Impact of Perceived External and Internal Corporate Social Responsibility on Organizational Citizenship Behavior: A Moderated Mediated Model

By
Iffat Rasool

PM093002

A research thesis submitted to the Department of Management Sciences,
Capital University of Science &Technology
In partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY IN MANAGEMENT SCIENCES
(Human Resource Management)

DEPARTMENT OF MANAGEMENT & SOCIAL SCIENCES
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CERTIFICATE OF APPROVAL

This is to certify that the research work presented in the thesis, entitled **"Impact of Perceived External and Internal Corporate Social Responsibility on Organizational Citizenship Behaviour : A Moderated Mediated Model"** was conducted under the supervision of **Dr. Ansir Ali Rajput**. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **Department of Management Sciences** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences, Department of Management Sciences, Capital University of Science and Technology**. The open defence of the thesis was conducted on **21 April, 2017.**

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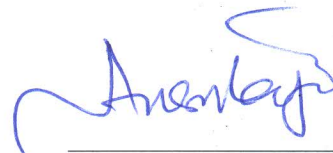Associate Professor
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Forwarded for necessary action

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I solemnly declare that research work presented in the thesis titled "**Impact of Perceived External and Internal CSR on OCB : A Moderated Mediated Model**" is solely my research work with no significant contribution from any other person. Small contribution/ help wherever taken has been duly acknowledged and that complete thesis has been written by me.

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I, **Ms. Iffat Rasool (Registration No. PM-093002),** hereby state that my PhD thesis titled, **'Impact of Perceived External and Internal CSR on OCB : A Moderated Mediated Model'** is my own work and has not been submitted previously by me for taking any degree from Capital University of Science and Technology, Islamabad or anywhere else in the country/ world.

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DEDICATION

To my parents who wanted to see me at this position and to my brothers and sisters for support and encouragement.

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Lastly, I would say thank to my brothers and sisters who always stood with me and supported me. Though the PhD is a lengthy and traumatic process with everyday new difficulty but fortunately, I was blessed with the family who strengthened me morally.

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List of Abbreviations

No	Phrase	Abbreviation
1	Adjusted goodness-of-fit index	AGFI
2	Analysis of moment structures	AMOS
3	Average variance extracted	AVE
4	Collectivist	TTCOL
5	Corporate social responsibility	CSR
6	Common method variance	CMV
7	Composite reliability	CR
8	Comparative fit Index	CFI
9	Confirmatory factor analysis	CFA
10	Factor loading	FL
11	Goodness-of-Fit Index	GFI
12	Organizational citizenship behavior	OCB /TTOCB
13	Organizational identity	OI/TTIDNT
14	Root Mean Square Error of Approximation	RMSEA
15	Perceived External Prestige	PEP/TTPEP
16	Perceived organizational support	POS / TTPOS
17	Perceived external CSR for environment	TTPECSR_En
18	Perceived external CSR for community	TTPECSR_Cm
19	Perceived external CSR for consumers	TTPECSR_Co
20	Perceived internal CSR	TTPICSR
21	Relative chi-square	CMINL/DF
22	Squared multiple correlations	SMCs
23	Structural equation modeling	SEM
24	Squared multiple correlation	SMC
25	Statistical package for the social sciences	SPSS
26	Trust	TTRUST
27	variance inflation factor	VIF

Abstract

Since the growing interest of organizations has turned the corporate social responsibility into one of the top trends influencing the organizations, the thrust of contemporary scholars for the research on CSR has also increased. The trend of research on CSR is exponential and more than half of the peer-reviewed articles on CSR have been published during the last decade, but the extant literature has mainly focused on macro CSR rather than on micro CSR. Similarly, most of the previous work of CSR has been made in context of developed countries and has largely overlooked the developing countries. However, a few studies related to micro CSR have appeared on interaction between CSR and organizational psychology in leading Journals recently but the impact of perceived CSR on employee outcome behavior has not been explored fully yet. The purpose of present study was to fill this gap by identifying the path of employees' external and internal perception of CSR and observe the mediation and moderation process through employees' attitude and outcome behavior. The data was comprised of sample of 1015 and collected through convenience sampling from telecom sector Pakistan. The telecom industry was selected as it was highly involved in CSR activities as compared to other service industries in Pakistan. The results have been derived through structural equation modeling (SEM). The study is unique in a sense that it is the first study in Pakistan in the domain of micro CSR that articulate perceived external and internal CSR with OCB through sequential mediation. Further, the role of collectivism as moderator enhanced the role of perceived internal and external CSR on several relationship of attitudes and outcome behavior. The findings suggest that CSR is an investment for the organizations but it cannot reap the fruit of its investment unless the employees perceive it useful. Therefore, employees need to be given proper attention through internal and external CSR for achieving the better organizational goals.   .

Chapter 1
Introduction

Background of Study	Perceived Gap & Problem statement	Objective of Research & Research Question	Significance Theoretical & Practical	Definition of key terms
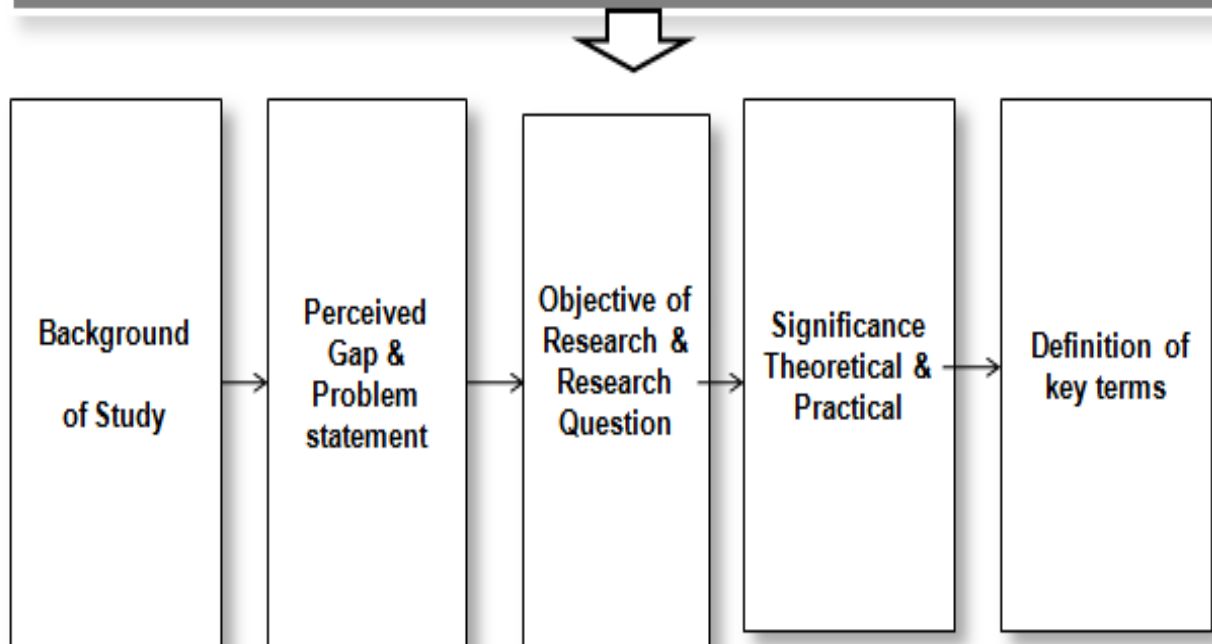
Structure of Chapter 1 'Introduction'

CHAPTER 1: INTRODUCTION

1.1. Introduction

The literature is evident that the concept of corporate social responsibility (CSR) related to micro foundation has gained the persistent attention of researchers and practitioners during the last decade (Rupp & Mallory, 2015). It has turned into strategic tool for the organizations and an integral part of businesses & organizations (Servaes & Tamayo, 2013) and work place (Abd-Elmotaleb et al., 2015) since they have realized the "doing good doing well" (Aguinis & Glavas, 2012). Surprisingly, the small organizations are also taking part in sustainable corporate social responsibility (Jamali et al., 2015) because the success of sustainable organization is linked with the welfare of stakeholders (Need, 2012). No doubt, corporate social responsibility (CSR) through sustainability (Frederick, 2016) not only takes care of their employees but also their surrounded communities (Armstrong & Taylor, 2014) because CSR on micro level through the positive perception of employees may generate higher financial returns and can be ready to increase on CSR as an investment (Jones, Willness & Glavas, 2017).

In present time, employees are the essential mean for the organizations to attain the competitive advantage (Islam et al., 2015). Literature posits that organizations attract competitive employees through corporate social responsibility (Amponash, 2015).The corporate social responsibility (CSR) is perceived different by different stakeholders. As an external corporate social responsibility (CSR) , it enhances the interest of investment, consumption and public religioning with government (MC Williams & Siegal, 2001; Trevino & Nelson, 2004) and as an internal corporate social responsibility it tends to receive improved job behavior and reduces turn over (Tervino & Nelson , 2004).

Moreover, seeing the interest of stakeholders in ethical business practices, the burgeoning number of international standards and NGO's have started harmonizing the corporate social responsibility globally. Due to this growing interest of constituencies, the businesses have started taking the stewardship of internal and external corporate social responsibility practices (Crane et al., 2008). Nearly, every major organization is involved in corporate social responsibility (Glavas, 2016) and 93 % of leading organizations formally report on CSR (KPMG, 2013). The study of Khan (2012) suggests that among the plethora of public and private sector as companies, firms and organizations, the large corporations are more required to maintain the level of corporate social responsibility as they are more vulnerable to the criticism of stakeholders and are expected to return the stakeholders against the businesses they perform in society. While, stakeholders are the individuals or groups that interact with organizational activities (Need, 2006).

Correspondingly, the development of literature of corporate social responsibility and interest of research scholars were also exponential during the last few years. Literature review of suggests that more than fifty percent articles of Journals with high impact factor were on corporate social responsibility during the previous ten years (Glavas, 2016). The involvement of corporate social responsibility in legal, social environment and human rights has developed an unprecedented interest of practitioners and researchers in it. Corporate social responsibility is a discretionary attitude required by the corporations. Taking corporate social responsibility as legal or mandatory obligation may weaken the spirit of discretionary attitude (Santoso, 2014).

However, the literature also describes that most of the organizations contributing in corporate social responsibility take it as license to operate, and corporate social responsibility as an investment of employee is ignored (Santoso, 2014). Similarly, employee's perception to organization's corporate image effect their behavior as well but little information is found through

studies from employee's perspective of CSR (Riordan et al., 1997). The observation shows that the most of the literature observed on corporate social responsibility and employee is found on compliance oriented (legal & societal) Public Relations oriented (customer related), (Sen et al., 2006; Kaur & Agrawal, 2011) and philanthropic related (Pietersz, 2011). Therefore, there is need to investigate the relation of employees' and their perception for ethical practices of organization in the form of micro CSR.

1.1.1. Schema for micro CSR foundation

Although, literature reveals that primarily research has laid more focus on macro level corporate social responsibility, the concepts related to external stakeholders (Aguinis & Glavas, 2012) but in real as construct corporate social responsibility bridges both macro and micro levels (Lindgreen & Swean, 2010).Therefore, the interest of researcher has increased in micro level employee perspective because employee as unit of analysis is ignored in previous research (Aguillera, 2007). Corporate social responsibility related to employees has not been explored fully yet (Glavas, 2016). Further, the employees' perception in relation to attitude and behavior is almost a neglected and grey area in management research (Kim et al., 2010). Therefore to implore the black box of micro foundation for corporate social responsibility , the interest of researchers on employee perception and micro corporate social responsibility has multiplied the empirical studies on corporate social responsibility micro foundation during last few years.

Correspondingly, the employees are the key stakeholders in corporate social responsibility (Carroll, 1991), whereas corporate social responsibility is all about managing positive relationship (Freeman, 1984) with stakeholders. The employees are indispensable part of any organization. The wellbeing of company and employees are compulsory to each other (Porter & Kramer, 2006). The recognition of significance of employees in the business (Porter & Kramer, 2011) has made the

organizations realized that buildings and fixtures cannot run the businesses alone and organizational performance cannot be achieved by ignoring the investment on employee's welfare and development. According to Bhattacharya et al. (2008) the ultimate success of organization lies in motivating and retaining the talented employees. The practices of internal corporate social responsibility (CSR) which involve the welfare of employees at work can help in retaining the skilled employees and their loyalty and productivity (Palazzi & Starcher, 1998).

Consequently, it has been observed through literature on corporate social responsibility) that the understanding of employees' perception for corporate social responsibility has significant impact on work attitude (Cable & Judge, 1996) and the role of corporate social responsibility for employee may be better understood through the employees' response toward it. Employees' perception for welfare programs has great part in any organization. Employees' perception is a cognitive process and is described as employees' own feelings regarding the practices of corporate social responsibility in their organization rather than actual CSR practices.

Consequently, micro level involve psychosomatic and emotional basis of individuals cognitions (Frynas & Stephens,2015) that serve like evaluating tool for the practices of corporate social responsibility and result as employee behavior. According to Khan (2014) employees feel great external prestige when they find their organization is involved in great cause for stakeholders in society and in return they develop their organizational identification. While, the Perceived organizational support makes the employees think about the attitude of management toward them (Rhoades & Eisenberger, 2002) and incase of having care and wellbeing, they start developing trust for organization (Mayer et al., 1995). Thus, all these relationships of social identity and social exchange in reference to employee perception to corporate social responsibility lead to positive

outcome behavior of employees. As result, management researchers have started paying attention to this topic since last decade (Gond et al., 2010).

Therefore, the rapid increase of interest of organizations and researchers around the world in corporate social responsibility practices has driven the attention of author of this study to explore the path for employees' perceived corporate social responsibility and its outcome behavior which was missing in the previous researches of CSR and employee behavior. The main thrust of the present research was to examine the impact of employees' perception of external and internal CSR practices on organizational citizenship behavior in South Asia Pakistan in the light of social exchange and social identity.

1.2. Background

Though the definition of CSR is ambiguous (Garriga & Mele, 2004) but the notion of CSR is increasingly getting popular in business and management. It is multidisciplinary concept deals with macro levels of issues of organizations like social (community), nonsocial (environment), and customers etc. and micro level like (employee related issues, HR strategies based on employee welfare). Corporate social responsibility has deep roots into the history of west and US. Since the inception of CSR it has gone through different stages. The formal writings on CSR appeared during the period of (Berle, 1931). Since period of Freeman (1984) the literature of corporate social responsibility has been found tackling the issue of its confirmatory role toward its definition, functions and feudatory duties of organization toward shareholders and stakeholders. Freeman (1984) the foremost contributor of literature suggests that businesses need not to execute the corporate social responsibility unless it serves the shareholders. The formal journey of corporate social responsibility during 1950 to 1960's has emphasized the businesses to voluntary and

philanthropic actions. The period of 1960 to 1970's suggested for fulfillment of legal requirement by stakeholders, while duration of 1970 to 1980's required to bind with ethical contact with community and wide range of stake holders (Frederick, 2016).

Moving next, the observed literature has provided the evidence of several major concepts appeared in 90's including business ethics, organizational citizenship behavior (OCB), stakeholder theory and corporate social performance (CSP). There was not any new addition in definition during the era of 90's (Carroll, 1999). However, several scandals like Lead Paint and Magellan metals etc. encouraged the organizations globally to heed and correct their image through the adoption of the CSR during 1990 to 2000's (Frederick, 2016). The incident of Exxon Valdez oil spill and chemical leak in Bhopal (India) also caused public pressure and social media attention that resulted the firms for Social and environmental disclosure as part of CSR (Hooghiemstra,2000).

By searching CSR during the era of 2000 the literature was found focusing mostly on corporate social responsibility and firms' financial performances. Cheng et al.,(2004) advocated for the realization of firms importance of corporate social responsibility into their business strategies would be fruitful and be beneficial for their organizational health and financial growth. The firms also got aware that by applying corporate social responsibility they can have easy access to financial instrument (e.g. bank loans) that can further cause for business enhancement and investment. The firms that act ethically and perform corporate social responsibility gain improved financial performance (Mc William & Siegal, 2001).The study of Hillman & Keim, (2001) suggested the proper implementation of corporate social responsibility as signal of financial health of organizations. The results of study of Anderson & Olsen (2011) also had relationship between financial performance and CSR, whereas, the study made by Donker et al,

(2008) showed positive relation between CSR index and performance as well. Further, The results of study of Lin & Wu (2014) also proved the importance of CSR for the survival of organization in the time of financial crises and their study suggests that firms having higher corporate social responsibility index are found in better financial performance than with lower index. In the light of business performance literature it is understood fact that every firm cannot bear the fruit of profit. They can be weak with different reasons. The health of business firms was the great concern in 2000's so we found Hull & Rothenberg, (2008) suggesting corporate social responsibility as strong shelter for the firms with weak innovation and level of differentiation. Accordingly, the journey of corporate social responsibility from US to west and other part of world is an evidence of its importance. Nearly, organizations from Mexico 52%, Vietnam 64%, Philippines 60% and India 69% report to CSR activities (Grant Thornton, 2013). Similarly, almost 93% of world's largest organizations officially report their CSR actions (KPMG, 2013).

1.2.1   Conceptualization of micro foundation.

Going through the journey literature on corporate social responsibility (CSR) , the researcher has not found any unanimous definition for micro (employee level) corporate social responsibility yet and the concept of employees' perception of corporate social responsibility (CSR) through the actions of organizations are not fully explored so far (Glavas, 2016). The concept of perception through organizational psychology is a conversion of stimulus into feeling and thought that employee receives from outside environment. Despite having great importance of employees' perception for corporate social responsibility, most of the literature is found on macro level of corporate social responsibility , (Frederick, 2016) whereas, concept of micro level is neglected area (Aguilera et al, 2007). However, realizing the importance of micro aspect of

corporate social responsibility in organizational performance the searchers of organizational behavior and psychology are showing the great concern in micro CSR based on employees' perception through their attitude and behavior.

Similarly, the survey of 181 top tier journals by Agunins and Glavas (2012) for CSR confirmed that only 4% of those articles focused on employee level of analysis, whereas 57% and 33% of CSR articles focused on the organizational and institutional a related issues, respectively (Frynas and Stephens (2015)but during last few years its mushrooming (Rup et al., 2014) The importance of employees as stakeholder and human resource has been recognized as they being employees plan and execute the organizational polices including the corporate social responsibility .

Though micro CSR is newer term and does not have any common definition, however, it deals with individual's (i) drivers with CSR engagement, (ii) process of CSR evaluation, (iii) response and perception for CSR initiatives (Gond et al., 2017). The father of stakeholder theory Edward Freeman has recently in his studies Freeman & Moutchnik (2013) has declared the employees, consumers, contractor and franchisers as group individuals that can affect and may get affected by CSR. So the perception of these individuals deals with micro concept of CSR.

