an employee for CSR can be affected by the external activates (activities relates to stakeholder) of CSR and also by the internal activities of CSR (relates to the internal workforce). External activities related to the environmental factors and with the legal affairs to the government. Internal activities are the activities which associated inside the

organization like the internal environment and ethical considerations (Hillenbrand et al., 2013).

Perception of employees can reflect the overall organizational identification and can reflect the organizational association towards CSR, it may be not conscious of organizational commitment. The information which is available to employees even can affect the CSR activities in perceive it positively and adequately. Sometimes personal bias can be found due to the experience, gender distribution, designation in the corporation and the internal environment effects (Luo & Bhattacharya, 2006).

There are many ways to increase the organizational commitment, which can be used to remove the personal bias for CSR activities. It is suggested as the making of a value-based ethical program which promotes the social and ethical how-know, willingness for assistance, truthfulness and continues growth can increase the commitment of employees towards the betterment of a corporation (Collier & Esteban, 2007)

The commitment of an employee can also be enhanced by recruiting people whose goals can be aligned with the goal of a corporation (Grankvist, 2009). It can also be increased through training and development of employees which made them skillful and it can be beneficial in two aspects, one increased skills mediates performance and second training of employee make them more committed towards organization (Brammer et al., 2007).

Another researcher Hansen et al. (2011) contended that "perception of stakeholders towards CSR activities might really compare to the CSR exercises them to the recognition's which are what comprises the authenticity where upon stakeholders can ignore the choice, assessments, and frames of mind". While CSR can be estimated through various methods (for example enterprise reports, files, and so forth.), for this investigation, estimating employee impression of the CSR towards various stakeholders social or nonsocial partners (counting social, regular habitat, who and what is to come and NGOs), workers and clients is viewed as the most satisfactory methodology.

2.6 Organizational Identification

2.6.1 Self-Characterization Theory with Organizational Identification

The social identity theory approach (related to the social identity hypothesis and self-categorization hypothesis) is a highly effective theory of group procedures and intergroup associations has redefined how we think about numerous group-mediated phenomena. Since its emergence in the early 1970s, the social identity approach has been

elaborated, re-interpreted, and occasionally misinterpreted. It shows the interrelation, which is ruled by the help of an association of intellectual, motivation and socio-historical elements to consider. Their study adopted the SIT and Self-Categorization Theory for the explanation of employee's identification with the corporation (Ashforth & Mael, 1989; Dutton et al., 1994).

They also express the organizational identification as the process, which can lead to the self-categorization. In this theory, people can categorize their self with the corporation and perceive the sense of attachment with the corporation (H Tajfel & Turner, 1985b). It can occur by the association of the corporation through which they are actively associated with the organization and had strong bonding. It can be achieved through the corporate identity of employees (Bhattacharya et al., 2008; Bowen, 1953).

Character desirability reveals mutually characteristics resemblance and uniqueness (Bhattacharya et al., 2008). Characteristics relationship is related near to the self-continuity (Pratt, 1998). If the consistency of employees is experienced with economic, social and ethical responsibilities so it can be revealed by the positive association with the CSR with the company (Berger et al., 2006).

Once a corporation is seeming as socially desirable, employees are likely to have confidence in it that corporation has admirable traits which reflect their self-concept, (Marti, Rovira- Val, & Drescher, 2015). Hence, workers can observe them as a whole, included people (Berger et al., 2006). Tajfel decreased in 1982 after that Turner and associates wanted the elegant & improved mental component of theory. After that, their objective was to move towards the intergroup focus on social identity theory and to discuss the intragroup process, as it will. It was elaborations and formalized in a book of a social group.

According to Turban and Greening (1997) the self-categorization theory shows that the idea of the author for his book which presents a separate theory for organizational identification. SCT and SIT both have many similarities; they have most of the similar norms and approaches and appear as of the identical conceptual and meta-theoretical viewpoint. In respect of the resemblances among the concepts, numerous persons nowadays mention toward 'social identity perspective' or the 'social identity approach' to mention to mutually SCT and social identity theory.

In self-categorization theory (SCT), Turner and partners came back to the classification procedure that was viewed as crucial to SIT. But instead than seeing relational and intergroup elements as inverse finishes of a bipolar range, the advocates of SCT described a way of life as working at various dimensions of comprehensiveness.

Turner and his alias chose three aspects of self-categorization, which are vital to the self-idea: the superordinate class of the self as human character, the middle aspect categorize an individual from a social in-bunch as considered against various assemblies of people social personality, while the subordinate element of individual's self-categorizations depends on relational views about an individual's personality.

It was recognized that it is conceivable to reveal better degrees of the middle of the road dimension of deliberation, a probability that has been investigated since then, in the work on sub-group characters (Hogg & Terry, 2000). It can also be accepted that there exists a 'practical threat' amongst the dimensions of self-categorization, with the end goal that as one dimension turns out to be progressively notable alternate dimensions turned out to be less noteworthy.

Use of social personality hypothesis to associations by Mael and Ashforth (1992) recommends that people feel increasingly sure working with associations that are seen as lofty by pariahs. This implies increasingly magnified associations improve the dimension of connection and self-certainty of their workers through the procedure of social identification. The hierarchical achievement makes interest from untouchables to work inside such an association, which thus upgrades their representatives' sure recognition and identification with the association.

Workers wash in the reflected wonder of the association, which prompts alluring results, for example, citizenship practices (Dutton et al., 1994). Interestingly, authoritative disappointment or a negative effect on outcasts makes sadness, stress, separation, and less association in work jobs and occupation execution among representatives. The exercises or assets, which satisfy the person's social and self-regard needs, are called socio-passionate assets.

People in general, will get input about themselves or their association from untouchables or society. In particular, workers assess their value or standard through the impression of outcasts about their association. Social personality hypothesis additionally clarified that the self-idea of people relates their character to their capacities and interests, which turns into the reason for social character characterizations. People order themselves as well as other people into different standard gatherings after self-conceptualization and self-assessment through the prototypical qualities seen without anyone else's input or by untouchables.

2.7 Overview of Organizational Identification

Organizational Identification (OID) relates to the perception of an individual with the association (Ashforth & Mael, 1989; Mael & Ashforth, 1992). The development has corporation establishes in social-personality hypothesis (H Tajfel & Turner, 1985b; Henri Tajfel & Turner, 1979) and is characterized as the 'perception of participation of a gathering and the esteem and enthusiastic centrality joined to this enrollment' (H Tajfel & Turner, 1985a).

In this definition, two components can be recognized:

(1) A subjective part of identification, which mirrors the apparent measure of shared interests between the individual and the association (Ashforth & Mael, 1989). It passes on the degree to which an individual sees him/herself as having a place with the gathering, being entwined with the destiny of the gathering, and being a normal individual from it. The subjective segment is of specific pertinence when workers are to characterize the limits between in gathering and out the gathering, so as to achieve self-classification.

(2) A compelling part (sentiments of pride of having a place with the association or feeling recognized in the association), which is critical in the production of a positive picture of the claim association or to "accomplish positive social character" (Ashforth & Mael, 1989). This segment is unequivocally identified with the self-upgrade thought process. In the social personality look into convention the two parts are surely in the corporation in the estimation of social identification.

Lamentably, in a standout amongst the regularly referred to scales in OID writing (Ashforth et al., 2008) the compelling part was purposely excluded. Other OID specialists, be that as it may, do appear to recognize that passionate official with the association is of real significance in the development of a positive self-character. Influence should, hence, be viewed as a fundamental component of organizational identification (Hekman et al., 2009; Hirst, Van Knippenberg, & Zhou, 2009; Homburg, Wieseke, & Hoyer, 2009). So as to cultivate OID by methods for correspondence one may subsequently stress either psychological or emotional ties with the association, or both.

Organizational identification creates when a representative perspectives an association's focal and basic attributes as self-characterizing (Ashforth et al., 2008; Herscovitch & Meyer, 2002). In that sense, OID mirrors "how much a part characterizes him-or herself by similar characteristics that the individual in question accepts characterize the association" (Cook & Wall, 1980). OID is identified with numerous positive

representative attitudinal and social results (Ashforth et al., 2008; Hekman et al., 2009; Riketta, 2005) could upgrade workers execution (Homburg *et al.*, 2009).

Organizational identification (OID) likewise gives workers individual and social implications (Haslam et al., 2003). How they and for what reason does corporations' outer CSR leads towards more grounded OID among representatives? An essential perception made in earlier research is that CSR impacts workers' frames of mind and practices just a degree which they can see and assess it (Brett, Cron, & Slocum Jr, 1995; Rupp et al., 2006; Walumbwa, Avolio, & Zhu, 2008).

According to Bediako (2017) contend CSR prompts more grounded OID among workers by advancing outside evaluations of organizational engaging quality and status, in this way inciting representatives' craving to partner with a central association and by symbolizing responsibility to essential qualities and causing a feeling of organizational commitment.

People have a solid essential requirement to relate to a public gathering that has a constructive picture, which might assist them in enhancing their very own self-idea (Balfour & Wechsler, 1996). So also, representatives will, in general, relate to an association when they see that it is exceptionally renowned and has an alluring picture, which may enable them to upgrade their very own confidence (Ali et al., 2010; Aqueveque & Encina, 2010).

Earlier research has proposed that CSR is unequivocally connected with social assessments of the regard and respect in which associations are held inside society (Brammer & Millington, 2005; Fombrun & Shanley, 1990). CSR has been found to influence corporation assessment and item reactions (Backhaus et al., 2002; Dunham et al., 1994; Lichtenstein et al., 2004).

Research has likewise appeared all the more socially dependable corporations are exceedingly alluring to imminent representatives (Greening & Turban, 2000; Turban & Greening, 1997). In this case, the being publicly dependable separates corporations according to outer networks, enhances corporation's picture in respect to different associations, and henceforth improves representatives' craving to distinguish and connect with corporations with more grounded CSR.

Organizational identification is proposed to be impacted by two worker correspondence measurements (the substance of the correspondence and the correspondence atmosphere), and by the apparent outer notoriety. With respect to the

substance of correspondence, two dimensions are recognized: data got about one's very own job in the association and data about the association.

We initially talked about the proposed connection among OID and saw outside notoriety. In the beginning, it was introduced by Santos (1999) by listing many important and interlinked phenomena's. They consisted of perception of combined characteristics within the organization members, feeling of unity in organization and support by the employer. Organizational identification has a profound effect on organizational behavior and therefore it has also impact on the function of an organization and to fulfill its aim and objectives.

According to Albinger and Freeman (2000) the beauty of the identification and identity concept is that it provides a way of accounting for human action for an agency within a corporation's Framework.

Khan (2010) argued that during a previous couple of decades' partners' desires for organizations and associations to carry on morally and to act capably towards their general public has developed immeasurably. In the meantime, a developing number of researches in the field of CSR have explored the necessities, impacts, and advantages of CSR. Nonetheless, most of the Researches are worried about CSR from the viewpoints of corporation notoriety, association with clients or from the part of budgetary execution.

A reasonably set number of researches have concentrated on the impacts of CSR on workers, and among these researches, there is no proof of such examination being completed in Ireland. The motivation behind this examination is to research the degree to which CSR consequences for workers' pledge to the association. Social Identification Theory (SIT) was utilized as the base in clarifying the connection between the CSR and the employee organizational commitment (OC).

In this examination, the quantitative research technique is utilized. An overview as self-finished polls was directed on an example of 100 working experts in Ireland and the gathered information was broke down utilizing the SPSS. Results from the examination showed that CSR to social and non-social partners, CSR to representatives, and CSR to clients were all huge factors in impacting OC. For working up and keeping up a positive self-idea, the in-aggregate must can possibly be recognized from out-bunches by exceptional and great angles.

People ideally want to have a place with an ideal and accommodating in-environment; else, they will in general move towards another out-bunch with additionally fulfilling apparent conditions. The procedure of social identity likewise it makes the worker

can share a typical fate and capability whether as triumphs or disappointment. Along these lines, the complete focal point of associations is to pick up and keep up an interesting predominance and focused edge over out-gatherings. Thusly, people will in general want to be the piece of and relate to very much presumed and high-status associations or different gatherings, instead of the associations or gatherings with less notoriety or status. Organizational identification has taken the mean internal, i.e. employee's view of organization commitment.

Islam et al. (2016) said how do we see ourselves and argue that organization identification is taken by employees to the central characteristics of the organization, it makes the organization unique and distinctive from other corporations in employees perception and the perception of employees to be enduring or counting regardless of organizational objective and its climate.