In past several studies have observed the CSR perception of employees on different attitude and behavior of employees like on employee commitment (Bramer et al., 2007; Farooq et al., 2013; Hofman & Newman, 2014), on job satisfaction (De Roeka et al, 2014), on organizational identification (Kim et al., 2010; Hameed et al., 2016), on employee engagement (Glavas, 2016), on OCB (Jones, 2010; Rupp et al., 2013) and organization's social repute (Helm, 2011). Therefore, there is need to reveal the connections between individual's perception as the knowledge of micro CSR is fragmented and many CSR related outcomes (Gond et al. 2017). Further, there are

theoretical mismatches in underlying mechanism for the reaction of individuals to CSR ,therefore there is a need to explore the underlying mechanism of individuals' reaction to corporate social responsibility through Organizational Behavior (OB) and individual differences (Gond et al. 2017). In the light of aforesaid discussion the, author of study has sought to explore this notion of micro CSR by developing a path of employees' perception for corporate social responsibility through mediation of several attitudes and behavior and moderation of individuals' collectivist traits to fill out the gap in previous studies. Recently, researchers have started exploring the positive constructs impacting OCB (Bakker & Demerouti, 2007) and CSR can better impact on OCB.

Above all, the main motivation for using this mediated moderated mechanism is that previous researches have mostly addressed the effect of CSR on individual, while this study has focused on how an individual reacts to CSR. As result, the two path perceived model of employees' perceived internal and external CSR through their attitudes and behavior is theoretical contribution that can extend the mangers' and future researchers' understanding for the psychology of employees as individuals who are the key component for any business activity. Ignoring employees' psychology may result negative for organizational financial performance and competitive advantage.

1.2.2. Employee attitude through the lens of social identity

The literature evident that social identity and social exchange theories has been explored in terms of impact of CSR on attitudes and behavior in several past researches differently (Truker, 2009; Kim et al., 2010; Jie & Benson, 2014).Organizational identity plays a great role in the achieving the organizational goals. Identity is a psychological process that directs the individuals

to develop their associations with reference to their beliefs with some group or individual e.g. organization. The literature of social identity used in organizational research suggests that the organizations with strong identification live for long run (Witting, 2006).The industrial researchers and scholars relate organizational identity with organizational performance (Sugreen, 2010). The organizational identity can be better understood in the light of following questions: a) What type of business do the organizations have? and b) What do employees want from organizations? To answer these question the literature suggests that organizational identity as situated organizational identification can create the environment of we rather than I for employees (Rousseau, 1988) and can develops sense of prestige among them (Ashforth & Mael 1989).

However, prestige and organizational identity may decline if the organizations loses employees , CEO's and do mergers etc. while prestige and identity grows if the organization improves the quality, care about its stakeholders etc. (Haigh & Pfau, 2006). It is important for the management to recognize the value of employees as their identification effects their behavior. The stronger the prestige of organization due to its corporate social responsibility, the stronger their identity with the organization, whereas sense of weak organizational identity develops the negative attitude toward the organization. The strength of organizational identity depends on the role of management. When the management cares about the repute of organization, it may result as higher prestige of organization in the eyes of employees (Bergami & Bagozzi,2000). Employees like to be identified with prestigious organization. They like evaluating their status with the status of organization they work in. According to Bawman & Skitka (2012) the prestigious organization can help to boost the self-esteem of employees through its value of in the eyes of outside stakeholders like competitors, supplies community etc. that makes employees feel proud being members of such organization.

Correspondingly, when employees' welfare is established by top management and is applied as strategy it drives the employees' positive attitudes (Voss et al., 2006) and develops the organizational identity through perceived external prestige that associates the employees with the organization (Smidt et al., 2001). The studies of (Dutton et al., 1994 and Carmelie, 2007) are considerable addition in understanding the relation of organizational identity and organizational citizenship behavior(OCB). Therefore, positive implementation of CSR practices lead to strong organizational identity (Dutton, 1994) that in return develops organizational citizenship behavior in employee (Choi et al., 2016). The literature suggests that the organizations that maintain CSR activities can well attain and retain the talented employees. Therefore, it is an appropriate for present study to investigate the effect of corporate social responsibility on organizational identity through perceived external prestige to predict the employee behavior.

1.2.3. Employee attitude through the lens of social exchange.

It is commonly known that employees play key role in achieving the organizational goals. So it is important for the organizations to show the positive attitude to the needs and wants of employees in term of organizational support at work. As suggested by Blau (1964) that when an individual perceives advanced cooperation from someone as individual or group, it creates in him great feelings of obligations which ultimate get transformed into trust. The employees see their future in their organization from the signal they receive from organization and when the organization signals positive, the employees perceive positive and build trustworthy relationship with organization (Farooq et al.2013).

Similarly, employees are considered an ambassador of organizational image (Kotler & Lee

2008) therefore, the role of management is very crucial for boosting the moral of employees (Laschinger & Fida, 2014). The increased awareness of human rights and development of global village has increased the demand for internal CSR as work life balance (Armstrong & 2014), career development plans and sponsorships (McKenzie & Woodruff, 2013) which is sometime not possible for the organizations to provide but by keeping door open for continuous communication (Camilleri, 2015) instill them a sense of obligation and trust on organization. However, employees value organizational support and management seeks loyalty and citizenship behavior (Esienberger et al., 2001).

1.2.4. Employee outcome behavior through the lens of perceived CSR

In business world employees are considered the primary stakeholders of organizations who play a significant role in meeting the global challenges through competitive advantage. The organizations that ignore the corporate social responsibility face the reciprocal behavior of employees and face vengeful attitudes. Employees' perception of corporate social responsibility influences their behavior. Thus, the organizations having normative view of corporate social responsibility receive the affirmative performance of employees (Hansen, 2011).

The author of under discussion study has tried to discover the relationship between employees' CSR perception and organizational citizenship behavior with multiple effects. Further the author has utilized the literature available and found that the researchers are paying attention to impact of CSR practices on organizational citizenship behavior because their attitude and behavior have significant impact on firms (Fu et al., 2014). The employees prefer the organizations that align their perceived values with the values of employees (Strandberg, 2009). They feel psychological attachment and feel prestige by getting identified with the repute of their

organization (Kim et al., 2010). Rodrigo & Arenas (2008) suggest that employees' perception is a cognitive process. Whereas employee's attitude and outcome behavior need to be derived from such cognitive process. The theoretical and empirical results of different studies like Rupp et al., (2013) and Khan et al., (2014) have found positive relation between corporate social responsibility and organizational citizenship behavior. So in the light of aforementioned discussion, it can be well presumed that the rout from "willingness to cooperate" (Robbinson & Morrison, 1995) and "Spontaneous behaviors" (Katz, 1964) leads to organizational citizenship behavior. Accordingly, literature posit that there is growing belief of relationship between employees' perception of corporate social responsibility and organizational citizenship behavior (Lin, 2010).

However, individuals present different behavior against the corporate social responsibility practices (Rego et al., 2011). OCB is a discretionary behavior of employees which may help in organizational growth (Ahmadi et al., 2011). The organizations that desire to excel always desire for employees who like working beyond the expectation of organization and the OCB is the same behavior of employees that satisfy the organizational needs (Ahmadi et al., 2010). The employee usually perform the in-role behavior and if they receive support and care may go for extra role behavior (Lin et al, 2010) like helping colleagues, punctuality and positive representation of organization etc. (Ahmed et al., 2010).

Despite having different behavior of individuals' against the corporate social responsibility practices (Rego et al., 2011) many studies have explored the relationship of CSR with obligatory behavior (Brammer et al., 2007). However, employees' perception of corporate social responsibility with organizational behavior is neglected area (Rup et al., 2006;Larson et al., 2008).Therefore, this relationship of employee perception is required to be investigated with organizational citizenship behavior (Swanson and Niehoff , 2001).

Further, literature reveals that much of the work for stakeholder under stakeholder theory is related to external stakeholders on macro prospective, while, employee as an internal stakeholder has not been investigated fully with micro corporate social responsibility especially through its outcome behavior (De Roek et al., 2014). Similarly, social identity theory for investigating the relationship of employee's perception for external corporate social responsibility and social exchange theory for the employee's perception to internal corporate social responsibility with respect to their outcome behavior together are also under research. Given the plausibility to these theories the employees who consider the organization an ethical employer will have great identification and trust on it.

On the whole, the present study has adopted the multi theoretical approach to develop the model for linkage mechanism of employee's perception of corporate social responsibility (CSR) perception and outcome behavior and investigates the relationship through the mechanism of mediation and moderation. Before reaching to proposed model the self-administered survey was conducted. The details of survey is mentioned in Annexure 3 Based on secondary data available of corporate social responsibility in telecom industry and study of Ali et al., (2010) telecom industry is among top service industries involved in corporate social responsibility practices in Pakistan. Having appropriate reasons the author of present study have selected the randomly the Telecom industry among several service industries and found it suitable to collect the data for obtaining the results based on proposed model.

1.3. Motivation for Research

Since every passing day the organizations in Pakistan the organizations are facing aggressive competition and they require more and more competencies to meet with the challenges.

The corporate social responsibility is turning into strategic tool for the organization to meet the competitive advantage (Islam et all., 2015). Corporate social responsibility can exploit the employees' positive behavior as a source for the competition. The corporate social responsibility (CSR) initiatives can help in boosting the employees' moral for better performance (Larson et al., 2008).The previous research has revealed that CSR helps in achieving competitive advantage as a result of positive employee outcome (De Roek, 2014).

Moreover, during the last decade, there is considerable growth in the study of corporate social responsibility. The concern of research on CSR has increased exponentially during last decade (Glavas, 2016). The results of the study of (Aguinis & Glavas, 2012) advocate that CSR had been a topic of over half of peer reviewed journals during the last decade. Though the majority of these were on macro corporate social responsibility (Lee, 2008) but the concern for micro related issues is also increasing in recent days (Aguinis & Glavas, 2012) as a result of increasing importance of employees in organizations for achieving competitive advantage. However, employees being insider and part of functioning core seek identification with the organization (Rupp, et al., 2006). Being closely associated with the organization and representing the organization to the other stakeholders in the community, they get affected by the actions and repute of organization. Both success or failure of organization affect the employees attitude and behavior. Correspondingly the employees effect on the performance of organizations through their attitude and behavior.

The following Table 1.1 exhibits such trend to micro foundation for corporate social responsibility during the last decade.

Table 1.1

Trend of micro CSR during 2000 to 2017

Author &Year	Title	Journal
Aguinis,& Glavas, 2017	On corporate social responsibility, Sense making, and the search for meaningfulness through work	Journal of Management
Kim et al., 2017	An examination of the links between corporate social responsibility (CSR) and its internal consequences.	International Journal of Hospitality Management,
Gond et al., 2017	The psychological microfoundations of corporate social responsibility: A person-centric systematic review.	Journal of Organizational Behavior
Jones et al, 2017	When Corporate Social Responsibility (CSR) Meets Organizational Psychology: New Frontiers in Micro-CSR Research, and Fulfilling a Quid Pro Quo through Multilevel Insights.	Frontiers in Psychology
Farooq & Farooq, 2016	The multiple pathways through which internal and external corporate social responsibility influence organizational identification and multifoci outcomes: The moderating role of cultural and social orientations	Academy of Management Journal
Shen & Benson, 2016	When CSR is a social norm how socially responsible human resource management affects employee work behavior	*J*ournal of Management
Hameed et al., 2016	How Do Internal and External CSR Affect Employees' Organizational Identification? A	Frontiers in Psychology.

	Perspective from the Group Engagement Model.	
Glavas, A., 2016	Corporate social responsibility and employee engagement: enabling employees to employ More of Their Whole Selves at Work.	Frontiers in . Psychology
Glavas. A, 2016	Corporate social responsibility & organizational psychology: An integrative review.	Frontiers in Psychology
Frederick, 2016	Commentary: corporate social responsibility : deep roots, flourishing growth, promising future.	Frontiers in Psychology
Seivwright & Unsworth 2016	Making sense of corporate social responsibility and work	Frontiers in Psychology
Camilleri, 2016	Re-conceiving corporate social responsibility for business and educational outcomes.	Business & Management
Sheel & Vohra, 2016	Relationship between perceptions of corporate social responsibility & organizational cynicism: the role of employee volunteering.	The International Journal of Human Resource Management
Kourula, & Delalieux, 2016	The micro-level foundations and dynamics of political corporate social responsibility: hegemony and passive revolution through civil society.	Journal of Business Ethics
De Roeck, El Akremi & Swaen, 2016	Consistency matters! how and when does corporate social responsibility affect	Journal of Management Studies

employees' organizational identification?

Panagopoulos, Rapp & Vlachos, 2016	I think they think we are good citizens: Meta-perceptions as antecedents of employees' reactions to corporate social responsibility.	Journal of Business Research
Rupp &Mallory, 2015	CSR: psychological, person-centric, and progressing.	The Annual Review of Organizational Psychology and Organizational Behavior.
Donia & Sirsly , 2016	Determinants and consequences of employee attributions of corporate social responsibility as substantive or symbolic.	European Management Journal
Kim, Song & Lee, 2016	Effects of corporate social responsibility and internal marketing on organizational commitment and turnover intentions.	International Journal of Hospitality Management
Ersoy Aksehirli, 2015	Effects of perceptions of corporate social responsibility on employer attractiveness.	Research Journal of Business & Management.
Abd-Elmotaleb, 2015	Rethinking the employees" perceptions of corporate social responsibility.	International Business Research
Akremi et al., 2015	How do employees perceive corporate responsibility? Development and validation of a multidimensional corporate stakeholder responsibility scale.	Journal of Management
Esmaeelinezhad,2015	Linkage between perceived corporate social responsibility and employee engagement: mediation effect of organizational identification.	International Journal of Human Resource Studies

ProtusKiprop et al 2015	Effects of internal corporate social responsibility practices on employee job satisfaction: evidence from commercial banks in Kenya.	Published by European Centre for Research Training & Development UK
Leal, et al., 2015	How the employees' perceptions of corporate social responsibility make them happier and psychologically stronger.	International Journal of Sustainable Development
Newman,et al., 2015	The impact of employee perceptions of organizational corporate social responsibility practices on job performance and organizational citizenship behavior: evidence from the Chinese private sector.	The International Journal of Human Resource Management
Glavas & Kelly, 2014	The effects of perceived corporate social responsibility on employee attitudes.	Business Ethics Quarterly
Zhang et al., 2014	High-performance work systems, corporate social performance and employee outcomes: exploring the missing links.	Journal of Business Ethics
Azim et al., 2014	CSR, employee job attitude and behavior: Saudi bank experience.	Transylvanian Review of Administrative Sciences
Hofman & Newman, 2014	The impact of perceived corporate social responsibility on organizational commitment and the moderating role of collectivism and masculinity: evidence from china.	The International Journal of Human Resource Management
Choi & Yu, 2014	The influence of perceived corporate sustainability practices on employees and organizational performance.	www.mdpi.com/journal/sustainability

Farooq et al., 2013	The impact of corporate social responsibility on organizational commitment: exploring multiple mediation mechanisms.	Journal of Business Ethics
De Roecka et al., 2013	Understanding employees' responses to corporate social responsibility : mediating roles of overall justice and organizational identification.	The International Journal of Human Resource Management
Maraim et al., 2013	Employees response to corporate social responsibility: exploring the role of employees' collectivist orientation.	European Management Journal
Santoso, 2014	The impact of internal CSR towards Employee engagement and affective commitment in xyz hotel Surabaya.	International Business Management.
Farooq & Marriam, 2014	Employees' response to the corporate social responsibility: the role of employees' Collectivist orientation.	European Management Journal
Keraita et al., 2013	The influence of internal corporate social responsibility on Employee commitment in the banking sector: a survey of Commercial banks in Kisii town, Kenya.	International Journal of Arts and Commerce
Aguinis &Glavas, 2013	Embedded versus peripheral corporate social responsibility (CSR) : psychological foundations.	Industrial and Organizational Psychology
Bowman & Skitka, 2012	Corporate social responsibility as a source of employee satisfaction.	

Aguinis &Glavas, 2012	What we know and don't know about corporate social responsibility: a review and research agenda.	Journal of Management.
Zhang & Gowan, 2012	Corporate social responsibility, applicants' individual traits and organizational attraction: a person–organization fit perspective.	Journal of Business Psychology
Hakimy Abdullah & Nik Abdul Rashid, 2012	The implementation of corporate social responsibility programs and its impact on employee organizational citizenship behavior.	International Journal of Business and Commerce
Bozkurt & Bal, 2012	Investigation of the relationship Between corporate social responsibility & organizational citizenship behavior: a research.	International Journal of Innovations in Business
Aguinis, 2011	Organizational responsibility: doing good and doing well.	Research in Organizational Behavior
Rego et al., 2011	Rethinking the employees' perceptions of corporate citizenship dimensionalization.	Journal of Business Ethics
Gond et al., 2010	Corporate social responsibility influence on employees.	International Centre for Corporate social responsibility
Valentine& Fleischman, 2007	Ethics programs, perceived corporate social responsibility and job satisfaction.	Journal of Business Ethics.
Rupp et al., 2006	Employee reactions to corporate social responsibility: an organizational justice framework.	Journal of Organizational Behavior

However, the available present literature suggests that employee at micro level (psychologically) is little explored with respect to initiatives for external and internal corporate social responsibility (Turker 2009). Theoretically, some efforts have been made at the global level on the under discussion subject, which have gained appreciation but these efforts were made in western context. As per knowledge of author no work has been done to explore employee on micro level in connection with perceived internal and external CSR and employee citizenship behavior in Pakistan yet. This study intends to provide new insight on this issue in the form of empirical research with the help of perceived model of employees' perception of CSR and organizational citizenship behavior through sequential mediating and moderating effects.

1.4. Perceived Gaps

In the light of aforementioned details of literature in the previous sections the employees' perception of corporate social responsibility has great significance in organizations. Businesses rely on stakeholders and cannot survive in isolations. Employee as stakeholder play has significant role in its survival. No organization can survive without human interaction. The employee as human resource cannot be imitated but can help the organization in meeting the challenges of global completion through their positive behavior, which can effect on the organizational health. Employees identification through identification and trust has negative impact on turnover.

1.4.1. Employee perception

The corporate social responsibility is investigated on external level rather than micro level employee perception (Brammer et al., 2007; Shen & Zhu, 2011; Abd-Elmotaleb1, et al., 2015).

According to Cornelius et al., (2008) most of the studies observed on corporate social responsibility are more inclined for macro corporate social responsibility. Despite having employee's importance, they are ignored in the research of corporate social responsibility (Santoso, 2014). Employee as unit of analysis is ignored in previous research (Aguilera et al., 2007).The studies of Onkila, (2015), Kim et al., (2010) and Choi & Yu (2014) have suggested that previous studies have ignored the concept of employees' perception of corporate social responsibility with respect to internal corporate social responsibility (Glavas, 2016; De Roek et al., 2014; Gond et al., 2010) . Since the individuals have started taking organizations as social actor e.g. held responsible for the action it does (King et al, 2010) , the CSR can serve better to provide the employees a sense of meaning from their work at their workplace through the welfare of stakeholders including them (Bauman & Skitka, 2012).

1.4.2. Employee attitude

Attitude has a great role in the development of behavior. The significance of employees' attitude as a unit cannot be ignored. The attitude of employees is considered the results of their perception about actions of organizations toward stakeholders. Attitude is a mental state and feeling of individual against the external factors, while employee attitude is taken as body language feeling or emotions of employee for his /her boss as management or relation with other at work. Every employee has an attitude about the work environment either positive or negative. It is inward feeling of employee that comes out as behavior. Finding information from observed literature on corporate social responsibility , it has been observed that employee attitude is also a neglected area in research studies (Bramer et al., 2007;Turker, 2009 ; Glavas, 2016). There is little attention laid down on the variables that build a social identity framework (Farooq et al., 2014) and the impact

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of employees organizational Identity on organizational citizenship behaviors is also under the investigation (Moghadam, & Tehrani, 2011).

1.4.3. Employee behavior

The response of attitude of employees appears as an action through behavior that depends upon the perception of employees' view about the organization and its management. Though, a little is explored for what corporate social responsibility means to employees and how employees contribute to it through their behavior (Seivwright & Unsworth, 2016) but it is not sufficient to examine the relationship between organizational citizenship behavior and employee perceptions of corporate social responsibility (Bozkurt &Bal 2012). The employees' perception in relation to attitude and behavior is almost a neglected area (Kim et al., 2010). A little literature is found on cause and effect relationship of corporate social responsibility (Chepkwony et al., 2015; Santoso, 2014 and Khan et al., 2014) with employee outcome behavior. The impact of organizational activities for corporate social responsibility has mostly been demonstrated through organizational performance (Orlitzky et al., 2003). A very little is explored through human capital as an employee. Relatively the previous studies have ignored the concept of relationship of perceived CSR in relation to employees attitudes and behaviors (Farooq et al., 2014).

1.4.4. Mediation and moderation mechanism in micro CSR

Going beyond the pervious discussion the mediation process between employee perception for corporate social responsibility and their outcome behavior is grey area in micro corporate social responsibility research especially through multiple mediators (Glavas, 2016) e.g. the trust has been studied repeatedly in the several studies like(Zhang et al., 2008; Salamon and Robinson, 2008;

Erdem and Aytemur, 2014), but the literature has not found the significant empirical literature discussing on the contribution of trust for outcome behavior like organizational citizenship behavior yet (Paille & Bourdeau, 2010). Further, it is evident that literature has explored some results of internal CSR with employee social behavior and has received some empirical support, but its effect on employee work behaviors has not been investigated fully (Shen & Benson 2014). However, the strength of organization and employees' relationship influences their outcome behavior (Bhattacharya et al., 2009) but the literature addresses that fewer studies have tried to explore the relationship between perceived corporate social responsibility and organizational citizenship behavior. Similarly, Jones (2010) and Lee et al.(2013) found that corporate social responsibility impacts on organizational citizenship behavior but utmost of preceding literature has observed the direct impact of internal corporate social responsibility on employee behavior (Hameed et al., 2016). The underlying mechanism that builds the connection between cause and effect is a grey area in CSR (Glavas, 2016) and employees' perception of corporate social responsibility for attitude and behavior need to be further explore (Bhattacharya, 2009 & Glavas & Kelly, 2014).

Likewise, nowadays the organizations are moving to team based of work to meet the international challenges. Therefore, collectivist orientation is more appropriate to observe as moderator for the interaction of corporate social responsibility and organizational citizenship behavior. Collectivists peruse to act and think collectively for attaining the organizational goals (Earley and Gibson, 1998). However, Eby & Dobbins (1997) declared that collectivistic orientation has received little scholarly attention. Though the interest of scholar has started growing in the last decade and since the inception of Hofsted's (1980) concept of collectivism /individualism has been observed almost more than 5000 times on Google scholar (Taras & Steel,

2009) but there is still need to explore the individual differences in relation to employee outcome

behavior (Glavas,2016; Glavas , 2014). The following Table 2 shares the studies that provide the

details of gaps and future recommendations related to perceived model of present study during the

last decade which helps in deterring the cause of taking step for undergoing research.

Table 1.2

Previous study Gaps & Future Recommendations

Variable	Author & year	Gap & Recommendation
Perceived Internal CSR	Rup et al., 2006	**Gap:** links of CSR that impact on employees is little explored**.** **Recommendation:** Scholars of Organizational Behaviors to pay attention to employee behavior and to explore the links of CSR that impact on employees.
	Aguilera et al., 2007; Peloza, 2009	**Gap:** CSR that impact on employees is a grey area in the previous literature. **Recommendation:** Need to explore this relationship.
	Kim et al, 2010	**Gap:** The employees' perception in relation to attitude and behavior is almost a neglected area.
	Aguinis, 2011;	**Gap:** Employee is not fully explored in CSR.
	Khan et al. 2014,	**Gap:** Employee is neglected part of literature.
	Santoso, 2014	**Recommendation**: To explore more variables in term of Internal CSR.
	Abd-Elmotaleb et al., 2015	**Gap**: Employee is a neglected part of literature. **Recommendation:** There is need of exploring the role of Internal CSR with employee outcome behavior in developing countries.
	Glavas, 2016	**Gap**: Little explore on micro perspective. **Recommendation:** Need to explore on micro level CSR through research on employee related issues.

	Fredrick, 2016	**Gap**: Macro has been explored more than Micro. **Recommendation**: Need to explore on micro level CSR .
Internal and External CSR with social exchange theory	Agunis & Glavas 2012	**Recommendation:** Need to develop a link by merging Macro (organizational CSR for external stakeholder) &Micro (Organizational CSR for Employees) together that can provide results for employee perception and outcome (OCB) for the organizations aligned with the social exchange theory.
Perceived CSR and OCB	Bozkurt &Bal 2016	**Gap:** There is a dearth of literature that explores the link between OCB and employees' perception of CSR
Internal CSR and OCB	Seivwright& Unsworth, 2016	**Gap:** Little explored how Internal CSR work for OCB
POS and social exchange theory	Shore and Shore,1995 & Guh et al., 2013	**Gap** : There has been little explored about perceived organizational support.
	Eisenberger et al.,1986	**Recommendation:** Need to detect the relationship of employee related issues and perceived organizational Support based on social exchange theory
	Mahon 2014	**Recommendation:** He explored the relations with employee engagement and suggested to explore some other variables in the relationship to employees and perceived organizational Support based on social exchange theory
POS Trust & OCB	Paille´ & Bourdeau, 2010	**Recommendation :**Further study can be made on exploring POS through Trust for OCB.
External CSR ,OI and OCB	Newman et al., 2015	**Recommendation :** Need to investigate how the external CSR creates OCB through OI.
Social Identity Theory	Farooq et al 2014	**Gap:** Need to measure identity with employee outcome behavior. **Recommendation:** Need to explore social identity theory with other theories to explore the mediation mechanism.
Organizational Identity and	Moghada, & Tehrani	**Gap:** Relation of employees' organizational identity with organizational citizenship behaviors is also under

OCB	2011	investigated.
Perceived Internal CSR and Social Exchange Theory	Newman etal., 2015	**Gap:** Internal CSR as Strategic HRM has been observed under Social Identity theory. **Recommendation:** Need to observe internal CSR with social exchange theory that can explain the concept better.
Relation of mediation and moderation	Glavas 2014, 2016	**Recommendation:** Need to observe the mediation (e.g. OI) and moderation (e.g. Individual differences) in relation to employee outcome behavior.
Collectivist Orientation	Eby & Dobbins, 1997	**Gap:** Collectivistic orientation has received little scholarly attention.

1.5. Problem Statement

The organizations can influence the attitude of employees and in return their behavior is crucial for the development of organizations (Robbison and Morrison, 1995) but it is evident through literature review and perceived gap that despite having great importance of employees they are less explored in micro CSR as it itself is newly invented dimension of corporate social responsibility under the organizational psychology (Glavas, 2016). The ground for investigating the aforementioned perceived gaps stand on following:

Firstly, corporate social responsibility based on micro foundation on aforesaid issues (Employee perception, Employee attitude, employee behavior) through the lens of perceived internal and external corporate social responsibility has not been explored fully yet (Glavas,2016). So there is a need to explore the corporate social responsibility on micro foundation (Auirela et al, 2007; Rupp et al., 2013 and Aguinis & Glavas, 2012) and to bridge the gap by exploring the

perceived corporate social responsibility and organizational citizenship behavior (Rupp et al., 2006; Aguilera,et al., 2007), perceived internal corporate social responsibility and organizational citizenship behavior. (Duarte & Neves, 2010), employee reaction to corporate social responsibility (Akremi, 2015) and policy to people (Frederick, 2016).

Secondly, the empirical association among perceived corporate social responsibility and organizational citizenship behavior in the light of social identity and social exchange theories is lack investigated and requires further comprehensive probing. Thus, the aforementioned explored literature guides to link the perceived corporate social responsibility with social identity (Farooq et al., 2014; Shen & Benson, 2014; Amini et al., 2016), with social exchange (Agunis & Glavas, 2012; Shen & Benson, 2014; Newman et al., 2015) and with organizational citizenship behavior.

Thirdly, in the light of Glavas (2016) the mediation and moderation are less explored in relation to corporate social responsibility and employee outcome behavior to answer the question of how and why gap exists between relationships of employee perception of corporate social responsibility and organizational citizenship. Therefore, perceived internal and external CSR are required to investigate together through the more complex mediation process (Glavas, 2016) to analyze the impact of employees' perception on organizational citizenship behavior like through perceived external prestige and identity (Carmeli, et al., 2006; Ciftcioglu, 2010; Farooq et al., 2014; Newman et al., 2015) and perceived organizational support and Trust (Moghadam, & Tehrani, 2011).

Similarly, the most of the previous studies have observed collectivism –Individualism as cultural dimension but the literature evident that collectivism – individualism are personal traits. Contrary thoughts of collectivism – individualism, they are poles apart to each other and are orthogonal independent constructs (Oyserman et al, 2002). Therefore collectivism can be treated

as separate trait and individuals having such attribute consider them as part of collectivism / individualism. Further , as there are cultural variances exist on national level in this construct, there is a variation of collectivism among the individual in same culture. The individuals having more collectivism are found more inclined toward citizenship behavior (Van Dyne et al., 2000) but , whether collectivist orientation as trait moderates the corporate social responsibility with attitude and behavior of employees need to be investigated .

Lastly, the literature has revealed that the by and large the research on corporate social responsibility has been carried out in western context (Jones et al., 2014) and has failed to investigate internal corporate social responsibility in developing countries fully (Abd-Elmotaleb, 2015). Therefore, the study of Rupp et al.,(2013) advocated for contextualizing corporate social responsibility in other regions.

Therefore, in the light of literature review related to the perceived gaps and recommendations, the present study has followed aforementioned directions and has contributed a perceived model on to existing literature on the issues discussed in the perceived gap Table 2 Accordingly, the presented perceived model can help in developing and improving the level of perception of management researchers, academicians, policy makers, and the managers who are interested in the improvement of employees' related issues.

1.6. Research Questions

➢ Does the perceived internal corporate social responsibility influence perceived organizational support significantly?

➢ Does the perceived organizational support influence the trust significantly?

➢ Does the trust influence organizational citizenship behavior significantly?

➢ Does the perceived internal corporate social responsibility influence organizational citizenship behavior significantly?

➢ Do the perceived organizational support and trust the mediate between perceived internal corporate social responsibility and organizational citizenship behavior significantly?

➢ Does the perceived external corporate social responsibility as a) community, b) environment, c) consumer influence on perceive external prestige significantly?

➢ Does perceived external prestige influence on organizational identity significantly?

➢ Does perceived organizational identity influence the organizational citizenship behavior significantly?

➢ Does the perceived external corporate social responsibility as a) community, b) environment, c) consumer influence the organizational citizenship behavior significantly?

➢ Do perceived external prestige and organizational identity mediate between perceived external corporate social responsibility as a) community, b) environment) c) consumer and organizational citizenship behavior?

➢ Does the collectivism moderate the relation of perceived internal corporate social responsibility and external corporate social responsibility for community?

1.7. Objective of Study

To date, the research of corporate social responsibility (CSR) has been insightful as discretionary behavior of the organizations because the growing international competition among the organizations is offering the challenge to perspicacious organizations to take part in it. Despite receiving scholarly attention there has been lack of focus on internal stakeholders as unit (Glavas, 2016; Santoso, 2014; Kim et al., 2010; Aguillera , 2007) and more attention has been laid on

macro as aspects, An exhaustive search of current literature found that very little research has examined the employee as micro concept of CSR through the association between corporate social responsibility and organizational citizenship behavior. Therefore, literature proves the need of concrete model to observe the nexus of corporate social responsibility and employees' behavior. However, recently the studies of Glavas (2016) Abdullah & Abdul Rashid (2012) and Duarte & Neves (2010) have appeared as a little effort on micro issue of corporate social responsibility (CSR).

Consequently, having Journey of extensive review of literature on micro foundation and theories related to attitude and behavior of stakeholders and subsequent to research questions and proposed model, the key objectives of the present study are:

➢ To examine the impact of perceived internal corporate social responsibility on employee organizational citizenship behavior directly.

➢ To examine the impact of perceived external corporate social responsibility influences on organizational citizenship behavior directly.

➢ To analyze and test the perceived external prestige and organizational identity, the elements of social identity as mediator between perceived external corporate social responsibility and organizational citizenship behavior.

➢ To analyze and test the perceived organizational support and trust, the elements social exchange as mediator between perceived internal corporate social responsibility and organizational citizenship behavior.

➢ To analyze the collectivism as moderator in relation to perceived internal and external CSR and organizational citizenship behavior.

1.8. Significance of the Study

The literature observed in under discussion study has confirmed the importance of corporate social responsibility during the last decade as critical phenomenon in academia and practice. CSR The studies of Glavas (2016), Frederick (2016) and Aguinis & Glavas (2012) suggest that despite having exponential growth of literature on corporate social responsibility since last decade, the corporate social responsibility has been most observed on macro level (e.g. organizational and institutional level) rather micro level and is still little known about the employee perception of corporate social responsibility (Lange & Washburn , 2012; Glavas, 2016). The growing interest of several studies in corporate social responsibility along with its presence in mainstream of management literature recommends the need of discussion for organizational citizenship behavior (Mariam et al., 2014).

Similarly, the literature discussed earlier proves that much of the research study is furnished in west in individualistic culture (Saeed & Arshad, 2012). In south Asia corporate social responsibility is in its second wave that is efficiency centered and market based whereas in Pakistan corporate social responsibility is in first wave that is philanthropic based (Waheed, 2005). The results of National Corporate Responsibility Index, 2005 (NCRI) a responsible competitive index shows that not only in Asia but also in the world Pakistan stands among the lowest one in implementation external, internal and environmental dimensions of corporate social responsibility (Zadek, et al., 2005).

Consequently, observing the present perceived descriptive and empirical gaps based on literature review, it is observed that corporate social responsibility being new phenomenon and has not explored too much in research in Pakistan. The author of present study therefore has adopted a multi theoretical approach to develop a model to explore the mechanism of potential impact of

c3orporate social responsibility as external and internal on organizational citizenship behavior and tends to examine whether the role of corporate social responsibility aligns with organizations in developing countries. Further, this study addresses the dyadic working relationship mechanisms between employee perception of CSR provided by employer and their citizenship behavior based on perceived model. Therefore, before developing the model the author has conducted the survey on Telecom Industry Pakistan based on secondary data as described in Annexure no. 3.

1.9. Definitions of Study Variables

Table 1.3

Definitions of Study Variables

Variables	Abbreviations	Definitions	Authors / years
Perceived Internal CSR	PICSR	The human polices, health &safety, environmental impact management etc.	Calveras, 2013
Perceived External CSR	PECSR	The organizational actions for communities, suppliers, customers, ecological issues etc.	Calveras, 2013
Organizational Citizenship	OCB	"An individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".	Organ ,1988
Perceived Organizational Support	POS	"A degree to which employees believe that their organization values their contributions and cares about their well-being and fulfills socio emotional needs".	Eisenberger, et al., 1986
Trust	Trust	"Trust is a positive force from which cooperation is derived".	Scott, 1980
Perceived external	PEP	"A member's beliefs about outsiders' perception of the organization".	Dutton et al., 1994

Prestige			
Organizational Identity	O I	"A perceived oneness with an organization and the experience of organization's success and failures as one's own".	Mael and Ashforth , 1992
Collectivism	Collectivism	Individualism-collectivism as an individual-level construct, with the notion that individuals are different in the way they view themselves as either being separate from or connected to their social environment .	Markus & Kitayama (1991)

1.10. Arrangement of Thesis Structure

This research study has been ordered into five chapters.

Chapter one has provided a discussion on introduction to the topic, detailed background, perceived problem, problem statement, research questions and research objectives. Further it presents the hypothetical and practical significance of study and definitions of study variables.

Chapter two consisted of two parts, first part has described the detailed discussion on literature review and deals with an overview of perceived CSR and employees' outcome behavior, social identity and social exchange theories and their elements. It highlights the variables used in perceived model with perspectives of their background, antecedents, their relationship to each other along with their gap in previous studies and recommendation for future research. Similarly, second has shared the theoretical framework for perceived model and the hypotheses development.

Chapter three comprised of research design and methodology research approach, sampling design, design of questionnaire, administration of questionnaire, and the statistical techniques, that are used to evaluate the research hypotheses of study.

Chapter four has focused on techniques required for data analyses of present study and

discussed the results obtained. Further the it moves to statistical analysis through reliability procedures, sample characteristics, , and hypotheses analysis through several statistical tools.

Chapter five has revealed the outcome results, their implications along with the limitations of the study and future recommendations. At the end the references and appendixes have been shared. The following Table 1.4 and figure 1 share the arrangement of thesis structure of present study.