The above-described characteristics suggested that organizations have a strong identification and had central attributes, which differentiates it from the others and will retain for the long run. A second procedure by which outside CSR advances OID emerges from the improved feeling of belongingness that representatives feel inside corporations that display esteems that they share. Impressive observational proof proposes that representatives hold comprehensively ace social qualities and look for these qualities to be reflected the associations worked for (Homburg et al., 2009; Pelozo & Shang, 2011).

Societal personality points of view recommend that conditions in which representatives see that their qualities intently reflect those of their association will, in general, strengthen their self-idea and urge them to recognize all the more firmly through association (Dutton et al., 1994; Hogg & Terry, 2000; Homburg et al., 2009).

As per Ahmad et al. (2017) CSR is a developing and quickly developing idea for both scholarly research and associations. As of late, the expansive impact of CSR rehearses on partners has made the two scholars and specialists pay notice to this measurement. Workers are a standout amongst the most critical partners affected by CSR rehearses. CSR gets numerous thoughts, ideas, and systems.

Previously, extraordinary predecessors and results of a corporation's social obligation have been contemplated, yet there is a shortage as to whether this execution is a representative invention of corporation social duty and the interlinked factors that may upgrade this relationship. The principal goal of this investigation is to look at how CSR rehearses upgrade worker exhibitions inside the association, and which different factors may improve that association. This writing proposes those representatives, which honor

CSR initiatives & different practice, relate to their corporation to a more noteworthy level, working towards more dedication & unwavering, which shows greater innovativeness in the execution of work. The said study further took organizational commitment as the regresses between, and inventive self-characterization has been taken as the intermediary.

A few meanings of organizational identification have later been proposed. Many conceptualize OID as far as psychological builds (Watts, 2000; Weiseke, Ahearne, Lam, & von Dick, 2008) others along the lines of organizational duty including a passionate and good component, or full of feeling segment (Kuhn & Deetz, 2008; Lee et al., 2013; Luo & Bhattacharya, 2006). The blend with both of these factors could be found while defining which declare it as social characterization hypothesis (Ashforth et al., 2008; Ashforth & Mael, 1989; Weiseke et al., 2008).

In general Riketta (2005) meta-examination of research in Organizational Identity, the key parts of the different meanings of OID were exhibited and outlined as pursues: Regardless of their heterogeneity, every one of these definitions suggests that the organizational part has connected his or her organizational enrollment to his or her self-idea, either psychologically (e.g., feeling a piece of the association; disguising organizational qualities), inwardly (pride in participation), or both.

There is some confusion among the ideas of employee's identification and organizational commitment, where a few researchers utilize this idea conversely, and others see OID as a segment of OC (Ashforth et al., 2008; Balfour & Wechsler, 1996). For instance, (Freund, 2005) explicitly expressed that the concept they utilized unequivocally looked to separate OID from "the more extensive thought of responsibility".

An additional issue featured via Garriga and Melé (2004) was that the qualification between social identification and social personality has turned out to be to some degree jumbled and uncertain. As per the creators, a similar term of social identification has been utilized to allude to both the procedure and condition of being recognized. At the end of the day, the inclination to think about oneself as a gathering part and that of the mental self-portrait a gathering part has is gotten from the gathering participation. They further expressed that in an organizational setting "organizational identification (alluding to the ties between the individual and the association) ought to be separated from the organizational character (the substance of the subsequent personality)".

2.8 Corporate social responsibility and Organizational Identification Mechanism

Social Identity was characterized by Henry H Tajfel and Turner (1985b) as:

"that piece of the people's self-idea which gets from their insight into their enrollment of social gathering (or gatherings) together with the esteem and enthusiastic noteworthiness of that participation."

As per the social identity hypothesis, individuals grade to order themselves into social gatherings driven by their longing to set up and bolster their self-identity (Aberson, Healy, & Romero, 2000) and they create solid bonds in business connections, accordingly, they characterize themselves through enrollments of social gatherings, for example, the associations they work for (Van Den Berg & Lidfors, 2012).

Representatives endeavor to connect themselves with social associations recognized by positive notoriety (Turker, 2009) and if worker's impression of the association's social execution is sure, it ought to, therefore, pull in and hold workers and impact their dispositions towards work decidedly (Sprinkle & Maines, 2010).

Accordingly, social identity theory can be utilized as the base in clarifying the connection between corporation social exercises and representatives' work demeanors (Smith et al., 2001). According to social identity theory, an organization's CSR activities have a direct impact on employee identification towards the organization.

Workers struggle to sustain a constructive social identification Aberson et al. (2000) by which they continue their struggle with the membership in many groups (Ailawadi et al., 2014). In-between such groups have a membership with a business organization which was the most important element (Afridi et al., 2018).

Amabile et al. (1996) argued that employees mostly use their status in an organization for their self-worth evaluation. Most of the employees prefer organizational identification due to an impressive image, which can enhance self-worth and fulfill the needs of the employees (Brett et al., 1995). Thus it is derived from a great appearance and observed respect of an association (Campbell, 2007).

It is argued that a corporation's investment to the sustenance of interested parties (excluding Shareholders) which are social or nonsocial and consumer welfare persuade the positive evaluation for the organization and has a great impact of corporation's reputation (Chambers et al., 2003).

The investment made by a corporation for consumer welfare, community development, and environmental protection has a positive association with organizational identity. Each and every step towards community development can enhance the corporation image inside as well as outside the organization (Cragg, 2000; Dawkins, 2004; Donaldson & Dunfee, 2002).

In addition, corporate social responsibility can improve the corporation's reputation, employee's feelings for the organization and ultimately enhance self-esteem and self-worth, regardless of social or nonsocial stakeholders.

Understanding the effect of OID on representative execution is a focal research issue. Prior meta-investigations demonstrated that a moderate positive connection among OID and worker execution exists (Du Gay et al., 2013; Dusuki, 2008; Dutta & Durgamohan, 2008). In fact, some ongoing researches have discovered that OID is decidedly identified with both assignment and employment execution (Eweje & Bentley, 2006; Fu et al., 2014; Groza et al., 2011).

The ongoing examination has started to look at the effect of OID on some particular representative execution or execution related practices, for example, worker inventiveness. Worker innovativeness alludes to the age and voicing of the novel and unique thoughts for enhancing errand and hierarchical productivity and viability (Wanderley et al., 2008).

Representative inventiveness has been investigated and to some degree showed to be critical for authoritative advancement and execution. Late research has inspected how representative OID is significant in clarifying worker innovativeness. A beneficial outcome of OID on worker innovativeness has been found (Tyler & Blader, 2003; Viswesvaran et al., 1998; Wang et al., 2013).