Table 1.4

Arrangement of Thesis Structure

Chapter/Appendix	Title
Chapter 1	Introduction
Chapter 2	Literature Review
Chapter3	Perceived model and Hypothesis
Chapter 4	Research Methodology
Chapter 5	Results and Analysis
Chapter 6	Discussion, Conclusion and Recommendations
References	
Appendixes	
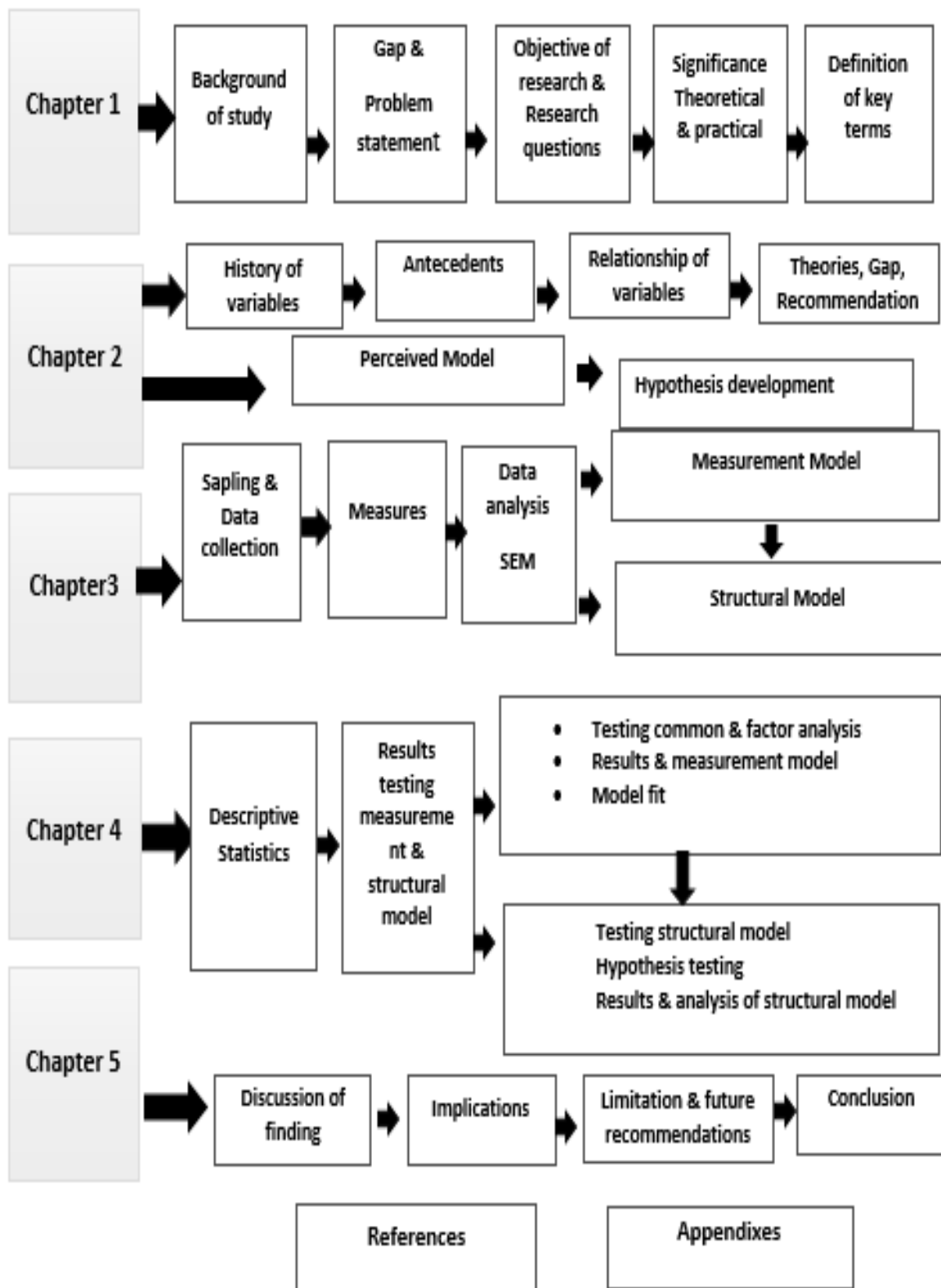
Figure 1. Study arrangement of research

1.11. Summary of Chapter 1 'Introduction'

First chapter was titled as Introduction that begins with the setting of central idea and theme of study. The under discussion chapter has discussed the issues that caused the author to choose such topic by providing an overview of perceived gap of previous researches on the topic and the issues that includes development of the construct of micro CSR. Further, the trend of corporate social responsibility during last decade was shown in table No:1 that strengthened the need to focus on employee perception of corporate social responsibility. In addition, the problem statement was discussed in the light of perceived gaps and recommendations of previous research that offered a meaningful perspectives such as need of internal and external influences of perceived corporate social responsibility on employee behavior through the elements of social exchange and social identity theories.

Additionally, the chapter has highlighted the differences between several linkages based on employees attitudes and behavior and shared the research questions outlined the and research objectives. Finally, in view of the significant observations this study has pursued its significance hypothetically and practically. Subsequently, while discussing the definitions of construct variables of under discussion study the chapter was concluded with figure of arrangement of thesis structure of entire study as introduction, literature review, research methodology, analysis and conclusions & recommendations.

Chapter 2
Literature Review

| Part 1 | → | History of Variable | → | Antecedent | → | Relationship of variable with each other | → | ▪ Theories, Gap & Recommendations |

| Part 2 | → | Perceived Model | → | Hypothesis Development |
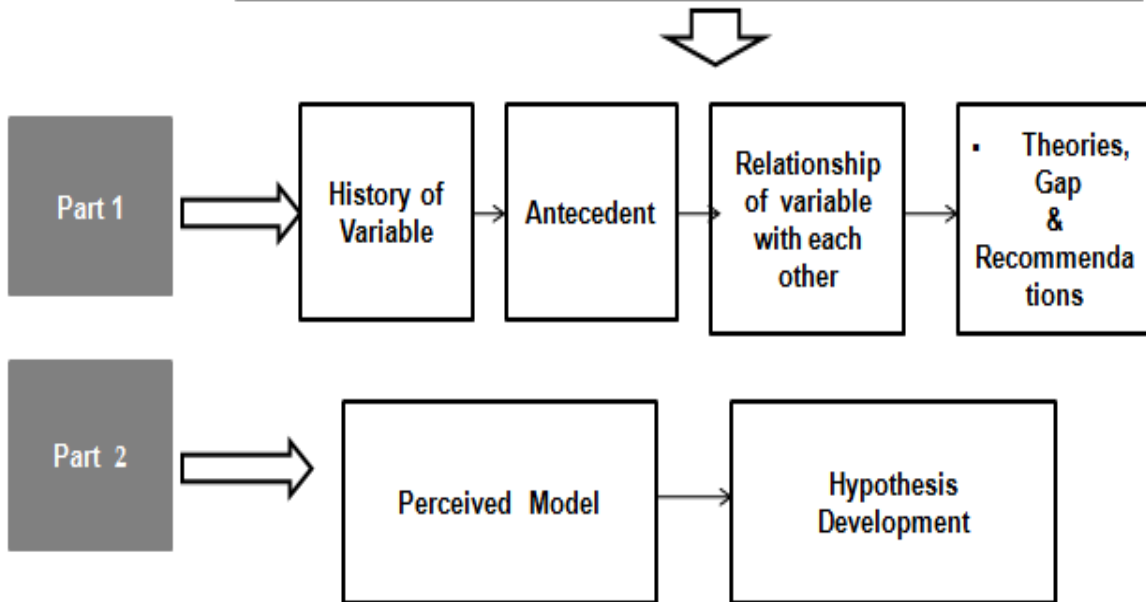
Structure of Chapter 2 'Literature Review'

CHAPTER 2: LITERATURE REVIEW

2.I. Introduction

The second chapter presents the discussion on the variables included in the study. It deals with theoretical background of study variables in the light of on employee perspective. This section covers two parts. Part one sheds the light on independent variables i.e. perceived external corporate social responsibility and perceived internal corporate social responsibility, dependent variable i.e. organizational citizenship behavior mediating and moderating variables . The mediating variables in relation to key theoretical foundations extracted from social identity and social exchange theories, while moderating variable collectivism is used to see the strength of several variables on organizational citizenship behavior. The variables used in this section are discussed to highlight the micro foundation path from external and internal corporate social responsibility to organization citizenship behavior through several attitudes of employees.

Going through the journey of literature review the part one of this chapter further follows the procedure of discussion for each variable through the origin and development of the construct, antecedents of variable, interrelationship of study variable among other study related variables i.e. perceived internal corporate social responsibility and perceived organizational support etc. and identified gaps in the previous research with possible recommendation for future research. Whereas section two sheds a light on framework of perceived model and development of hypothesis in the light of literature review.

2.2. Literature Review

According to Friedman (1970) in early literature of business ethics, the main duty of businesses was to earn profit and protect the rights of shareholders. However, during the last few

decades the trend of literature has been changed and moved to the new concept of corporate social responsibility (CSR) that suggests the businesses to understand their responsibility not only for shareholders but also for stakeholders. In present days the corporate social responsibility (CSR) has been recognized as viable business strategy (Cone et al., 2003) for achieving the competitive advantage (Porter &Kamer,2007) through welfare of stakeholders, particularly employees.

In early days of businesses the employees were considered like other factor of production. Their feelings and perception were not taken very important. However, the businesses cannot be run alone. Employees are the key factor of production. Among the various combinations of resources required for running business. The employees play the vital role and more or less their perceptions and feelings affect the growth of organization. Having felt the importance of employee perception, the several researches of psychology and organizational behavior have tried to explore the role of employees' perception for corporate social responsibility during the last decade as it cannot be ignored. Employees keep opinion either positive or negative about their organization and their opinion play a great part as psychological process and develop their attitudes like organizational identify (Dutton et al., 1994) that lead to outcome behavior like organizational citizenship behavior.

Despite of importance of employees' perception and their outcome behavior, a little is explored yet. Thus this study is an effort to explore the track of such relationships that can explain the employees' perceived external and internal corporate social responsibility (CSR) and their outcome behavior as organizational citizenship behavior. The part one of this chapter is started with discussion on overall corporate social responsibility (CSR) and perceived corporate social responsibility with micro (employee) perspective and discussion is carried out on each variable used in perceived model of this study, while in part two is centered on the details of perceived

model and its hypothesis.

2.2.1   A brief of corporate social responsibility

Corporate social responsibility is a diverse and emerging concept (Hussain et al., 2012). Since the inception of corporate social responsibility, the literature could not find any uniform definition of it (Dahlsrud, 2006). Most often people take it new phenomenon but in fact it is as old as the businesses are (Ward & Smith, 2008). Formally the concept of corporate social responsibility was evolved in 1953 and was presented in the book of Howard R. Bowen *"The Social responsibility of Businessman".* In the book Howard has focused on role of business by creating social justice and economic prosperity though corporate social responsibility for the broad range of social groups beyond the corporations and its shareholders. He further mentioned in his book that corporations are not only to supposed to produce goods and services but also need to maintain workplace condition and wellbeing of employees, whereas as the critic of CSR Friedman (1970) has changed the direction of Bowen by stating "A corporation is an artificial person ... May have artificial responsibilities*"* further recommended the economic objective as the main concern of companies rather than social responsibility.

Similarly,   Jones, (1980) introduced two approaches of corporate social responsibility (CSR) as:

 a) Classical view of social responsibility which believes that management is only responsible for shareholders of organization and to work for their best interests.

 b) Modern view of social responsibility: supposes that organization moves successfully as it takes the actions to solve the problems related to it.

The literature has proved that the earliest classical concept of corporate social

responsibility was limited to only philanthropic activities later its definition was spread to other areas as well. In present days corporate social responsibility has transformed into corporate opportunity, corporate citizenship and corporate responsibility. Overall the corporate social responsibility is multidisciplinary approach beyond the legal standards and complies with moral obligation of market and non-market stakeholders at large (Ismail, 2009).

Similarly by growing time, the numerous definitions appeared with different dimensions but with no consent to each other (Dahlsrud, 2008). In general, based on four pillars of Carroll (1991) as economic, legal, ethical and philanthropic, corporate social responsibility has two considerations: the primary as "Business Case" the ethical behavior of firms in defining the role of corporate social responsibility practices in the business, whereas secondary as role of government while framing the agenda for corporate social responsibility through legislation (Ward & Smith, 2015).

However, the corporate social responsibility is an ambiguous in its practice and black box in literature. Though the critiques of corporate social responsibility have done a tremendous work during last few years in US and in other developed countries but still it is a complex phenomenon and has no standard definition (Rehman, 2011). Despite being overlap with different terminologies as Business Ethics, Corporate social performance etc., the corporate social responsibility is still popular (Carroll & Shabana, 2010).

Going through different stages the corporate social responsibility has been named different by different authors i.e. Neves & Bento (2005) discussed it as internal organizational policies and practices for employees' physiological and psychological wellbeing. Whereas, Shen and Zhu (2011) recommended it as external activities related to external stakeholders that an organization manages to deal with philanthropy, environment and legal dimensions. Therefore,

corporate social responsibility as term may not be possible to define but concept of corporate social responsibility may well defined as business ethics forever.

2.2.2 Employee's CSR perception

The study of Freeman (1984) suggests that corporations should take care of stakeholders involved in business process internally and externally. Corporate social responsibility is taken as commitment by the organization to behave ethically and contribute to economic development along with wellbeing of employee and community at large (World business Council for sustainable development 2000).

Employee perception of corporate social responsibility is an evaluation of practices of corporate social responsibility, whereas practices are the actions taken by organization for stakeholders. Employee perception of corporate social responsibility is an understanding of organizational level of responsibility for the care and welfare of internal and external stakeholders (De Roek et al., 2013). The employees' perception is a way that employees regard something related to workplace. It is quite important to understand and pay attention to employee perception as it can notably impact workplace attitude and behavior (Esineberger at al., 1986; Cable & Judge, 1996). The perspective of employee's perceived corporate social responsibility is concerned with how an employee perceive and acts against the CSR initiatives, which are taken by the organization (Rupp et al., 2013).

Corporate social responsibility as strategic issue is under discussion by academicians and practitioners in recent days (Chepkwony et al., 2014) and their inclination to the subject of corporate social responsibility is convincing the organizations to pay attention to it on strategic level. Internal corporate social responsibility has its own importance. According to the study of

Trucker (2009) internal corporate social responsibility is linked with physiological and psychological endowment working environment. In present time employees are more interested to understand the role of corporate social responsibility for their own welfare and interest rather society and external stakeholders (Abd -Elmotalib et al., 2012) as well.

Having discussion on origin of CSR and the concept of perceived corporate social responsibility the study moves to the detailed discussion on each construct one by one to highlight the relationship of perceived internal and external CSR in relation to constructs of employee attitude and behavior.

2.3. Perceived Internal CSR

Internal corporate social responsibility is mainly concerned with internal organizational activities of management toward the welfare of employees beyond the strategic and legal bounds of organization (Mehta et al., 2014). Internal corporate social responsibility has its own importance. The internal operations of organization toward employees are associated with internal corporate social responsibility (Bauman et al., 2007). The study of trucker (2009) recommended the internal corporate social responsibility as a psychological endowment for working environment.

The survey of (European commission, 2010) states that despite economic recession the application of internal corporate social responsibility is higher than ever before in the number of organizations. It deals with all the internal operations of the company (Brammer et al., 2007) which involve high committed HR practices, training, high wages and employee participation (Calveras, 2013). Internal corporate social responsibility (CSR) has organizational attractiveness to prospective employees (Turban & Greening, 1997; Macshane & Cunningham, 2012). In this

regard internal corporate social responsibility practices are the actions that must speak (Macshane & Cunningham, 2012) in term of employees-related welfare practice like providing health and wellbeing and education to employees (Castka et al., 2004), equality and work life-balance. Further the Cornelius et al (2008) in their study suggest the internal corporate social responsibility as the actions of wellbeing of employee in and outside the organization and recommend the organizations to invest on employee instead of outside external corporate social responsibility projects.

Similarly corporate social responsibility as strategic issue is under discussion by academicians and practitioners in recent days (Chepkwony et al., 2014) and their inclination to the subject of corporate social responsibility is convincing the organizations to pay attention to it on strategic level. Internal corporate social responsibility has its own importance. According to the study of Trucker (2009) internal CSR is linked with physiological and psychological endowment working environment. The companies with poor internal CSR practices have lower job satisfaction (Tamm et al., 2010). Implementation of internal corporate social responsibility practices makes employee more satisfied than expected legal HR practices. However, usually the HR based employee practices are mixed with internal corporate social responsibility . In most of the organizations, moving to internal corporate social responsibility is an effort of going beyond the horizon of legal obligations of HR (Dupont et al., 2013). More the spending on stakeholders (employees) more the success of organizations (Lindgreen & Swaen,2010) because the employees as stakeholders are more likely to observe and react to corporate social responsibility in any organization than any other stakeholder (Rowley & Berman,2010).

2.3.1. Dimensions of perceived internal CSR

2.3.1.1. *Work –Life Balance*

The work life balance is not an old concept. This was discussed first time in 1972 at the platform of International Labor Relation conference and got popular in 1989 as Quality of Work Life (QWL) (Kaighobadi et al., 2014). Literature posit that there is not any consent on single definition of work-life balance. Usually it is used to describe the policies that create a balance work responsibilities and personal responsibilities of employees and are termed as family friendly work arrangements, voluntarily overtime, zero hour contract and e-working etc. (Redmond et al., 2006). The Kanter (1977) introduced the constructs of family and work as two separate concepts that in recent times is knitted as one and is applied as work life-balance in most of the organizations in the world (Muse et al.,2008).The observation of previous studies take the work life balance as arrangements the company does for the employees and their families to facilitate them at work and outside work to enhance their experience on work and none work domain. The organizations that take care of these practices have more loyal employees with less intention of turnover. The study of Chepkwony et al., (2015) reveals that the organizations that involve in the like exercise flexible working time, working from home, leave arrangement, day care for female workers, counseling as part of work life-balance keep their employees satisfied and build good relations between employees and employers.

Contrary to traditional utilitarian approach work life–balance is an investment on employees. The Muse (2008) describes the six types of its benefits in relation to work-life balance as child care, time schedule, physical health psychological wellbeing, professional development and eldercare, whereas Santoso (2014) defines the purpose of work life balance as to reduce work

stress by getting out of job and spending time with family or friends outside.

2.3.1.2. *Equality and diversity*

The term equality and diversity is used to have equal opportunities at work and treating employees on the basis of their individual needs, having equal work opportunity regardless gender, race, and ethnicity. It deals with hiring and promoting someone purely on his abilities. Equality and diversity is not treating everybody same (Chepwony et al., 2015). Different scholars have different point of view about the definitions of diversity. The Houkamau & Boxall (2011) refers the family friendly practices for employee at work as base line for equity and diversity. Chartered Institute of personal development includes the factors like sex, race ,age, background, disability, work style and personality (Guest & Convay, 2004), while Chepkwony et al. (2015) adds education, work experience, life experience and socio economic background as well. Similarly based on factors on work-life balance discussed earlier the study of Strydom (1998) recognizes the diversity as the differences of people inside the country in any organization.

2.3.1.3. *Workplace Health and safety*

The notion of Safety goes beyond the physical injuries or losses. It encompasses emotional and wellbeing of employees as well. No matter the workplace injury and disease may destroy the quality of life. It destroys the jobs prospects and advancement that not only effect on employees but also on their families. Having the seriousness of issue in mind, the stakeholders desire from the organizations to prove the safe and healthy work environment to employees regardless their jobs and designations.

Similarly in the light of earlier discussion several factors like proper lightening, ventilation, cleanliness (Sontos et al., 2011) waste disposal, reasonable working space , drinking water, rest and eating may create a positive working environment and job satisfaction in term of internal CSR. As per Maslow's theory (1943) safety is one of the fundamental needs of human being. Feeling safe and satisfied at work enhances the job satisfaction . Furthermore (Aswathappa, 2004) states safety as a mean of freedom from risk of injury and losses, while Nakogbu (2014) writes the health as human resource capital and links with the organizational and economic development. In general the health care reduces the organizational cost on accident and health issues of employees.