This impact concurs well with hypothetical records of OID, in that representatives are bound to give increasingly innovative exertion, thus higher innovativeness, to their work in light of the fact that doing as such adjusts their personal responsibility and the enthusiasm of the association. As substantiated by Walumbwa et al. (2008) innovative exertion intervenes the effect of representative OID on worker inventiveness, which recommends that one critical system of OID's effect on workers' imagination identifies with their readiness to put more exertion into authoritative and errand enhancement.

Compared to employee performance, the difficulties of OID for monetary execution is considerably less inquired about. This might be huge because of the challenges of information get to. Two late Types of research have offered promising proof on the constructive outcome of amassed OID at the hierarchical dimension on budgetary execution (Shen & Benson, 2016; Snider et al., 2003).

Homburg et al. (2009) think about to found representative OID decidedly influences the money related execution of movement offices since it upgrades consumer loyalty and client identification with the association, which thus emphatically influences client unwillingness and readiness to pay. Thus, Islam et al. (2016) consider found that the two

representatives' OID and project leads' OID are decidedly connected with their specialty unit's money related execution. In any case, examine the effect of representative OID on corporations' money related execution is somewhat restricted. Despite the fact that the writing offers some underlying positive proof and recognizes a few systems of a constructive outcome, more research is required to distinguish further instruments and limit conditions for it.

2.9 Effects of CSR on Organizational Commitment: A mediation effect of Organizational Identification

According to social identity theory, organizational commitment is a very critical result which is associated to the identification and it can be described as employee emotive association, involvement, and identification with the organization commitment (Jamali, 2007).

According to Jeppesen and Hansen (2004) organizational identification is an intellectual perceptual concept and can enhance organizational commitment. The external positive reputation of the organization can enhance employee's self-esteem, self-worth and fulfill social identity concept, and keep the committed employees in the corporation. If employees are more committed so it will enhance the CSR creativities because employees feel proud due to corporation identity. As a conclusion CSR has effects on employee's commitment with the mediation effect of organizational identification, in preceding Researches, it was seen that there was a significant positive association among organizational commitment and identification (Carmeli et al., 2007; Kim et al., 2010).

2.10 Theories of Corporate social responsibility

2.10.1 Carroll's Pyramid

Carroll (1991) suggested several corporation social responsibilities and organized a four-layered pyramid model, which is also known as a pyramid of responsibilities. These are economical, ethical, legal and philanthropic layers of the pyramid.

According to Saiia, Carroll, and Buchholtz (2003) this pyramid of four responsibilities had seen as a whole and several parts may not be separate. Philanthropic responsibilities are at the top of the pyramid of CSR and relate to the good corporation citizen who enhances the quality of life of the society and aim of responsibilities. Corporations can contribute to support the society by providing them with different programs or volunteer engagement is the examples of philanthropic responsibility.

A corporation to be profitable can maximize sales by minimizing cost by strategic decisions on the basis of economic responsibilities; it is required to the society. The next layer is of the legal responsibilities and is also the requirement of the society. In such kind of responsibilities, corporations have supposed to obey the law because all laws show the society welfare accepted or not. To state ethical leadership, a questionable practice to avoid minimizing the operation of standard laws could be the example of ethical responsibility.

Figure 2. 1: Carroll’s Pyramid of CSR



Source: adapted from Carroll (1991)

2.10.2 Milton Friedman theory of CSR

Friedman (1970) contends that organizations should emphasis on those occasions that are normally associated with organization income, successfully restrictive charitable activities that don't directly make income:

“there has been the claim that business should help to support charitable activities and particularly to universities. Such giving by partnerships is a wrong utilization of corporation finances in a free-endeavor society.”

Another view expressed by Friedman is the need to stop inside the rules of the diversion, particularly staying away from fraud and deception. This rule is additionally clarified when he writes:

“A corporate executive has direct responsibility to conduct business in accordance with shareholder desires i.e. to make as much money as possible while conforming to their

basic rules of the society, both those embodied in law and those embodied in law and those embodied in ethical custom.”

The above citation proposes that Friedman does not announce that executives can act in any capacity to benefit from benefit as they need to remain by the law and observer moral custom. He, that is why particularly, prohibits charitable activities as they do not specifically add to income. A good corporation in Friedman's view isn't one that attempts activities simply because they are economically extensive, but since they are monetarily feasible. One of Friedman's principle guidance for selective of CSR from business originates from his perspectives on moral spending:

- Spending your cash on yourself—spent carefully;
- Spending your cash on others—spend carefully but challenging;
- Spending others' cash on yourself— the minimal incentive to economize;
- Spending others' cash on others—the part of the government and corporate social responsibility program.

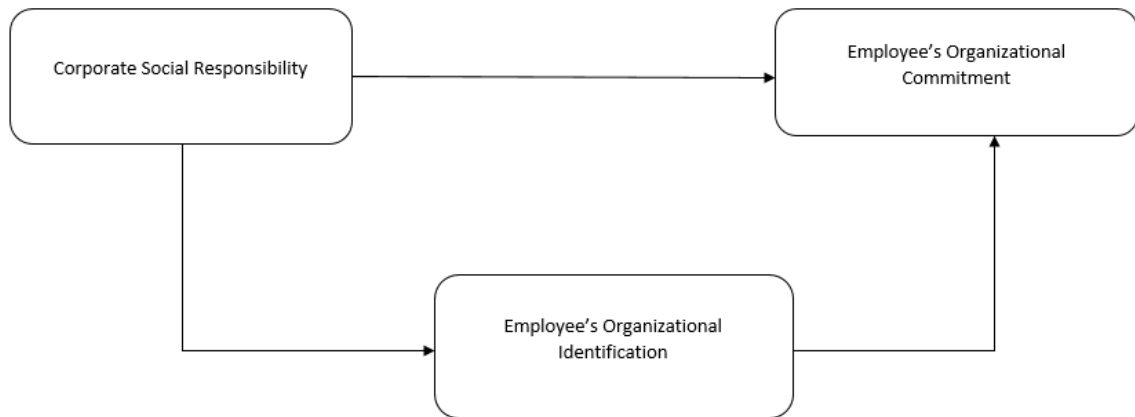
2.10.3 Bowen Theory on CSR

Additionally, this field has grown significantly and today contains a great proliferation of theories, approaches, and terminologies. Society and business, social issues management, public policy and business, stakeholder management, corporation accountability are just some of the terms used to describe the phenomena related to corporation responsibility in society.

In 1953, Bowen (1953) composed the inspiring book social responsibilities of the dedicated businessman. From that point, there has been a move in phrasing from the social responsibility of business to corporate social responsibility. This field has also developed significantly and today contains an awesome multiplication of theories, methodologies, and terminologies. Society and business, social issues administration, open strategy and business, stake-holder administration, corporation responsibility are only a portion of the terms used to represent the phenomena relates to corporate social responsibility in the public.

2.11 Theoretical Framework

Figure 2. 2: Theoretical Framework



Source: *Farooq et al. (2014)*

Farooq et al. (2014) used organizational identification as a mediating variable for the effect of corporate social responsibility and employee's organizational commitment.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

It is a causal study, which was based on survey analysis. The quantitative approach was used for this study. Data was collected for the first time. Positivism and deductive research paradigm were followed. Deductive research approach allows the research to establish a hypothesis by using theory. Variety of data and information is collected by the researcher to accept or reject the hypothesis to resolve the issue(Gill & Johnson, 2002).

3.2 Population

Population represents all the observations includes a targeted area of study. All the employees working in cellular service provider at KPK was the population of study. Population includes all employees working at U-fone, Telenor, Mobilink, Warid, and Zong.

3.3 Sample

Data were collected from staff members of U-fone, Telenor, Mobilink, Warid and Zong offices in Peshawar based on convenient sample technique.

3.4 Sample Size

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. 350 employees working in Peshawar offices at all levels (i.e. Lower, middle and top level) was selected as a sample on convenient based sampling technique.

3.5 Response rate

For the purpose of data collection, 350 questionnaires were distributed among the targeted population. After that 310 questionnaires were considered to be included in the study because some were not returned and the other was representing incomplete information.

So the response rate of the respondents was as follows in percentage:

$$\text{Response Rate} = \frac{\text{No. of Responses}}{\text{Sample Size}} \times 100$$

$$\text{Response Rate} = \frac{310}{350} \times 100$$

$$\text{Response Rate} = 88.57\%$$

The response rate is 89%, which is sufficient to estimate the results and to represent the targeted population.

3.6 Reliability Statistics

Table 3. 1: Reliability Statistics

Variables	Authors	Element
Corporate Social Responsibility	(Kanji & Chopra, 2010; Kim et al., 2010)	16
Organizational Commitment	(Kim et al., 2010)	7
Organizational Identification	(Schaarschmidt & Stol, 2018)	8
Total		31

3.7 Data collection

The study was consist of Primary data, which was collected through a questionnaire; each respondent has filled the questionnaire consisting of different elements, which was further used for analysis purpose to investigate the effect of CSR on organizational commitment, by using organizational commitment as a mediator.

3.7.1 Primary Data

It was collected through Interviews and Questionnaire. The questionnaire was used as a tool for data collection and 5 points Likert scale Questionnaire was used.

3.8 Data analysis:

The following was used as tools for analysis by using SPSS software.

3.8.1 Reliability Test

The reliability of a test refers to the stability of measurement over time. Reliability is the degree to which an assessment tool produces stable and consistent results.

3.8.2 Descriptive Statistics

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of it.

3.8.3 Regression Analysis (Preacher & Hayes, 2008)(Test for mediation)

Mediation exists when a predictor affects a dependent variable indirectly through at least one intervening variable, or mediator. Methods to assess mediation involving multiple simultaneous mediators have received little attention in the methodological literature despite a clear need. They provide an overview of simple and multiple mediations and explore three approaches that can be used to investigate indirect processes, as well as methods for contrasting two or more mediators within a single model

3.8.4 Correlation

This particular type of analysis is useful when a researcher wants to establish if there are possible connections between variables.

3.9 Operational definitions

3.9.1 Corporate social responsibility by Carroll

Corporate social responsibility (CSR) involves the conduct of a business so that it is economically profitable, law-abiding, ethical and socially supportive.

3.9.2 Organizational commitment by Meyer and Allen

Organizational commitment can be elaborate as a positive emotion of organizational identification, which is attached and involved with the working environment.

3.9.3 Organizational Identification

Organizational identification, the Mediating variable, was measured with a six-item Likert-type scale previously used by (Mael & Ashforth, 1992).

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Reliability Test

Reliability is synonymous with the consistency of a test, survey, observation, or another measuring device. Responses on the elements of all three constructs (CSR, OC, and OID) were the variables which were used to check the reliability and entered in the SPSS analysis software. The results of their Cronbach Alpha are as follows:

Table 4. 1: Summary of Reliability Test

Scale	Elements	Cronbach Alpha
Corporate Social Responsibility	16	.804
Organizational Commitment	7	.827
Organizational Identification	8	.793

Organizational Commitment cronbach alpha is in the range suggested by Becker and Billings (1993); Brett et al. (1995); Millward and Hopkins (1998) a reliability of a scale is good considering that .70 is the cutoff value for being acceptable and (Uma & Roger, 2003) suggested that reliability less than 0.60 poor, in 0.70 range average, in 0.80 range good, in 0.90 range-very good.

According to Santos (1999) and Uma and Roger (2003) the above table shows the reliability of corporate social responsibility and organizational commitment was in good range while other two elements i.e. organizational Identification were found in average range. Hence all the variable scales were up to the mark and useable for estimation of different results.

4.2 Descriptive statistics

Table 4. 2: Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis
OC	310	1.00	5.00	4.2285	.60713	0.026	.286
OID	310	1.33	5.00	3.9817	.66452	0.031	.286
CSR	310	1.78	5.00	4.1184	.50545	0.028	.286
Valid N (list wise)	310						

The above table represents the descriptive statistics of the data set. The numbers of observations in the data were 310, which suggest the number of valid responses. The minimum value of the OC 1.00 which shows that the responded average lowest response was as 1, while the maximum response value was 5.0 as it was shown in the questionnaire that the highest scale was off 5 points. Its mean value was 4.22 which is deviating from its mean by 0.60 units, its Skewness is 0.026 and shows that the normal distribution is a symmetric distribution with well-behaved tails.