In most of the companies the health and employee' wellness is related to middle managers, where it is asked them to implement a personal health goal as one of their unit's business goals. This again varies culture to culture, company to company and country to country. Health and safety is a neglected area in most of the developing countries where they ignore them and do not implement them properly. If the proper rules are applied, they can bring several positive changes like high moral, regularity for employees and low cost and high productivity for organization as well. Organizations can enhance employees' quality of work by providing counseling in stress management and focusing on physical fitness (Grawitch et al. 2007) because employees are the life blood of organizations.

2.3.1.4. Human rights and Respect

It is commonly observed through literature on human rights that the organizations pervade respect to employees receives transcendent return and gain from employees as they feel more respected and cared. Respect is one of the fundamental human rights of employee. So it required

from the organizations to treat the employees fairly, with courtesy, honesty and respect regardless of their gender (Gazolla et al., 2016). Human rights has different dimension like respect for employee's privacy, physical space and belongingness, respect to different viewpoints, beliefs and personalities. Being treated respectfully is more important to employees than other compensations. When it comes garnering the employee citizenship behavior, the respect is the main thing required to forward to employees. The respect is status based identity that is perceived on how much the employee is valued in organization (Bartel et al., 2012). The most valuable environment is that where employees are valued and respected. The better organizations have some common feature including transparency and mutual respect and they do not play political games with employees (De Vries et al., 2016).

Workplace stress e.g. harassment, staring, bulling etc. are another big organizational issues regarding respect and human rights that trespass of human right and respect, which create a negative mood of employees at work. This type of environment creates job dissatisfaction and intimidated work environment at work place. It can lead to absenteeism, lack of commitment, poor work and turn over (Fok & Yeung, 2016) especially to women. The employees especially women prefer the low salary jobs lower than their caliber for the sake of protection and respect.

Moreover, the workplace stressors decline the employee morale. As a results the level of turn over increases, that cause a loss of productivity. It is observed that the female victim is found reluctant to complain in male dominant environment because of complicated legal procedures. It is understood fact when the employee become a victim of any supervisor, coworker or any authority at work his or her efficiency certainly diminishes. Receiving respect is fundamental human right of employees. Employees gauge their value through respect (Hodson, 2002). Disrespect is devaluation that increases and cynicism. The study by Ramarajan & Barsade (2006)

suggests for involving the respect factor in management and further suggests that by following the respect principle, the management can make the difficult job much easier.

2.3.1.5. *Training and development*

Organizations are mostly effected by internal behavior of employees. Employees are likelubricant for organization. If they are comfortable and are handled humanely, the organization gains not only internal economies, but external as well. For maintaining a humane environment and controlling the management can arrange an appropriate training sessions which can develop self-discipline and commitment among employees. Lack of training may lead the employees low performance that ultimate results low productivity (Elnaga & Imran, 2013).

Training and education are used interchangeably (Masadeh, 2012). They are interrelated processes whereas the ability of individual depends upon the past experience of educational experience directly or indirectly. Training is synonym of instruction and teaching. Training is work-oriented and is required when present and future prospects are identified and linked. While education is person-oriented. Training is a process of series and activities involved in not only learning but also to solve the problems in the process of working. A little attention to training may cause a significant level of employee loyalty (Monshet et al., 2013).

2.3.2. Antecedents of perceived internal CSR

Several factor like skilled employee retention, competitive advantage around the world has realized the organizations the importance of employee as significant stakeholder. The investigation of study of Mustafa Abd-Elmotaleb et al., (2015) finds employee relation with internal CSR strongest among other segments of CSR . Ehsan & Ahmed (2012) in their study found positive correlation between employee corporate social responsibility (CSR) and employee attitude

behavior. According to survey of (European commission, 2010) despite economic recession the application of internal corporate social responsibility is higher than ever before in the number of organizations. Ellingsen &Jojannessen (2007) argue for the better relation between employees and management through the implementation of work- life balance environment at work as it affects the employees' performance. It is observed that organizations applying the work life –balance practices enjoy good relations between employee and employer. It is positive gesture between them. It has realistic insight for those who want to adopt this for workplace (Welcour et al., 2011). Employees judge their worth through respect (Hodson, 2002). The study of Ramarajan & Barsade (2006) suggests for involving the respect factor in management and further suggests that by following the respect principle, the management can make the difficult job much easier. Employee training has significant role in organizational development. The results of study of Shahzadet et al., (2013) suggests that employees' can develop positive outcome behavior as organizational citizenship behavior by receiving proper trainings for stress and time management as it shows care of management toward employees. Managers usually use organizational citizenship behavior as efficiency indicator of employees and organization as well. So the execution of practices related to internal CSR create a positive recognition of employees at work through organizational citizenship behavior (Abdullah et al., 2012). Further, organizational justice and employee perception of corporate social responsibility was studied by Floger et al, (2005) & Cropanzano et al,(2001) as well.

2.3.3. Interrelationship of perceived internal CSR to variables in study

The interrelationship between the variables describes that how these variables correspond in term of effect on each other. The following details shed a light on it as:

2.3.3.1. *Perceived internal CSR & perceived organizational support*

Policies and practices related to perceptions of organizational support have been found to influence employees (Rhoades & Eisenberger, 2002). Likewise, Wayne,et al., (2002) viewed perceived organizational support (POS) as a concept organizational fairness and has many similarities with internal corporate social responsibility. Perceived organizational support focuses on how the organization shows the concern for the well-being of employees (Rhoades & Eisenberger, 2002). The literature observations of CSR suggests that similar to perceived organizational support the definition of internal corporate social responsibility also focuses on the well-being of employees (Glavas & Kelly, 2014). Beshestifat & Hirat (2013) concluded in their study that employees who are supported by their management feel them accepted and welcomed and develop strong sense of affiliation. Further, they develop trust on organization. Similarly, it may serve as an evident of employee satisfaction and suggests that effective relationship between employee and employer may be effective with better social exchange (Armeli et al., 1998) of internal CSR and perceived organizational support.

2.3.3.2. *Direct and indirect relation of perceived internal CSR & OCB*

The organization that involves the corporate social responsibility (CSR) in their strategy like health and safety, and improved working environment receives the positive behavior of employees. Several factor like skilled employee retention, competitive advantage around the world has realized the organizations the importance of employee as significant stakeholder. Turker (2009), Gond et al., (2010) and , Shen & Zhu (2011) suggested that internal corporate social responsibility initiatives endorse equity based practices like equal oppertunity, human rights,

health & safety and training and development etc. The study of Ehsan & Ahmed (2012) found positive correlation between employee CSR and employee attitude behavior. The results study of Duante & Neves (2010) depicts the positive relationship between CSR and OCB. Further, Noor (2009) suggested that employee performance and work-life balance correlate with each other positively, thus the mangers should pay attention to internal CSR carefully. The organizations with understanding of employee work life –balance reduce the negative consequences of employee attitude that in return develop the loyalty and Organizational Citizenship Behavior among them.

Employee training has significant role in organizational development. A comprehensive trainings for improvement of employees' traits may enforce the obligatory behavior of employees (Shahzad et al., 2013). Human respect also has great role in term of organization and employee relationship. Employees work their best if the management treats them with respect. Respect has transformational power at workplace. Companies that desire to improve the productivity should create the respect environment because consistent respect environment reduce the turnover and absenteeism (Meshanko, white paper). In this regards the results of study of Rupp et al.,(2006) and Choi & Yu,(2014) evident that employees' perceived CSR is positively related to organizational citizenship behavior.

However, employees get affected through the management and its supervisors. The supervisors act as an agent of organizations and their good relations with employees may cause organizational growth (Reichers et al., 1997). Their positive attitude develops the trust in employees through positive organizational support. Relaxed and improved organizational polices for employees' well being create organizational support for employees. Perceived organizational support gets influenced by many treatments of organization to employees (Eisenberg et al., 1986). If the organization takes positive actions for employees' benefits as result perceived organizational

support may develop respect and trust for organizational goals (Eisenberg et al., 1986). According to Rhoades & Eisenberger, (2002) the employees respond positively when they receive organizational support. Perceived organizational support is found positively related to Trust in the studies of Ristig, (2009) and Wong (2012). Eisenberg et al., (1986|) suggested perceived organizational support as a result of social exchange that works high for those who have great exchange ideology rather those who have low and further revealed that it enhances the employee's future expectancy. The employee receiving perceived organizational support feel honored acknowledged and protected (Singh & Malhotra , 2015) and high level of support from management as POS results high trust (Driks & Ferrin, 2002).

2.4. Perceived Organizational Support

The literature on perceived organizational support (POS) consider POS as an exchange expectations that organization and employees expect from each other. perceived organizational support is a socially constructed phenomenon. The employees try to explore from each other about the level of justice and fairness of the actions of organization that cause the development of their perception for organizational support. The beliefs of employees are usually found similar to each other in their social network. If the organization fulfill the expectation of employees can develop strong relationship (Eisenberger & Huntigton , 1986). It is the outcome of organizational activities toward employees. Perceived organizational support is evaluated against the care of organization shown for employees. The formal discussion on Perceived organizational support was made till 1980. The management with strong authority for managing activities has stronger impact of Perceived organizational support than the weaker one (Eisenberger et al., 2004).

The early research of 1900's focused on material benefits that organization offer to

employees. The move of literature in 1930's to socio emotional resources and results of Hawthorne studies found that employees that were given little attention e.g. by providing flexible work hour and break during the work had a positive attitude for organization than those who were not provided such facility. Later the massive internalization of 1940's and geographic mobilization of 1960's caused the sense of losing the self-esteem among employees that they started expecting from the organization they worked with. This relationship expectation of employee with organizations kept going till 1980's . Moving next the Eisenberger et al.(1986) introduced the measures to test the social exchange attitude among employees and employers. However According to Shore and Tetrick (1991) the literature on POS is still not clear about definition of perceived organizational support. Perceived organizational support has been studied as employee perception for organizational activities in the favor of employees. Muse & Stamper (2007) have discussed the two types of employees' constructs firstly POS allied with employee outcome and performance and secondly, POS in relation to employees wellbeing & respect and further the aforementioned authors suggested all these constructs must for understanding the perceived organizational support.

Similarly, the perceived organizational support (POS) gets increased with care and reward that in turn makes the individuals at work relaxed (Rhoades & Eisenberger,2002).The level of organizational support can be better judged with concept of employee perception (Wayne,1997). The employees perceive the perceived organizational support through the care they receive from the organization. It presents the quality of relationship between employees and organization forms the employee behavior (Ali et al., 2010). It is commonly observed that the organizational performance and health also depend on the level of employee satisfaction. The organizations that care about the welfare of employees are always appreciated. If the organization ignores the

wellbeing of employees, it may face the restless situation among employee that result as work stress and low job performance. The employee finding high level of perceived organizational support reciprocate through positive behavior that help the organizations to meet their goals and achieve the set targets (Eisenberger et al.1986).The employees with greater POS are found more satisfied (Rhoadas & Eisenberger,2002), regular, efficient and less likely to quit the jobs (Allen et al. 2016) and go beyond their duties.

Similarly there are several factors that predict perceived organizational support in organization like supervisor relation with employees, fair treatment of management and HRM practices etc. (Rhoadas & Eisenberg,2002). Perceived organizational support describes the relationship between employees and organization for each other.

2.4.1. Dimensions perceived organizational support

2.4.1.1. Fairness & justice

Perceived organizational support with fairness of organization has been studied by several researchers (Greenberg, 1990; Umphress, et al., 2003) the fairness creates the trust among employees for the organization. The employees start trusting their organizations for being compensated. The fairness improve the level trust on organizational support and expectations. Fairness further is characterized as distributive and procedural justice. Distributive justice serves as a lens to understand how fairly the employees are treated by the seniors and organization (Greenberg, 1990).The more fairness the more job satisfaction (Choi & Rainey, 2014). Similarly the procedural justice in relation to work of Shore & Shore (1995) has been found strongly associated with POS, while the study of Tekleab et al., (2005) found POS positively linked with

both distributive and procedural justice.

2.4.1.2. Supervisor support

Perceived organizational support usually depends upon the relationship of supervisor's support for the employees. The supervisors are considered as agents of organizations. The actions taken by supervisors during the operational activities are considered as actions on the behalf of organization. The actions of supervisors play positive or negative role for employees. They are mostly responsible for the employee evaluation process and forward the results to higher authorities (Eisenberger et al., 2002). The employees' perception of their supervisors support has great role in perceiving the organizational support because supervisor and management's support is a precursor of perceived organizational support. The exchange relations between employee and management depend upon the degree of exchange of social resources and emotional support of supervisors.

2.4.1.3. Organizational reward

Reward is something that every employee desires for (Esienberger et al.,2016). They can be tangible or intangible and extrinsic or intrinsic. They refer to recognition e.g. appreciation letters or any tangible form like laptop etc. In general reward can be anything that that the organization does to improve the level of employees' motivation by recognizing their achievements. As a result of employees' feel motivated and develop the perceived organizational support. Similarly there are many ways to improve the level of motivation therefore there can be several types of rewards e.g. bonuses, holiday trips etc. that effect the behavior of employees. However the reward for performance is considered the best among them and organization can get the best results of their

performance for future. The reward should focus on future development rather present performance. Rewards serve as future reminders for future achievements and the hard work which employee did in their past. Rewards encourage them for future efforts but the mandatory types of awards lose their importance for future motivation of employees whereas discretionary type has more value for employees in developing and increasing the level of perceived organizational support. (Moorman, et al., 1998).

2.4.1.4. Working conditions

Employees always feel relaxed and feel secure at their jobs and their sense of job security becomes an indication of perceived organizational support, and perception of being cared create their loyalty toward organization (Inceand Gull, 2011). Sharing of management with employees bring the employees a sense of autonomy and they start trusting their supervisors for their results and try to contribute as part of organization for attaining the management goals .Job stress also effect on the performance of employees. The organizations taking care of mental piece of employees receive better financial results. The role conflict and ambiguity of job responsibility are the stressors that prohibit the employees to produce the productive efforts, thus the better job training and guidance improves the level of perceived organizational support for them (Zeng & Hong, 2016). Similarly the more sophisticated and formal job descriptions and work environment reduces the better interaction of organization and employees so the perceived organizational support depends upon the size of organization as well. In the large firms employees depend upon the middle management to carry the instruction and their supervisors are the channels to top management that may cause in reducing the perceived organizational support among employees.

2.4.2. Antecedents of perceived organizational support

The literature evident that among the several factors that organizational commitment has proved to be the one of prominent antecedent of perceived organizational support. The notion of commitment is felt as employees perception about organization's level of commitment with employees because the employee return the same level of commitment to organization for the fulfillment of its goals what they receive from it. The perceived organizational support positively effects on employee commitment as it carries out socio emotional needs (Armeli, 1998). The perceived organizational support and commitment has been observed positive in their relationship with each other (Eisenberger, et al., 2001). The research has explored the fact that employees feel Job satisfaction if they perceive the positive organizational support. If the employee perceive that the organization will return them in the time of need and appreciate them with reward against their services, thus the POS has positive impact on Job satisfaction (Eisenberger, et al., 1997). Job involvement is also explored by researchers with perceived organizational support. It is a concept of having interest in the job the employee performs. Perceived organizational support .has been found positive with job involvement (Joshi & Jain, 2016). Employee attitude play a role in achieving the organizational goals if they perceive the supporting environment. The relationship of perceived organizational support and employee behavior has been investigated on organizational citizenship behavior by several studies e.g. perceived organizational support has positive relation with organizational citizenship behavior (Park, 2016) and reduces the withdrawal behavior like absenteeism and turnover etc. that makes the employees likely to stay on job.

2.4.3. Interrelationship of perceived organizational support and study variables

2.4.3.1. *Perceived organizational support and trust*

Perceived organizational support is a measuring tool on micro level of employees' attitude toward organizational support to employee that observe how much employee perceive about their authorities (Shore &Wayne,1993). Perceived organizational support is result of social exchange theory (Blau,1964) where the recipients of perceived organizational support get obliged with the positive attitude of organization and return positive attitude and behavior (Gouldner,1960). When perceived organizational support is high the employees not only feel high for organization but also believe in their importance in organization and exhibit trust for the same care in future (Eisenberg et.al, 1997).

Perceived organizational support is associated with supervisors as they are the representative of organization. The behavior and communication of the supervisor has great effect on employees (Liden et al., 2016). The behavior of supervisors is signal to employees to perceive about the work environment (Tramblay &Gibson,2016). According to Schooman et al, (2016) the supervisors have great role in transmitting the organizational trust to employees. Perceived organizational support may get negative if the organization does not maintain the employee related treatment and lowers the employees' self-esteem (Armstrong et al., 2016). The study of Eisenberger et al (2016) states that employee with low perceived organizational support has low self-esteem that results increased counterproductive behavior. Similarly, lower the perceived organizational support lower the trust of employee on organization (Guest, 2016). Employees having high perceived organizational support consider their organization more caring and have

less stress. The results of study of Webber et al., (2012) finds the trust on organization and perceived organizational support correlated to each other.

2.5. Trust

As indicated by literature about trust, it has been studied mostly as trust in interpersonal relationships among employees with each other and as trust on organization as whole. The trust has been studied in research of several areas like sociology, psychology and management (Yildiz,2012) and has become a part of study of organizational behavior. Trust has no unanimous definition. Normally it is considered as honest and trust worthiness behavior (Koc & Yazicioglu, 2011) and expected moral confidence on someone (Luhmann, 1979) The trust formally appeared first in literature with Deutsch (1958). In general, it is related to one's positive feeling for positive return from others. Scott (1980) wrote that "Trust is a positive force from which cooperation is derived". It is a confidence of people on others with the view of not being exploited (Dyer &Chu, 2000). It is an expected action of one party from other. It is considered as faith on intentions of individuals who interact each other. Trust is a kind of confidence of one party on other so that other party will not harm the first party and will be beneficial & trustworthy and will behave as mutually acceptable manners (paliszkiewiez, 2010).

Trust is taken different with different relations. Since 1960 it has been explored in different disciplines (Watson,2005) and got an importance in research formally during the last few decades (Schlechter,2005). Trust gets strengthened and weakened based on experience and interaction of individuals. Trust is a significant element of social relations and has great role in organizational development. The study of Mayer et al., (1995) describes the trust as believing action of recipient party. The trust gets developed on articulation of genuine care and welfare of recipient. The trust

is based on honesty and truth (Koc and Yazicioglu, 2011). While, trust on organization engross the confidence in management and business (Nayhan and Marlowe, 1997). It builds the human relations and sense of security of employee at work (Unsal, 2004). It is a positive feeling of employee for his organization. Trust is the outcome of Perceived organizational support as well. Trust effect the organizational behavior. The organization that develops the trust always has win position (Erden & Erden, 2009). The study of Zand (1972) have described the three stages of trust firstly, the expectation of trustor for trustee that he will act benevolently, secondly trustor cannot force the trustee to fulfill the trustor's desire as per his expectations, and thirdly the trustor become dependent on trustee.