The value of Kurtosis is 2.86 reflects that Datasets with low kurtosis tend to have light tails or lack of outliers. The minimum value of the OID is 1.33, which shows that the responded average lowest response was as 1.33 while the maximum response value, was same as OC (5.0) as it was shown in the questionnaire that the highest scale was off 5 points. Its mean value was 3.98, which is deviating from its mean by 0.66 units; its Skewness is 0.031 and shows that the normal distribution is a symmetric distribution with well-behaved tails. The value of Kurtosis is 2.86 reflects that Datasets with low kurtosis tend to have light tails or lack of outliers.

The maximum value of CSR is also 5 points like other variables and the minimum value was 1.78 its mean was 4.11 and deviating from its mean by 0.50 units. The data were normally distributed as the value of Skewness is near to 0.03, if we talk about kurtosis it

shows the existence of outliers in the data set but for CSR it is 2.86 and near to 3 it means that data set has minimum outliers.

4.3 Correlation Matrix

Table 4. 3: Correlations

	OC	OID	CSR
OC	1		
OID	.401**	1	
CSR	.504**	.597**	1

** . Correlation is significant at the 0.01 level (2-tailed).

The above table shows the degree of association between all variables. There is a 40% association between OC and OID, which is significant at a 5% critical level. CSR has also a positive association of 50% and 60% with OC and OID respectively at a 5% critical level. It suggests that all the variables have a positive association.

The above results suggest that organizational commitment has 40% independence with organizational identity it means that there is an effect of organizational commitment on organizational identity due to which it is suggested that if an employee is committed to the organization so he/she must have an organizational identity.

Corporate social responsibility has also a significant association with the organizational commitment it means that if an organization is doing CSR so its employee will be committed to that organization. The degree of association between CSR and OC is 50%. However, the highest degree of association is between corporate social responsibility and organizational identity i.e. 60%. It suggests that if a Corporation is doing CSR so its employee will be more attached to the organization.

4.4 Regression Analysis

Table 4. 4: Regression of CSR on OC

Variable	Unstandardized β	Standardized β	T value	Sig	R ²	Adjusted R ²	F Value	Sig (F)
Constant	1.744		7.609	0.000	0.273	0.270	115.543	0.000
CSR	0.595	0.522	10.749	0.000				

Dependent variable: OC

The above table consists of certain parameters, in terms of t-statistics and F-statistics. The model above is statistically significant, as the value of F-statistics, as show in the table is 115.543, which is significant at 0.000, at $\alpha < 0.05$. As far as individual variables are concerned, CSR and OC are statistically significant at $\alpha < 0.05$ with a t value of 10.749. The table above shows regression analysis of CSR (predictor) and employee's organizational commitment (OC), which is the outcome variable. The value of coefficient of determination (R²) is 0.273, which means that 27.3 % change in employee's organizational commitment (OC) is brought about by the independent variable (CSR). The value of adjusted R² is 0.270, which means that 27 % percent change in OC is caused by the independent variable (CSR). Similarly, the beta coefficient also, represents the unit change in dependent variable caused by independent variable. In the table above, the value of unstandardized β coefficient is 0.595, which means 1 unit change in CSR, brings about 0.595 units change in employee's organization's commitment. The value of standardized beta (β) coefficient, as shown in the table above is 0.522, which means that 1 unit change in CSR, brings about 0.522 units change in dependent variable (employee's organizational commitment).

Table 4. 5: Regression of CSR on OID

Variable	Unstandardized β	Standardized β	T value	Sig	R ²	Adjusted R ²	F Value	Sig (F)
Constant	0.588		2.424	0.016	0.393	0.391	199.00	0.000
CSR	0.827	0.627	14.107	0.000				

Dependent variable: OID

The table above shows dependence relationship between independent variable (CSR) and employee's organizational identification (OID). The value of F-statistics is 199.00, which is significant at 0.000 at $\alpha < 0.05$. The t value of CSR is 14.107, which is

significant at 0.000. The value of unstandardized beta (β) coefficient is 0.588, which means 1 unit change in CSR brings about 0.588 units change in OID. Similarly, the value of standardized beta (β) coefficient is 0.627, which means 1 unit change in CSR brings about 0.627 units change in employee's organizational identification. The value of coefficient of determination (R^2) is 0.393, indicating that 39.3 % change in dependent variable (OID) is explained by independent variable (CSR), likewise, the value of adjusted R^2 is 0.391, which means 39.1 % change in dependent variable (OID) is caused by independent variable (CSR).

Table 4. 6: Regression of OID on OC

Variable	Unstandardized β	Standardized β	T value	Sig	R^2	Adjusted R^2	F Value	Sig (F)
Constant	2.520		14.501	0.000	0.235	0.233	94.660	0.000
OID	0.419	0.485	9.729	0.000				

Dependent variable: OC

The above table shows regression analysis of the relationship between independent variable (employees' organizational identification) and dependent variable (employees' organizational commitment). The F-value in the table above is 94.660, which indicates that the model as a whole is significant at 0.000. the value of t-statistics is 9.729, which is significant at 0.000. The value of unstandardized beta (β) coefficient is 0.419, which represents that 1 unit change in independent variable causes 0.419 units change in dependent variable, similarly the value of standardized beta (β) coefficient is 0.485, which means 1 unit change in OID brings about 0.485 units change in employees' organizational commitment. The value of coefficient of determination (R^2) is 0.235, which means 23.5 % change in dependent variable is caused by independent variable (OID). Furthermore, the value of adjusted coefficient of determination (adjusted R^2) is 0.233, which represents that 23.3 % change in employees organizational commitment is caused by organizational identification.

4.5 Preacher & Hayes matrix

OUTCOME VARIABLE: OID

Table 4. 7: Model Summary

R	R-Sq	MSE	F	df1	df2	P
.6048	.4658	.2810	177.6654	1.0000	308.0000	.0000

In the above table, the value of R Square is 0.47. It means that 47% variation founded in OID due to change in CSR. Further, the analysis shows that the value of F-Stats is 177.67 and its p-value is less than 5%, which represent that the overall model is significant. The above table suggesting the significance of individual variable the p-value suggests that OID is significant to CSR.

Table 4. 8: Model Summary (CSR and OID)

	Coeff	see	t	P	LLCI	ULCI
Constant	.7069	.2475	2.8556	.0046	.2198	1.1939
CSR	.7952	.0597	13.3291	.0000	.6778	.9126

The magnitude of CSR shows that there will be a positive change of 0.80 units will accrue in OID due to 1 unit change in CSR. It suggests that there is a direct positive relationship exists among organizational identification and corporate social responsibility. The value of LLCI and ULCI showing the minimum and maximum mediation effects of OID to CSR.