2.5.1. Organizational trust

There is no single universal definition of trust (Gillespie,2003) Trust is multi-level construct (Das & Teng, 2001). The literature describes the organizational trust refers to the belief of employees on decision makers that they will not harm them and take care of their interest. Zand (1972) explored trust as organizational phenomenon. Trust has been proved as an important element between the relations of employee and organization (Watson, 2005).The trust and cooperation are used interchangeably to each other. The organization that develop the element of trust grows quickly. The literature proves that the organization that promote the organizational culture in the organization can promote good relations between employees and organization (Hensan et al., 2011).

Correspondingly, the success of any organization depends upon trust. The trust at workplace may exist between employee to employee or employee to management. Several studies have explored the relations between trust and employees attitude and behavior (Mey et al., 2014)

and it is an outcome of favorable exchanges through the process of reciprocity. Trust can create the cooperation at the workplace that can enhance care and respect to employees and organization for each other. The relationship among employees and organization depend upon their mutual interests so the higher the trust the higher organizational citizenship behavior (Bakier, 2013).

2.5.2. Antecedents of trust

Human are social animals that depend on each other for their survival, However the trust is critical to survive. It is must in every field of life from personal interaction to organizational level. Trust on organizational level has been explored in the study of Huff & Kelley (2003).Organizational Justice improves the trust (Aryee et al., 2002). The association between trust and perceived organizational support has been studied in the study of Ristig (2009). Tan & Tan (2000) explored trust and commitment. Robbinson and Morrison (1999) found the employee trust on organization boost their citizenship behavior. Partoniya (2014) in his studies discussed the relation of organizational silence and suggested that trust can remove the silence in the organizations. Trust leads to job satisfaction this relationship of job satisfaction and trust is found in the reserch of Callaway et al., (2007). It has been observed in relation to performance and retention (Hemdi et al., 2006).

2.5.3. Interrelationship of trust to study variables

2.5.3.1. *Trust and OCB*

The development of trust between employee and organization builds up the positive expectation among the employees. According to social exchange concept if the organization is

found supportive, the employees develop the organization citizenship behavior. By doing good to employees the organization creates its good will to employees that in return develop the employee trust on organization. The results of study of Chen et al., (2009) found the trust as mediator between perceive the organization supportive & organization citizenship behavior.

Employees' confidence appears to be a factor showing citizenship behavior in the literature related to trust. In fact, trust is a basic factor that generates the organizational citizenship behavior. The association between trust and employee behavior are found significantly stronger in the study of Dirks and Ferrin (2000). Trust enhances the connections between the employer and employee (Zand, 1972). The role of organizational and supervisor attitude plays a great role in developing organization citizenship behavior. If the employees feel that their superior expresses care, trust is established and as a result employees may go above or beyond their job task (Dirks, 2002). Similarly, the trust in organizations have been found positively related to organizational citizenship behavior in several studies (Aryee, 2002) and has a correlation with organization citizenship behavior (Corpanzo &Mitchell, 2005).

2.6. Perceived External CSR

Corporate social responsibility (CSR) is a diverse and emerging concept (Hussain et al., 2012) and has no universal agreement on its definition (Dahlsrud, 2006). Most often people take it new phenomena but in fact it is as old as the businesses are (Ward & Smith, 2015). The signs of corporate social responsibility (CSR) can be traced somewhere in 1920's (Freeman & Hasnaoui, 2011) and were described as social obligation of organizations for the wellbeing of society by Clark (1926). Further advancement was found through the Berle (1932) who supported corporate social responsibility (CSR) as an obligation against the unprivileged segments of society. This

notion of social obligation was extensively extended by Carroll (1999). However the literature and scholar of those times were more concerned to create an awareness of the firms to go beyond their basic need of profit making. Initially the concept emerged in US in mid twentieth century and later formally evolved by Howard R. Bowen in 1953 in his "*The Social responsibility of Businessman*". In the book Howard focuses on role of business by creating social justice and economic prosperity though corporate social responsibility for the broad range of social groups beyond the corporations and its shareholders. He further writes in his book that corporations are not only to produce goods and services but also to maintain workplace condition and wellbeing of employees, that actually that the businesses are not only morally bound with social obligation but are to make such contributions as formal duty required for their existence in the society.

Davis (1960) refers corporate social responsibility to "businessmen's decision and action taken for the reason at least partially beyond the firm's direct economic or technical interest". Next in Joeseph W. McGuire (1960) in his book business and society wrote "The idea of social responsibilities supposes that corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations". The literature of Carson (1962) highlighted the environmental hazards against human and animals by the businesses.

The literature proves that the earliest classical concept of CSR is limited to only philanthropic activities later its definition spread to other areas as well and in present days the CSR is transformed into corporate opportunity, corporate citizenship and corporate responsibility. Further the definitions emerged through 1970,s to 1980's as the concept of "Corporate Social Responsiveness' in (Csrroll,1979; 1985 & Epstein,1987) proved to be need of time.

However, in 1990's the CSR concept as "Corporate Social Responsiveness" started receiving criticism of not moving ahead and just the transformation of laws and policies were not

the significance of it. Based on the criticism Wood (1991) redefined the CSR for performance prospective on the principles of "Social responsiveness and Social outcome". Going through different definitions beyond 1900's. Dahlsrud (2006) validated the CSR as socially created concept that seems different but moves around the same phenomena but lacking with its practical implementation. Having this situation the literature and researchers of 1900's were found interested in the strategic CSR. Overall the CSR is a multidisciplinary approach beyond the legal standards and complies with moral obligation of market and nonmarket stakeholders at large (Ismail, 2009). The literature review of 2000's highlights the work of Husted (2000) made on corporate social performance (CSP). Moving next the Rowley &Berman (2000) also added in CSP. During the year 2001 the Smith et al (2001) discussed the concept of Corporate Social Orientation (CSO) and Zyglidopolous (2001) shared the reputation of firm and social performance. Ms Williams and Siegel (2001) added the concept of cost and benefit relation with CSR. Mc Williams and Siegel (2001) described the CSR like " an action that appears to further some social good, beyond the interest of firm and that which is required by Law. CSR is beyond the obeying Law". The EU commission (2001) depicted CSR as for cleaner environment and healthier society. While Pierce & Madden (2009) stated CSR as " contributing to sustainable development by working to improve the quality of life with employees, their families, local community and stakeholders up and down the supply chain".

Consequently, the debate on the history of CSR with future trend is best summed up by Frederick (2016) as follows:

CSR (1950-1960s) threw light on duties of managers as guard and steward to public and society through philanthropically and voluntarily.

CSR1 (1960-1970s) shed the light on the need of being bound legally on the demand of society.

CSR2 (1980--1990) described the issues related to ethical bounds of corporate culture with wide range of stakeholders and communities.

CSR3 (1990—2000s) suggested the businesses on being global citizen for heeding and correcting globalized challenges of society and environment.

CSR4 (2000—2050) sustainability stage goes beyond all the aspects of CSR from business corporations and stakeholders issues to global issues of community, governments and citizens.

The sustainability is well defined by World Commission on Environmental Development, Bruntland report (1987) as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". While carrying the same idea the Crane & Matten (2008) addressed the future global problems under this concept.

Frederick (2016) further concluded that during the stages of CSR1, CSR2 and CSR3 the corporate social responsibility (CSR) was of macro concept where the decisions were made in board level keeping in view the wide variety of change in overall community. Theorist divide the CSR in to two main categories the external and internal. The CSR initiatives that focus on environment, community suppliers and customer are categorized as external. This study has focused on CSR to social (community) and nonsocial (environment) and CSR customer by following the footstep of previous studies of (Truker, 2009 ; Turyakira,et al., 2014 ; Farooq et al., 2014) considered them as external CSR and evaluated on micro prospective. However despite the importance of CSR on broad level the decisions were controlled by the management and advanced level of businesses a very little is focused on micro level.

2.6.1. Classification of perceived external CSR

With the substantial review of literature the CSR can classified into three groups as:

i) Descriptive ii) Instrumental and iii) Normative. The descriptive type of CSR normally goes through awareness related analysis or case studies dealing with corporate abuses or human rights issues related etc. The Instrumental type suggests the fiduciary duty of the business is to take care of shareholders as they invest and take the risk of money. The issues beyond the profits need not to be addressed. It is usually called a management strategy for CSR. Most of the Instrumental type corporate social responsibility is left on policy makers and NGO's etc. Porter and Kamer (2006) related the concept of competitive advantage with corporate social responsibility. This type suggests that some of the stakeholders like consumer and employee cannot be ignored by the businesses. However the instrumental CSR was quite criticized as they are the main sources for the survival of businesses (Lozano, 2005). This Instrumental approach challenged by Normative researchers like Evan & Freeman (1988) and Spitzeck (2009) emphasized the firms to be legitimized for all internal and external stakeholders and go beyond the classical model of profit making and legally bound for welfare of stakeholders who directly or indirectly get effected by the businesses. Despite having great importance the corporate social responsibility, there is not any commonly shared definition (Garriga & Mele,2004). However, the CSR is an ambiguous in its practice and black box in literature. The critique of CSR are having tremendous work during last few years in US and in other developed countries but it is still complex phenomena and has no standard definition (Rehman, 2011). Though the CSR overlaps with different terminologies as Business Ethics, Corporate social performance etc. but is getting popular (Carroll & Shabana, 2010) among the business community around the world (Shen & Zua, 2011) and viaducts the internal and external practices together (Lindgreen and Swan,2010).

2.6.2 Dimension of perceived external CSR

By increasing time, the numerous definitions appeared with different dimensions but with no consent to each other (Dahlstrud, 2008). In general, CSR has two considerations. Primary the "Business Case" the ethical behavior of firms in defining the role of CSR practices in the business. Whereas secondary is the role for government while framing the agenda for CSR through legislation (Ward & Smith, 2015) based on four pillars of Carroll (1991) as (i) Economic,(ii) Legal, (iii) Ethical and (iv) Philanthropic. Generally the concept of Carroll is discussed in most of the studies. The common agenda on where all the internal and external stakeholders get together to build a common definition is still missing. Mullerat (2010) puts forth several reasons as being newly establish concept of different volume for different stakeholders who have different phenomena and doctrine while implementing it.

2.6.2.1. *Economic aspect*

The main objective of every business is financial stability and earning profit but applying corporate social responsibility without anticipating any return and bearing cost is out of question for any business organization. In real the corporate social responsibility does not refers to profitability through commercial operations but it suggests the ethical practices related to internal operations of organization that are related to preventing bribery, corporate governance and ethical investments etc.

Corporate governance deals with rules and regulations that create the balance among the authorities, shareholders and stakeholders through clear understanding and accountability. The governance level varies according to the size of firm, and its political and economic environment where it functions. The organization comprises of several internal (organizational policies,

organizational structures etc.) and external (Community expectations, rules & regulations, code of conducts etc.) attributes. The efficiency of corporate governance depends upon on framework that includes:

➢ Involvement of every director

➢ Efficient performance of board of directors

➢ Efficient application of governance

➢ Strengthened relationship of management with other stakeholders and shareholders.

Businesses can be the safeguard of consumer interests. As every organization produces or performs services for earning that it not possible without customers or consumers. A good repute of organization is very much related to providing them right information about the process of production and advantages and disadvantages. Furthermore listening to their complaints, avoiding any combat or threat that effect the health and safety of customer and society at large.

Similarly, every business invests for getting its money returned with some profit. Ethical investment is concerned with investing in a way that is socially, legally and ethically acceptable in society where it operates. It should give the better results to investors by investing in different hands so that maximum security of the investment can ensured. The ethical investment usually considered of two types:

i. Applying Standards with positive impact (Professional Safety, Recycling, Controlling population, investing in Health and Education, Controlling Pollution and Environment Protection,.

ii. Avoiding the standards with negative impact (Animal and environmental exploitation, Nuclear weapons and practicing unhealthy and harmful practices to environment and people involved in production etc.).

2.6.2.2. Legal Responsibilities

The legal liabilities of a company are the legal entities that are imposed by law. In addition to ensuring a commercial company, it should be considered that it complies with all obligations required by social and corporate laws and accords with the theory of corporate social responsibility . Legal responsibility can range from labor-law to, the environmental and even criminals law.

2.6.2.3. Environment

The environment is another stakeholder fall into the corporate social responsibility concept. Most of the businesses in the world are found involved in environmental issues regarding pollution, misuse of natural resources, wastage of resources, deforestation etc. In the global competition every firm bears a high cost which is tried to be fixed by any means either by following the rules against their sweet will or by breaking the law against environment. The CSR has become a cover to build a positive image for attaining and retaining the positive support of stakeholders in and outside of the organization. The CSR can be involved in many ways regarding the environmental prospective by:

➢ Organization can adopt the several safe methods of production by adapting the better mechanism recycling and disposal of wastage etc.

➢ Establishing environmental management techniques and training to the employees.

➢ Developing the environment awareness program for the society through NGO's

➢ Social ,media and by starting awareness programs of environmental disasters etc.

➢ Sustainability programs for future generation and rehabilitation or affected from disasters as natural and human beings for win - win environmental responsibility that in turn improve the

image of business for their customers.

2.6.2.3. Social characteristic of CSR

Among the traditional it is one of the newest concepts emerging globally and gaining popularity than it had earlier. Many business are getting actively in reporting their CSR initiatives through their annual reports, social media etc. to their internal and external stakeholders e.g. to their employees and customers who get effected by their operations and products by providing the good value or their money, after sales services, durability and quality product and services, fair advertising and complete awareness about the quality of products. Similarly the community services as contributing in health and educational plans for deprived community, sponsoring for sports and community partnership programs etc. and above all the charity through philanthropic CSR type.

2.6.3. Antecedents of perceived external CSR

The concept of corporate social responsibility has been dissected and explored in different terms. Since its inception it has been investigated in different disciplines e.g. Business, Management and Marketing etc. (Cooke & He, 2010). The term has been used in words like corporate social performance, corporate social responsibility, and corporate citizenship etc. All are the synonyms to each other. Historically, the appearance of concept of corporate social responsibility has a long journey. The notion appeared on scene somewhere in mid-1920's. The first debate was made by Berlay (1931) and he raised the concept of social obligation of businesses for deprived members of community that was followed by some others like Kreps (1940). Maignana et al, (1999) found positive relation between corporate social responsibility and employee commitment. Boranco & Rodrigues, (2006) studied the relationship of corporate social

responsibility with employee motivation, moral, commitment and loyalty. According to Jamali & Mirshak, (2007) majority of researchers have explored the CSR in west context rather developing countries. Figar &Figar (2011) explored the CSR in context of stakeholders. In the light of definitions and available literature the primary focus of corporate social responsibility was its impact on external stakeholders (Aguinis & Glaves, 2012). Jones (2010) discussed the positive relation between corporate social responsibility and employee performance. Corporate social responsibility as morality or good ethics are explored as newly known aspects (Mihaljevic & Tokic, 2015). Corporate social responsibility is multidimensional approach and is categorized as internal and external corporate social responsibility, whereas, external CSR deals with community & philanthropy (Esmaeelinezhad, 2015).

2.6.4. Interrelationship of perceived external CSR and study variables

The following sections of literature review describe the relationship of perceived external with variables prescribed in the perceived model as:

2.6.4.1. *Perceived external CSR and PEP*

Corporate social responsibility and prestige image was explored by Carmeli et al. (2007).The employees being an indispensable part of any organizations and stakeholder possess the powers to show the importance of their existence. The happy employees create happy organizations. They feel pride in case they find their organizations involved in ethical organizational citizenship behavior and viewed positive in the society for their volunteer programs and identify them strongly with organization in association with pride for CSR (Jones,2010). According to Kim et al., (2010) Employees' Perceived External corporate social responsibility Influences the perceived external prestige (PEP). Perceived external prestige (PEP) is an image of

organization for outside individuals (Mael & Ashforth, 1992) or constructed external image (Dutton et al., 1994).The relationship of external corporate social responsibility and perceived external prestige is well connected in the study of (Kim, et al., 2010). The CSR literature suggests that external corporate social responsibility signals for the activities of their employers they do. If they do good the reputation of organization enhances in the eyes of employees and they feel prestige. Individuals pay attention to organization having prestige outside the organization (Peterson, 2004).

2.6.4.2. *Direct and indirect relation of perceived external CSR & OCB*

CSR has long varied history in businesses. The formal working on this concept appeared somewhere in mid-twenties. Tracing its relations with the variables used in this studies was difficult task. However, it is tried to discover the relations from the maximum available literature. Going through the literature among available studies, the behaviors are identified in different forms. The research indicates that corporate social responsibility initiatives are beneficial for improving employees' loyalty. The polices of corporate social responsibility motivate the employees (Skudiene & Auruskeviciene, 2012) and increase organization citizenship behavior (Baouman & Skitka ,2012) and its programs result positive impact on internal and external stakeholders (Lee et al (2013). The studies of Gond (2010) observed the impact of employees' perception of corporate social responsibility on increased corporate attractiveness. The study of Zheng (2010) suggested to have equal attention on all the construct of corporate social responsibility e.g. Philanthropic corporate social responsibility which is society based but can have positive impact on employee behavior as well.

Further, the results of study of Bhattacharya et al., (1995) have positive correlation between

perceived external prestige and organizational identity and it can fully influence the organizations identity (Carmeli, 2007). Perceived external prestige is also observed as significant antecedent of organizational identity in the study of (Meal & Ashforth, 1992). Perceived external prestige mediates the effect of corporate social responsibility on organizational identity (Kim et al., 2010). Employees feel proud to work for the company that does corporate social responsibility (Greening & Turban, 2000). Employees like working for good citizen rather poor citizen, that take care only for itself not for stakeholders (Gond et al., 2010). Employees feel prestige by seeing their organization as futuristic, taking care of coming generations by participating in sustainable corporate social responsibility (Formburn & Shanley, 1990).

Despite having an individual's own self-concept and belongings with several other groups, the individual may also get affiliated with the specific organization's identity (Ashforth & Meal 1989). The employee who perceive their organization with some distinctive characteristics that are higher or better than others feel external prestige and try to associate them with organizational identity. Similarly, individuals always desire to be regarded (Cropananzo et al., 2001) and try to associate them with the organization if it is prestigious (Mael & Ashforth, 1992).

Perceived external prestige refers to employee's perception about how other in the society think about the organization he works with.(Smidt et al., 2001). Previous studies reveal the positive relationship between employees' perception of external corporate social responsibility and perceived external prestige (Kim et al., 2010). The prestige of organization enhances the employees' self-esteem and motivates them to affiliate them with it (Smidts et al., 2001). Similarly the employees as a stakeholder evaluate the prestige of organization by external corporate social responsibility (Fomburn et al., 1990). Therefore corporate social responsibility may affect the perceived external prestige(PEP) (Dutton et al., 1991). Therefore, the employees try to get

attached with the organization if they feel corporate social responsibility reinforces the organizational perceived external prestige (Preston ,2004). The individuals feel prestige by associating them with high brand organization (Dutton et al., 1994). The members who develop organizational identity are more inclined for organizational citizenship behavior (Ashfort & Mael, 1989 ; Dutton et al., 1994) and they do not like leaving their present organization for less perceived prestigious organizations. Sustainability is another agenda of the organizations for maintaining the repute in long run (Mousiolis & Bourletidis, 2015). The study of Dukerich et. al., (2002) declares the mediation of organizational identity between external image and cooperative behaviors. Similarly the study of Pekdemir & Turan (2014) also indicates the mediation of organizational identity with between POS and OCB.

2.7. Perceived External Prestige

External prestige is similar to the concept of La conscience professionelle a concept of self-esteem (Monroe, 1983). Perceived external prestige is an external repute of organization (Dutton et al.,1994). The word prestige has come from French to English that means illusion. In business terminology, it is a level of respect and repute that one has in organizational hierarchy. The early signs of the concept of prestige are found in the literature of (Davis & Moore, 1945). The individuals interested in their personal growth and success are found interested in joining the prestigious groups to be identified (Ciladini,1976). This can be better understood by the (Herrbach et al., 2004) as "People may satisfy self- enhancement needs by strategic identifications with prestigious and high status social groups".

Recently, the perceived external prestige (PEP) is getting a great importance in organizational outcome. Though it is a new concept (Ciftcioglu,2010) in research and a

considerable amount of attention is being paid to it in relation with organizational identity but little is explored regarding the impact of perceived external prestige on employee working attitudes. Perceived external prestige is a feeling of employees or someone about outsiders that how they perceive about the organization (Smidts et al. 2001) and reputation that employee beholds for the organization. The concept of prestige is output of social exchange theory. People like identifying themselves with the repute of their organizations. The success stories of their organization improve their level of identification through their perceived organizational prestige (Bartel, 2006). Employees feel respected and self-esteemed being recognized as part of esteemed organizations (Tyler, 1999). The study of (Husain & Husain, 2015) has found significant correlation between perceived external prestige and organizational Identity.

The different sources like word of mouth, advertising, and propaganda including the internal communication about the organization may evoke positive feeling of pride for being member of organization among the employees (Smidt et al, 2001). People desire to be associated with high status group (Terry, 2001). The employee may feel both good and bad feeling from the repute of organization in the society like good if they listen good and bad if they listen bad about it . In case of positive reputation of the firm outside the employees may feel relaxed and prestigious and in result may develop a citizenship behavior (Dutton et al., 1994), whereas, the opposite situation may develop depression and stress and dissatisfaction at work (Dutton et al., 1994). The individuals tend to identify with the prestigious organizations so the more the prestige the more the identification (Meal & Ashforth , 1992).Normally the positive image of organization leads to perceived external prestige that results the organizational identity (Blader, 2002). The prestige fosters positive employee behavior such as organizational identification has been explored in some studies of as (Ashforth and Mael, 1989; Dutton and Dukerich, 1991; Mael and Ashforth, 1992;

Dutton et. al., 1994; Carmeli etal.,2002; Ciftcioglu,2010)

The term of image and repute is interchangeably used for the perceived external prestige and both depend upon the advertising and marketing strategy. Literature found perceived external prestige more concerned with marketing and strategically issues. The image of organization emerges from the signals forwarded to outside by management, marketing and promotional activities of organizations (Herbach & Mignonac, 2004). Positively organized marketing and image building transmit a positive image of organization to stakeholders. The employees receive the signals from outside and develop the affiliation if they are positive (March and Simon, 1958). The prestige level of employees may vary person to person as per perception and remarks of outsiders about their organization based on their information and available knowledge (March & Simon, 1958). The concept of prestige has also been discussed in literature in association with art (Bhattacharya et al., 1995), media organization (Carmeli et al., 2007) and firms and banking sector (Smidts et al, 2001). In general, organizational image envelops the entire system of organization and leads to its impression (Whetten &Mackey, 2002). It is observed that modern global image the organizations are highly dependent on their image (Robert & Dowling, 2002). Further, prestige is viewed as "constructed external image" (Dutton & Dukerich, 1991), helps in building the trust of customers and is a way of obtaining future investment from investors (Shane & Cable, 2002). The repute of organization of works as mirror that reflect their image outside (Dutton et al., 1994) so they develop their perception in the light of such reflections that help them to develop their identity and advances the relationship with the organization (pekdemir, 2014).

However, the employees do not develop their identity with perception of how the organization is perceived outside but also with their internal image in the organization (Tyler & Blader, 2003). The internal workplace attitudes are also linked with employee perceived image

(Herrbach et al., 2004). Employees who feel satisfied with the image of organization make happy contribution at workplace like organizational commitment, Job satisfaction that develop organizational citizenship behavior (Carmeli et al., 2002) in employees. Pleasant work environment and positive communication play a great role in developing perceived external prestige (Carmeli et al., 2002).

2.7.1. Antecedents of perceived external prestige

Several studies have observed the relations of perceived external prestige with commitment and job satisfaction like Riordran et al., (1997) in his studies found the positive image of organization and Job satisfaction. Perceived external prestige and employee engagement were found positively associated in the study of (Bartels, et al., 2006). Moreover, Kang & Bartlett, (2007) explored the perceived external prestige and organizational citizenship behavior, while Fuller et al. (2006) observed perceived external prestige with behavior and loyalty. Klein & Leffler, (1981) discussed strategic decisions related to consumer and price of goods and services. Perceived external prestige has been studied by Cable & Graham (2000) as source of attracting the quality employees. Greening &Turban (2000) in addition has supported for not only attracting the employees but also for retention of existing employees. Employee like working in the institutions, where they feel happy and receive respect both outside and inside therefore, have positive perceived external prestige that reduces the turnover intention (Mishra, 2013). The study of Ciftcioglu, (2010) observed the perception of suppliers, competitors and customer on organizational identity and job satisfaction.

2.7.2. Interrelationship of perceived external prestige study variable

2.7.2.1. PEP and O I

Perceived external prestige and identity were explored in Bhattacharya, (1995) and his study found the impact of perceived external prestige on identity. The studies of Podnar et al., (2011) and Hasan & Hasain (2015) also observed the relation between perceived external prestige and organizational identity. The relationship between perceived external prestige with organizational Identity has also been studied by several authors like Mael Ashforth,(1992) and Prat,(1998). perceived external prestige depends upon the own perception of employees. If they have more affiliation with organization they feel positive about the organization and develops strong organizational identity. The more prestigious organization the more organizational identity (Smidt et al.,2001). The prestige of any organization among the outsiders leads to employees' self-esteem that consequently leads them to organizational identification (Dutton et al., 1994). Employees like building their identity with the organizations that are positively reputed and engaged with such activities that bring them self-esteem and respect (Tayler, 1999).They like affiliating with the organizations positively discussed outside because the more prestige the more self-esteem. It is observed that the organizations want the employees' loyalties need to work for such activities that build employee identification (Pratt,1998). The study of Fuller et al., (2006) support the notion and is an evident of positive relationship of perceived external prestige and organizational identity.

2.8. Organizational Identity

Identity is a psychological concept that refers to perception based on who are we? or who am I?. Before going to organizational identity there is a need to understand the difference between individual identity and organizational identity. The individual's identity deals with what one thinks

about him, whereas organizational identity describes what one thinks about his organization (Allameh, 2012). It has been studied with almost overlapped idea. Despite having long history it is still lacking proper definition (Gonzales-Miranda, 2014). The organizational identity is interwoven phenomena comprises of feeling of solidarity of individuals in and outside the organization in term of organizational goals. It is referred as sense of belongingness with the organization (Patchen, 1970) and similar to loyalty. It is defined as cognitive and emotional feelings of employees for their organization that can exist simultaneously. Some studies like (Ashforth & Mael, 1989 ; Ashforth et al., 2008) has considered organizational identification as commitment whereas Vora & Kostova (2007) stated it an affiliation of employees either with their department or the organization as whole.

Since the development of global concept and tremendous growth of service industry where the employee play a vital role in term of their affiliation with organization, the identity has got great importance. The literature on the history of organizational identity reveals that organizational identification can be categorized into three approaches:

1. Sense of belongingness with organization based on reciprocal approach and if the organization show the interest for employees the employees start acting in the favor of organization.

2. Development of one's social identity with the people working in his organization (Ashforth & Meal, 1989) based on ethnicity, shared goals , level of education training and expertise etc. This type of identity is usually found among the employees of low prestige professions.

3. The identity of employees with organizational culture.

The Philip Tompkin is a founder of phrase "Organizational Identification". The Simon (1947) is credited as author of organizational identity theory. Later chenny & Tompkin (1987) linked these concepts as organizational practices and organizational process. Organizational

identity is considered as determinant of human behavior and it is the propensity of employees' identification with origination. Employees with strong identification set aside their personal desires as standards and prefer their organizational standards. Further it depends upon the perception of employees, his level of prestige and level of support of leadership. Ashforth & Mael (1989) has defined organizational identity as a "perception of oneness with or belongingness to a group, involving direct or vicarious experience of its successes and failures", therefore, organizational identity can be strengthened by improved better organizational strategy and leadership (Cheney, 1983). The improved organizational strategy may cause employee retention and decreases the absenteeism and turnover of employees. In general organizational identity is a behavior that reciprocates and employees return against what they receive (Umphress, et al., 2010).

2.8.1. Antecedent organizational identification

According to Tyler & Blader, (2000) mainly cooperative behavior of organizations create organizational identity that effect on the image and repute of organization. The organizational communication becomes the source of employee association with organization (Chenny, 1983). It is a relationship of individuals and organizational values (Partt,1998), belongingness between employees and organization (Ashforth, Mael,1989) and outcome of feeling of prestige. In other words organizational identity brings out the positive outcome and decreases the staff turnover (Chatman,1986). Organizational identification and commitment are found correlated in the studies of (Allen & Meyer, 1990 ; Riketta, 2005).

Job satisfaction is observed with organizational identity in the study of Bartel et al., (2010) and his study suggests that high level of organizational identification lowers the absenteeism and increases the Job satisfaction. Whereas, values and culture with organizational identification were

viewed in the study of Pratt (2000). Perceived organizational support is also found an antecedent of organizational identity. The employees' perception about the attitude of management creates organizational identity. The increased concern of organization for employee's welfare increases the tendency of employees' organizational identity. Organizational identity mediates between perceived external prestige and organizational involvement in the study of Edwards & Peccei (2010).

Organizational Identity has been interlinked in different studies like organizational communication plays an effective role in developing organizational identity. The vertical communication from top to down by sharing organizational goals with employees (Bartel, 2010) and horizontal communication of employees among peer and other department are key players in the development of organizational identity, while vertical communication is found stronger than other. People develop identities with the organizations on the basis of what matches with their needs and fulfills their desires besides the authority, respect and self-fulfillment they recieve (Hall et al., 1970). Organizational Identity gets stronger where there personal and organizational goals get correlated. Social identity is also an important antecedent of organizational identity. People tend to belong with whom they like. They associate them with failure and success of group. Anthropologists have a great work on it and also have great role in social sciences as well.

2.8.2. Interrelationship of organizational identity and variable in study

2.8.2.1. Organizational identity & OCB

Organizational identity is originated from social identity of Tajfel & Turner (1979) and described by Meal& Ashfort (1992) as " a perceived oneness with an organization and the experience of organization's success and failures as one's own". The organizational identity is not

important to individual point of view but also has got importance for understanding the environment related to organizations in the society (Miranda, 2014) because it effects the employee attitude and cause for negative or positive behavior (O'Relly & Chatman,1986). As a result the employees with high level of organizational identity have positive behavior and low absenteeism (Jony et al., 2010).

The construct of organizational identification was introduced to predict the level of employee behavior (Cole & Bruch,2006). As per literature review the notion of organizational identity was first seen with relation of organizational citizenship behavior and commitment in the study of (Haigh & Pfau,2006) and later Moghadam & Tehrani (2011) found the positive impact of organizational identity on OCB and further, this relationship has been observed in various studies like Bell & Menguc, (2002), Ashforth et.al., (2008) and Kane et. al., (2012).

Employee positive outcome behavior depends upon the relationship of employer and employee. The behavior can never be same. It will be positive until employees are satisfied. The continuous involvement of organization in corporate social responsibility (CSR) practices leads to employee's organizational identification that in result cause organizational citizenship behavior (Islam et al., 2015). Shen & Benson (2014) have observed the relations between organizational Identification and organizational citizenship behavior through social identity and social exchange theories. The results of study of Amini et al.,(2016) like previous studies also show the significant relations of organizational identity and OCB**.**

2.9. Organizational Citizenship Behavior

Nowadays, organizations have realized the fact that their organization lies in the positive contribution of their employees. Employees are vital for organizational success. Now a days in

ever changing environment the global competition has increased the need of competent human resource. However the desire for competitive human resource can be best fit with their citizenship behavior . The behavior which is not acknowledged by any ceremonial formal remuneration but results to organization as effectiveness (Smith et al,1983).

Further, it "represents individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ, 1988). The level of OCB varies among the people. It depends upon the desire of readiness to cooperate Barnard (1938). With increased research on behavior the literature has turned the concept of OCB and pronounces it as discretionary service at formal work place. Katz (1964) in his study has regarded the OCB as "Innovative and Spontaneous behaviors", which is not a part of Job description for organizational performance. Katz and Kahn (1978) suggest that "organizational effectiveness cannot be achieved with mere disbursement of task performance, it requires willingness and initiatives of employees to go above and beyond the call of duty and to consciously restrain from acts harmful to the organizational well-being". It usually includes the discretionary supportive behavior of employees which is supportive for organizational development (Boorman, 2004). Organizational citizenship behavior is not required as a part of Job description for organizational performance. It usually includes the volunteering work and cooperation with employees that is helpful for organizational development (Boorman, 2004). Organizational citizenship behavior is the "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the effective functioning of the organization" (Organ et al, 2006).

According to Organ (1990) organizational citizenship behavior is a willingness to cooperate that employee predicts as per level of his willingness of cooperation. Organizational

citizenship behavior has emerged as one of the most popular topic among the researchers of organizational behavior and management. As a multidimensional construct organizational citizenship behavior stands for altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Organ et al., 2006). Similarly, literature on OCB further abridges those five dimensions into two as OCB-I targeting Individuals and OCB-O targeting Organization (Williams and Anderson, 1991). Both organizational citizenship behavior dimensions profoundly impact organizational effectiveness and performance. It has been observed that employees with organizational citizenship behavior spend less time on organizational conflicts (Podaskoff, et al., 2000)

2.9.1. Origins and development of OCB

The origin of organizational citizenship behavior (OCB) is found connected to the concept of Katz (1964) as a need of having employees with behavior that is beyond the Job description who boot the organizational performance. This concept of employee behavior is a landmark to theory of organizational citizenship behavior that was first conceived by Bateman and Organ (1983). Initially the concept of OCB was introduced by Smith et al (1983) and was based on two components as Altruism (a behavior for the help of coworkers) and Generalized Compliance (developing the norms of being good worker beyond the job description).

Later the Organ (1988) defined it as an "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" and expanded it into five factors that includes: the OCB-Individual (a behavior engaged with individuals) and the OCB-organization (a behavior of employees that is directed toward organization). The OCB-Individual (OCB-I) deals with *Altruism* (helping other members by employees e.g. in developing new skills in case they are poor or new

to organization, sharing knowledge and work if they are overloaded or absent) and *Courtesy* (avoiding and resolving the issues arise at workplace, e.g. motivating the other employees and coworkers if they are dissatisfied with their work, avoiding intergroup conflict which helps managers in reducing crisis management).Whereas, OCB-organization (OCB-O) comprises of *Conscientiousness* (a dedication and willingness of employees to go beyond the fiduciary duties , as long days working, working of one's own free will, doing extra besides compulsory duties, following the organization's rules and punctuality), *Sportsmanship* (accepting realities, e.g. avoiding petty grievances without appeal accusation and lightening the pressure of management), *Civic virtue* (contributing in organizational development like by attending meeting, sharing views for procedural improvement for the best interest of organization).

Moving next, a five factor theory of Organ (1988) was replaced with the four factor theory of Graham (1989). This approach has set up its four dimensions as *Interpersonal helping* identical to Organ's altruism (a behavior that aims at benefiting the colleagues), *Loyal boosterism* (a feeling of prestige of employee about his organization and he talks about it in the community), *Personal Industry* a synonym to Consciousness of Organ's OCB dimension (going beyond the formal job description and duties) and Individual Initiative a synonym to Curtsey of Organ's representation of OCB (a facilitation to employees and organization through communication).

Further, the William and Anderson (1991) introduced two construct organizational citizenship behavior as OCB- I (as Individual's personal interest in helping other employee and people at work) and OCB-O (adhere the organization rules going beyond the fiduciary duties). This construct was later supported by Lee and Allen (2002). Overall these dimensions seem to be based on the concept of five dimensions of Organ's (1988).

Consequently, the review of literature confirms the growing interest of researchers in the

organizational citizenship behavior and journey of study of organizational citizenship behavior from Organ (1988) to Williams and Anderson (1991) has not brought any mutual consent of researchers on any definition (Podsakoff et al,2000). By observing the literature on organizational citizenship behavior and meta-analysis the podaskoff et al (2000) found thirty dimensions overlapping each other, therefore for bringing ease in research Podsakoff et.al, (2000) reduced them into seven dimensions having information based on OCB- individual and OCB- organization that are named as Helping behavior , Sportsmanship, Organizational loyalty, Organizational compliance, Individual Initiative, Civic Virtue and Self-development. Many of the researchers relate social exchange theory to organizational citizenship behavior as it is a reverse behavior because employees reciprocate the behavior.

2.9.2. Dimensions of OCB

Going beyond the Organ (1997) suggested the OCB to be separated from task performance. It is purely a dictionary behavior but desired by the organization (Turnipseed & Murkison, 2000). As discussed earlier the OCB concept went through a long Journey from Bateman & Organ (1983) to till now is under discussion of scholars. Originally the OCB was of two dimensions the Altruism and Compliance (Bateman & Organ,1983). Later in Organ (1988) by changing the name of Compliance as consciousness further added three more dimensions as Sportsmanship, Courtesy and Civic virtue. Similarly, Organ (1990) added two more dimensions as Cheerleading and Peacemaking that later on by Organ (1997) summed up as Helping behavior and made the list final as

➢ **Conscientiousness**: Dedication and willingness of employees to go beyond the fiduciary and formal duties as long days working, working of one's own free will, doing extra beside

compulsory duties, and following the organization's rules and punctuality.

- ➢ **Sportsmanship:** Accepting realities, e.g. avoiding petty grievances and probable trivial situation without appeal and complaint., lightening the pressure of management etc .

- ➢ **Courtesy:** Avoiding and resolving the issues arise at workplace, e.g motivating the other employees and coworkers if they are dissatisfied with their work, avoiding intergroup conflict which helps managers in reducing crisis management.

- ➢ **Civic virtue:** contributing in organizational development like by attending meeting, sharing views for procedural improvement for the best interest of organization.