Table 4. 9: Employee's organizational commitment

R	R-sq	MSE	F	df1	df2	P
.5040	.4540	.0768	52.2681	2.0000	307.0000	.0000

In the above table the value of R² is 0.45 It means that 45% variation founded independent variable due to change in explanatory variables. In the above table, the value of F-Stats is 52.27 and its p-value is less than 5%, which represent that the overall model is highly significant.

Table 4. 10: Total effect of CSR and OID on OC

	Coeff	se	t	P	LLCI	ULCI
Constant	1.7099	.2489	6.8698	.0000	1.2202	2.1997
CSR	.4777	.0744	6.4245	.0000	.3314	.6240
OID	.2385	.0566	2.4482	.0149	.3272	.5897

The above table suggesting the significance of individual variable the p-value suggests that OID and CSR are significant to OC and magnitude shows that there will be a positive change of .48 and .24 units will accrue in OC due to 1 unit change, respectively. It shows that organizational identification has a positive and significant mediation impact on organization performance because of its LLCI and ULCI values, which shows the minimum, and maximum mediation effect, which is in the range of .3272 to .5897 respectively. This model further shows the direct relationship of organizational commitment and corporate social responsibility with the mediation of organizational identification.

DIRECT AND INDIRECT EFFECTS OF X ON Y

Table 4. 11: Direct Effect of CSR on OC

Effect	Se	t	P	LLCI	ULCI
.4777	.0744	6.4245	.0000	.3314	.6240

The table above shows the direct effect of CSR, which is the independent variable in the study on employees' organizational commitment, used as a dependent variable in the study. The value of direct effect as mentioned in the table above is 0.4777, with a standard error of estimate of 0.0744, along with the t-value of 6.4245, which is significant at p=0.0000. As both the values of LLCI and ULCI are positive and are greater than zero, it means that there is a direct effect of CSR on employee's organizational commitment, as well as an indirect effect through the inclusion of a third variable in the study, which serves as a mediator.

Table 4. 12: Indirect effect of CSR on OC through OID

	Effect	BootSE	BootLLCI	BootULCI
OID	.4101	.0439	.2256	.4946

The above table shows the indirect effect of CSR (predictor) on employees' organizational commitment (outcome), through the mediation of employees' organizational identification. The table above shows that both the values of LLCI and ULCI are positive and are greater than zero, which means that employees' organizational identification positively and significantly mediates the association between corporate social responsibility and employees' organizational commitment.

4.6 Discussion

The aim of the study was to investigate the impact of CSR on employee's organizational commitment with the mediating role of employees' organizational identification. Results of the study revealed that corporate social responsibility has a significant positive impact on employee's organizational commitment, this claim also has an academic support in the prevalent literature offered by numerous researchers (Brammer et al., 2007; Kim et al., 2010; Kramer & Porter, 2006; Lee et al., 2013; Rupp et al., 2006).

In another scenario, the study has found an indirect relationship of organizational identification with corporate social responsibility as well as organizational commitment (Islam et al., 2016; Turker, 2009).

Hence, the entire four hypotheses are accepted by the study i.e.

H1: there is a significant positive impact of corporate social responsibility on organizational commitment. It reflects that different elements of corporate social responsibility have a positive significant impact on employee's organizational commitment. CSR activities by an organization can affect the employee's commitment to organization favor. Employees show a positive attitude at the workplace and it can enhance organizational productivity and improve the overall work environment.

H2: There is a positive significant impact of corporate social responsibility on organizational identification. The third hypothesis shows the relations among

corporation social responsibilities and organizational identifications. This hypothesis is related to the social identity theory and social characterization theory. It represents the CSR activities has a significant impact on organizational identification and the results of the study also show that there is a positive and significant impact of corporation social responsibilities on organizational identification.

H3: There is a significant positive effect on organizational identification on organizational commitment. It suggests that organizational identification, which is playing a mediating role, has a positive association with employee's organizational commitment. If an employee has organizational identification in simple, they have belongings to the organization so organizational commitment will improve positively.

H4: There is a positive significant effect of corporate social responsibility on organizational commitment with the mediation of organizational identification. The fourth hypothesis represents the relationship between dependent, independent and mediating variables.

It reflects the overall impact of corporate social responsibility on organizational commitment with the mediating effect of organizational identification. Generally, the study found that CSR and its elements are very important for organization success because it affects the employee's commitment as well as organizational identity positively.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

The study examines the impact of corporate social responsibility on organizational commitment along with the mediation of organizational identification. The targeted population was workers at cellular service provider at KPK, Pakistan. A quantitative approach was used while data was collected from primary sources with the help of a questionnaire. Preachers and Hayes mediation model was used.

The results of the study suggest that corporate social responsibility has an overall impact on the organizational commitment, which reflects that if a corporation focusing on the corporate social responsibility it will ultimately enhance its employee's commitment towards the job. Results from the Preachers & Hayes model also shows that organizational identification is as a key element to positively mediate the level of organizational commitment in the presence of corporate social responsibility. It is stated that CSR has both a direct and indirect effect on employee's organizational commitment throughout the mediation of organizational identification

The study is useful for the manager as well as for the employers to focus on CSR because it is essential for the organizational success and consistent growth because organizational commitment is very important for the long term survival of an organization. HR practitioners can use the study to implement in different sectors other than telecom.

5.3 Limitations of the study

Data collection was very difficult due to the tough routine of my job as well as the nature of the respondent's job nature. It was a difficult task to take leaves from the job and then wait for the respondents to fill a lengthy questionnaire due to which a lot of time was wasted in data collection. The study was limited to the only cellular service provider in Peshawar, thus making this study too cultural and sample specific. Future researchers need to address other sectors and expand both the scope and scale of this study, in terms of sample size, number of variable undergone for analysis, inclusion of various other mediators as well as moderators, and come up with rigorous theoretical and contextual underpinnings.

The population of the study was not well defined. It examines the overall impact of corporate social responsibility on organizational commitment, not used other elements of CSR as regressors. The selection of such a topic was very difficult in the context of developing countries like Pakistan, because of a weak theoretical link available for the said topic but due to the help of my supervisor, I did this difficult task.

This topic is not that much known to anyone because during data collection I faced many problems with the respondent's attitude and their perception about the topic. They had very low knowledge about this area of research so it was very difficult to describe the topic to everyone. Most of the employees working in the cellular service provider had not sufficient time to answer the questionnaire properly due to which a lot of time spent to collect the data from respondents. Developing countries like Pakistan, are faced with a variety of problems, including over-population, poverty, climate change, deforestation, pollution, illiteracy, harassment and abuse, lack of law and enforcement, corruption to name only a few. In the face of these issues, companies performing their routine practices in this country fail to include the flavor of CSR in their overall strategic direction. Business across the globe in general and Pakistan in particular, need to tailor their business models for these countries and carry out their business with a new lens of social and ethical responsibilities alongside their profit maximization. There is also a growing need for creating awareness in the common masses about a business's social, economic, legal and ethical practices, and how they affect their daily lives.

There were more than 1000 employees working in the cellular service provider, which includes Mobilink Jazz, Telenor, U-Fone, Warid and Zong. Area wise division of such offices are as; Peshawar Saddar, Qissakhuwani and Khyber Bazar, Nishtarabad, Charsadda road, university road, university town, Hayatabad phase-III chowk, inside Peshawar city and other areas. Therefore, it was very difficult for me to collect data after my job timings.

Due to low organizational linkages, it was difficult to take appointments from the employees that were the reason of 89% response rate because at their offices there was a lot of rush which make data collection a difficult task.

The study selected 350 employees as a sample but due to lack of resources and time limitation only 310 employees given proper responses. For that purpose, more than 350 questionnaires were distributed to get the desired sample but got only 310. Another reason was lack of knowledge about the topic because some of the old employees had no extensive knowledge about subject matter, because of their low qualifications.

5.4 Directions for future Researches

This research have many limitations that should overcome in future research. In this research, a sample from a single country is used due to restricted generalizability. The study uses only employee sample future research can extend the sample to use stakeholders. In the future research, more elaborate models could be tested. The study of this research relies on employees from only one organization, which limits the generalizability of the findings of present research. In this research only one mediator is used, which is organizational identification other mediators may also be used like serial mediation or moderation, organizational citizenship, employee's perception of CSR (workplace environment, employee's organizational engagement, operation's management, supply chain and CSR's role)

In future sample size can be enhanced and can use any other sector, which is doing corporate social responsibility. One can consider other elements of CSR with an organizational commitment to getting better results i.e. Ethical responsibility, social responsibility, Environmental Responsibility, and Legal responsibility.

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Annexure

Questionnaire

Respected Sir/Madam!

I am conducting a research on:

“The Effect of Corporate social responsibility on Employee’s Organization Commitment: Mediation of Employee’s Organization Identification” For that purpose, I need your permission and support for asking some questions from your employees.

Age: 20-30 31-40 41-50 51-above

Qualifications: Bachelor Masters MS/M.Phil. Other.

Experience: Fresher less than 1 year 1-3 years 4-6 years

Rate the following statements to identify employee’s opinions about the organization. You use rating scales as:

(1) Strongly disagree (2) Disagree (3) Neutral (4) Agree (5) strongly agree

S. No	Questions	SDA	D	N	A	SA
Corporate social responsibility (CSR)						
Community responsibilities						
CR1	Give money to charities in the communities where we operate	1	2	3	4	5
CR2	Help improve the quality of life in the communities where we operate	1	2	3	4	5
CR3	Financially support community activities (arts, culture, sports)	1	2	3	4	5
CR4	Financially support education in the communities where we operate	1	2	3	4	5
CR5	My Corporation gives profits back to the communities where it does business	1	2	3	4	5
Environmental responsibilities						
ER1	In Corporation environmental performance objectives in organizational plans	1	2	3	4	5

ER2	Voluntarily exceed government environmental regulations	1	2	3	4	5
ER3	Financially support environmental initiatives	1	2	3	4	5
ER4	Measure the organization's environmental performance	1	2	3	4	5
Legal responsibilities						
LR1	Our Corporation always pays its taxes on a regular and continuing basis	1	2	3	4	5
LR2	Our Corporation protects consumer rights beyond the legal requirement	1	2	3	4	5
LR3	Our Corporation complies with the legal regulations completely and promptly	1	2	3	4	5
LR4	Our Corporation provides full and accurate information about its products to its customers	1	2	3	4	5
Ethical responsibilities						
ETR1	Provide all customers with very high-quality service	1	2	3	4	5
ETR2	Our Corporation provides full and accurate information about its products to its customers	1	2	3	4	5
ETR3	The managerial decisions relating to employees are usually fair	1	2	3	4	5
Organizational Commitment						
OC1	Our employees often go above and beyond their regular responsibilities to ensure the organization's well-being	1	2	3	4	5
OC2	The bonds between this organization and its employees are very strong	1	2	3	4	5
OC3	Our people are very committed to this organization	1	2	3	4	5
OC4	I intend to allocate more resources to the relationship with my Corporation in the future	1	2	3	4	5
OC5	My Corporation deserves my maximum effort to be maintained	1	2	3	4	5
OC6	I experience a strong sense of belongingness to my Corporation	1	2	3	4	5
OC7	When someone criticizes my organization, it feels like a	1	2	3	4	5

personal insult.

Organizational Identification

OID1	This organization's successes are my successes.	1	2	3	4	5
OID2	I am very interested in what others think about my organization.	1	2	3	4	5
OID3	When I talk about my organization, I usually say "we" rather than "they."	1	2	3	4	5
OID4	When someone praises my organization, it feels like a personal compliment.	1	2	3	4	5
OID5	If a story in the media criticized my organization, I would feel embarrassed.	1	2	3	4	5
OID6	When someone criticizes my organization, it feels like a personal insult.	1	2	3	4	5
OID7	Experience a strong sense of belonging to my organization.	1	2	3	4	5
OID8	I am glad to be a member of this organization	1	2	3	4	5

Questions Adopted from the following Authors:

- Hae-Ryong Kim, Moonkyu Lee, Lyoung-Tark Lee and Na-Min Kim (2010)
- Belaid Rettab, Anis Ben Brik and Kamel Mellahi (2008)
- Duygu Turker (2008)
- Brammer, S., Millington, A., and Rayton, B. (2007)
- Lee, E. M., Park, S.-Y., and Lee, H. J. (2013)
- Mario Schaarschmidt and Klaas-Jan Stol (2018)
- Ale Smidts, Cees B.M. Van Riel and Ad Th.H. Pruyn (2000)

Thank you so much for your Precious Time & Information!