- ➢ **Helping behavior:** including Cheerleading and Peacemaking and altruism like (e.g. in developing new skills in case they are poor or new to organization, sharing knowledge and work if they are overloaded or absent.

However, the literature review describes that most of the OCB concepts overlap each other but the five dimensional construct of Organ (1988) is most popular among researchers especially among the Organ and his colleagues in their researches. The two dimensional model based on OCB-I and OCB-O of William and Anderson (1991) is also quite popular among researchers now a days as it based on five dimensions of Organ (1988) as altruism ,agreeableness, and courtesy are related to OCB-I whereas conscientiousness, civic virtue, and sportsmanship represent OCB-organization . Le Pine et al., (2002) in their study also recommend the more use of two dimensional model of William and Anderson (1991) for measuring OCB. Moreover some researches suggests these behavior as opposite to each other and base them on social exchange theory as well. However the study of Sirivastava & Gope (2015) describes that the concept of OCB has been refined later in the studies of Podsakoff et al, (2000), Jahangir, et al., (2004) and Sahafi et al, (2 013).

2.9.3. Antecedents of OCB

Behavior of employees has become an interesting issue to explore by the researchers since the inception of OCB (Zarea,2012). Every person holds some attitudes which in result appear in for of some action or behavior. Attitude and behaviors of people as employee get influenced by different personal and organizational factors. Behavioral researchers consider the factors e.g. job design, the working conditions, pay, tenure, the work group, and supervisor support as organizational factor. Generally, the management expects the organizational citizenship behavior from employee as discretionary without any formal reward. This expectation of responsible and extra role behavior of employee is taken as helping a new co-worker or an individual with heavy workload, voluntarily attendance and active participation in office meetings, paying attention to self- development to become resourceful and not complaining about minor problems (Podsakoff et al., 2009).

Among various behaviors, the discretionary action which does not depend on formal reward is considered as organizational citizenship behavior and its omission is not punishable. Before early 1980s the Bateman and Organ claimed OCB as spontaneous behaviors. As defined by Katz and Kahn (1996) the "behaviors that are not specified by role prescription but which facilitate the accomplishment of organizational goals". According to Jahangir et al., (2004) there is not any single reason for OCB and it has multiple sources of its causation.

According to literature of organizational citizenship behavior (OCB) the early studies mostly highlighted the individuals' behavior related to organizational support and later the diverse topics came into discussion (Ali Zadaeh, 2012). Concluding the results from the early researches of OCB conducted by smith et al., (1983) and Bateman & Organ (1983) the OCB was judged by Job satisfaction. Chohen (2006) found the satisfaction with the material reward is more concerned

with individual's OCB. Following the research of Podsakoff et al. (2000) the citizenship behavior as OCB can be discussed as (a) Individuals to organizational characteristics, (b) organizational support to Job characteristics.

Further, Schnake and Dumler (2003) in their study discussed the several levels of OCB based on different levels like (i) studies observing and analyzing on individual level OCB that include (Mackenzie et al.,1993 ; Skarlicki &Latham,1995), (ii) research observing and analyzing at group level OCB by (George & Bettenhausen,1990; Podsakoff et al, 1997) and (iii) investigation of observing at individual level and analyzing on group level as in (Waltz & Niehoff,1996).

2.10. Collectivism

According to Hofstede, (1991) organizational culture deals with norms and ethics that are mutually accepted by individuals at work and collectivism is the same sort of organizational culture that believes in mutual understanding of employees at work. Further in collectivist culture people ignore their personal identities and focus on group attachments.

The collectivism has become a hot topic in organizational studies and has been discussed in relation to HRM practices (Ramamoorthy & Carroll,1998). The collectivist believes in interdependence on others as family, group or organization etc. and show loyalty unconditionally. According to Triandis (1995) the collectivist demonstrate sense of belongingness with a group and are willing to sacrifice for the sake of duty and obligation in a group or any organization.

Collectivism is a group bind personality trait of individual. In group a family, religion, society are concerned with individual and he feels his obligation to be a part of it.(Oyserman et al., 2002). Individuals with collectivistic approach tend to define them through group affiliations.

Collectivism has gained a great importance in social science. It focuses on how an individual integrates with group or any unit (Hofstede, 1980) being part of some groups in the society. Collectivists view work relationships as family relationships. Collectivist oriented individuals' possess four types of attributes as: a) they sacrifice their personal interest over collective interests (Parsons, 1951) b) they show more concern to harmonious social relationship for task achievement (Kim et al., 1994) c) They prefer group goals to personal goals (Yamaguchi, 1994) and d) they believe in affiliation of groups membership (Markus and Kitayama, 1991).

According to Triandis (1995) collectivist type of individuals always believe in belongingness as coworker, community etc. Individuals with collectivist norms follow the instruction they receive from authorities they belong to.

Job satisfaction also get effected by collectivist approach. Positive action for external CSR develops a positive perception of employee and they feel prestigious while listening good by outsiders for their organization. External CSR perception will be stronger for individuals who care and value the collectivism and view themselves interdependent on organization (Reykowski,1994).

2.10.1. Interrelationship of Collectivism and variable in study

2.10.1.1 Interrelationship between collectivism and OCB

Though the collectivism is considered as cultural dimension but currently it is used to evaluate the individuals' perception and values and attitudes (Van Dyne et al., 2000). The initiatives of corporate social responsibility (CSR) may get affected by the attitude of employees. When the employees express the attitude it can be negative or positive for the initiatives that the

organization takes toward the stakeholders. If the employee desire that corporate social responsibility should be done it is his cognitive desire as result if it is ignored and he becomes reactive, it is called the affection on the other hand if the desire is met it is called the behavior. All discussed earlier are considered as the attitude of employee.

The individuals with collectivistic traits are observed more inclined toward CSR and strengthen the employee CSR perception (Farooq et al., 2014). The OCB is considered as a positive behavior of employees toward organization and if the organization develops the cooperative culture the employee reciprocate the positive behavior (Shahzad et al., 2014). The study of Cohan and Avrahami (2006) found the collectivism cause citizenship behavior and employees with collectivist trait have high affiliation with the organization. The study of Finkelstein (2013) established a positive relation between collectivism and OCB. The literature on collectivism evident that employee having more collectivist traits present more organizational citizenship behavior (Moorman & Blakely 1995; Wagner ,1995).

2.11. Foundation Theories for the Variables Used in Research Study

2.11.1. Social identity theory

Social Identity concept by Tajfel &Turner (1979) suggest that individuals affiliate them with certain group that differentiate them from others. The literature suggests that people try to associate them with different identities. Social identity is their own perception based on their knowledge that develops their emotional affiliation and attaches them to the membership of organization (Tajfel, 1981) where they work. Tayler (1999) suggests that employee evaluate their self-esteem with prestige of organization so they try to be associated with organization that

enhance their esteem and prestige. Using the social identity theory, the scholars of social sciences and Organizational Behavior have developed a great understanding for organizational identification (Badea et al, 2010). Ashforth and Mael (1989) relate the feelings of belongingness, prestige or distinctiveness with social identity others. Thus, suggest that the organization that carries the positive repute and image possess the attraction for employees and they feel like to continue with it.

Effective corporate social responsibility actions may enhance the organizational repute (Maden et al., 2012). The perceived external prestige is an external image that is a powerful tool for organizational identity (Dutton, et al., 1994). Perceived external prestige is one's own perception about him through the repute of the organization one works with (Smidt et al., 2001). External corporate social responsibility serves as reflection mirror to employee. Outsiders are more likely to evaluate the organization on the basis of external repute. Investment made on society and community improves the level of prestige of organization for stakeholders (Farooq et al., 2014). By doing ethical to outside the organization to external stakeholders give a chance to employee to develop the identification with organization that may lead to positive outcome of employee behavior for organization (Rodrgo & Arenas, 2008).

2.11.2. Social exchange theory

The relations are based on reciprocity (Goulder, 1960) and social exchange . According to Mowday et al., 1982) Social exchange is a contractual relationship between employer and employee , a contract to exchange of certain interests. This relationship can be either explicit (Labor contract) or tacit (Psychological Contract). It is also considered a two way exchange pattern as giving away and giving back. The giver party behavior develops the receiver's party behavior

so as a result of interdependence trait of social exchange the process develops cooperative behavior. This relationship forms a reciprocal cycle of do good and receive good (Zhu, 2012).

Social exchange is reciprocal exchange of rewards both tangible and intangible in every interaction between two parties (Blau, 1964). Social action behavior is initiated by organization through fair treatment to employees (Aryee et al., 2002). The social exchange always exist between two parties (Mayer et al, 1995). An exchange process starts by offering something to another party and If the other party receives favorable treatment it may reciprocate positive and as a result develops trust on management (Butler,1991). Trust is an outcome of social exchange and stems a positive relation between supervisor and employees (Cropanzano &Mitchell, 2005).

2.12. Discussion on Previous Gap Future Research Recommendation

The detailed review of literature has helped to develop a framework of the study. The gap and future recommendations in the light of literature for the variables used in the study as employees' perceived internal and external corporate social responsibility and outcome behavior through the lens of social exchange and social identity also helped to hypothesize the hypothesis. The following is the journey leads to discussion on the gaps and recommendation.

2.12.1. Gap and recommendation for perceived internal CSR

According to Khan et al. (2014), despite being a prominent stakeholder the employee is neglected part of literature regarding employee and organizations. Any positive or negative action of organization has a major impact on employee behavior. Positively treated employee treated employee has always a high say for organization (Khan et al., 2014) and has positive behavior. The employee is a neglected part of literature so there is need to explore the role of internal CSR

with employee outcome behavior in developing countries (Abd-Elmotaleb et al., 2015). Internal corporate social responsibility (CSR) practices can be tool for managers for infusing the extra role behavior as organizational citizenship behavior among employees for obtaining better organizational results. The increasing interest of scholar in micro corporate social responsibility (Rup et al.,2006) suggest that scholars of organizational behaviors to pay attention to employee behavior and to explore the links of corporate social responsibility that impact on employees citizenship behavior as it is little explored and grey area in the previous literature (Aguilera et al.,2007; Aguinis, 2011).

The importance of employee in any origination cannot be ignored. The topic organizations and its related matters have received a lot of attention from academicians, researchers and other related platforms globally during the last few years. Thus, among the several matters related to organizations the concept of micro corporate social responsibility is getting emerged and the literature of Psychology and corporate social responsibility is being merged to explore to explore the same (Glavas, 2016). Employees' well-being through better HR strategies like better compensation, training and development ,working hours ,holidays, etc. (Revathy, 2012) are the actions of internal CSR that help in the development of organization (Amann & stachowicz-Stanusch, 2013) so the Studies of Santoso (2014) suggest to explore the other elements also as internal CSR for future studies.

Similarly the organizations have more focus on sustainability of human and planet through external corporate social responsibility but unfortunately employees as human are ignored in CSR discussion and implementation that is primary source of running the businesses (Rup, 2011; Glavas, 2016) so there is a need to explore on micro level corporate social responsibility through research on employee related issues (Aguilera et al., 2007; Aguinis, 2011; Fredrick , 2016; Glavas,

2016).

2.12.2. Gap and recommendation for POS

There has been little explored about perceived organizational support (Shore and Shore,1995). However some interest of researchers has been observed during the last decade. The exploration of literature has found information about perceived organizational support and its effects on employee behavior (Rhoades and Eisenberger 2002; Aselage and Eisenberger 2003). Similarly the relationship of trust in term of fairness and justice as part of perceived organizational support has not fully explored yet (Guh et al, 2013).

The literature on POS recognize it as part of social exchange . When the perception of employee gets improved about the organization by receiving the care and attention from their management, the attitude and behavior of employees also get changed. They try to return the same what that they receive and it reduces the negative behavior of employees. However, there is further need to detect the relationship of employee related issues based on HR particles attached to perceived organizational support through social exchange (Eisenberger et al.,1986). Similarly, Mahon (2015) has observed the perceived organizational support with employee engagement and further suggests to explore this with other element of social exchange theory. Sing & Malhotra (2015) in their study have explored the perceived organizational support on silence through the mediation of trust and suggested to further extend the relationship of perceived organizational support and trust on some other variable.

2.12.3. Gap and recommendation for trust

Trust has a great importance for management and employees (Mc Cauley & Khunert, 1992). Trust builds better relationship with employees and organizations. Literature suggests that

several studies have been built to explore the role of trust as mediator for the positive outcome behavior. The study deals with trust with reference of perceived organizational support through perceived internal CSR . Perceived internal corporate social responsibility refers the actions that welfare the employees and promote the perception for organizational support. Based on social exchange theory the employee reciprocate the trust to organization against the support they receive from their management. Perceived organizational support has different shades in research of management and social sciences like fairness, justice as distributive and procedural and is a modified shape of HR practices, in the form of transformational leadership and servant leadership etc. No matter whatever the name is given to perceived organizational support and perceived internal CSR, they all effect on employee attitude e.g. and develop trust. The study of Shahzad et al., (2013) has studied the relationship of trust as mediator between management style and organizational citizenship behavior and suggests to explore it further. Trust has also been explored in the study of Farooq et al, (2014) and. Sing & Malhotra (2015).

2.12.4. Gap and recommendation for perceived external CSR

The perception of employee about external stakeholders has a great importance for CSR related actives in the organizations nowadays. Though the corporate social responsibility (CSR) does not directly belong to in every organizations in most of the countries but in west it is almost part of every organization in different ways. The question is why the employee perceive about external corporate social responsibility (CSR). The literature proves that the external stakeholders can affect the employee perception either positive or negative, like employee give a great importance to the image of their organization. When they listen good about their organization from outsiders .they feel pride and barks to its glory. This feeling of prestige make them confident and

boost their positive attitude e.g. organizational identity that leads to organizational citizenship behavior. Choi & Yu (2014) found the positive relation of perceived CSR on organizational citizenship behavior in china and suggest the future research in other South Asian countries. Farooq et al.(2014) has also suggested to explore perceived CSR on service industry.

2.12.5. Gap and recommendation for PEP

Though perceived external prestige (POS) is a new concept (Ciftcioglu, 2010) in research and a considerable amount of attention is being paid to it but is explored related to relation of perceived external prestige with employee working attitudes especially with organizational identity (Carmeli, et al., 2006). Some of the previous researches have observed the relation of perceived external prestige and identification but did not develop any model showing impact of perceived external prestige on employee organizational behavior (Ciftcioglu, 2010).

Carmeli et al. (2006) in his study used competitor, supplier and Customer required to include other stakeholders for future research related to perceived external prestige with identity. The model for seeing impact of perceived external prestige on employee behavior is required to be explored (Ciftcioglu, 2010).

2.12.6. Gap and recommendation for OI

Employees feel attraction for company by two ways, first by identifying their personal attribute matching the company and secondly the image of company in the eyes of outsiders (Collier &Esteban, 2007).When they find the images according to their desired perception they like associating them with the organization. Literature suggests that little is explored about Perceived CSR and company related identification so there is need to explore the company identification through perceived external prestige (Kim et al., 2010).

2.12.7. Gap and recommendation for OCB

Having information from the literature, the organizational citizenship behavior (organ, 1988) is observed as extra -role behavior rather than in -role behavior. A discretionary behavior that is not attached with formal reward , a matter of personal choice but is good for the health of organizations (Kim & Moon, 2005).People work in the organizations with in –role behavior that cannot be hundred percent. Getting maximum desired behavior requires the organizations some extra .more than legal obligations like corporate social responsibility. The corporate social responsibility is playing a great role to fill out this gap. However, the corporate social responsibility has been observed with organizational citizenship behavior but mostly through macro lens (Lee & Kim, 2015) , whereas micro perspective (the employee) as unit who are inimitable resource of production ignored in relation to organization citizenship behavior and that is required to be explored (Lee & Kim, 2015). The following Table 2.1 represents the previous gaps and future recommendations for perceived model of present study.

Table 2.1

Gaps and Recommendations for study variables

Variable	Author & year	Gap & Recommendation
Perceived Internal CSR	Rup et al., 2006	**Gap:** links of CSR that impact on employees is little explored**.** **Recommendation:** Scholars of organizational behaviors to pay attention to employee behavior and to explore the links of CSR that impact on employees.
	Aguilera et al., 2007; Peloza, 2009	**Gap:** CSR that impact on employees is a grey area in the previous literature. **Recommendation:** Need to explore this relationship.
	Kim et al., 2010	**Gap:** The employees' perception in relation to attitude and behavior is almost a neglected area.
	Aguinis, 2011	**Gap:** Employee is not fully explored in CSR.
	Khan et al., 2014	**Gap:** Employee is neglected part of literature. **Recommendation**: To explore more
	Santoso , 2014	variables in term of Internal CSR.
	Abd-Elmotaleb et al., 2015	**Gap**: Employee is a neglected part of literature **Recommendation:** There is need of exploring the role of Internal CSR with employee outcome behavior in developing countries.
	Glavas, 2016	**Gap**: Little explore on micro perspective. **Recommendation:** Need to explore on micro level CSR through research on employee related issues.
	Fredrick , 2016	**Gap**: Macro has been explored more than Micro **Recommendation**: Need to explore on micro

		level CSR .
Internal and External CSR with social exchange theory	Agunis & Glavas, 2012	**Recommendation:** Need to develop a link by merging Macro (organizational CSR for external stakeholder) &Micro (Organizational CSR for Employees) together that can provide results for employee perception and outcome (OCB) for the organizations aligned with the social exchange theory.
Perceived CSR and OCB	Bozkurt &Bal, 2016	**Gap:** There is a lack of study in the literature which examines the relationship between organizational citizenship behavior and employee perceptions of corporate social responsibility.
Internal CSR and OCB	Seivwright & Unsworth, 2016	**Gap:** Little explored how Internal CSR work for OCB.
POS and social exchange theory	Sho&Shore,1995; Guh et al, 2013	**Gap** : There has been little explored about perceived organizational support
	Eisenberger et al.,1986	**Recommendation:** Need to detect the relationship of employee related issues and perceived organizational support based on social exchange theory
	Mahon, 2014	**Recommendation:** He explored the relations with employee engagement and suggested to explore some other variables in the relationship to employees and perceived organizational support based on social exchange theory.
Trust with OCB	Shahzad et al., 2013	**Recommendation:** Need to study Trust with OCB.
POS Trust & OCB	Paille´ & Bourdeau, 2010	**Recommendation :**Further study can be made on exploring POS through Trust for OCB.
Perceived External CSR	Choi & Yu, 2014	**Recommendation:** Need to study perceived external CSR with OCB.
PEP	Ciftcioglu, 2010	**Recommendation:** Need to explore PEP with employee behavior.

OI with PEP	Kim et al., 2010	**Recommendation:** Need to explore OI with PEP.
External CSR ,OI and OCB	Newman et al., 2015	**Recommendation :**Need to investigate how the external CSR creates OCB through organizational identity.
Social Identity Theory	Farooq et al., 2014	**Gap:** Need to measure identity with employee outcome behavior. **Recommendation:** Need to explore social identity theory with other theories to explore the mediation mechanism.
Organizational Identity &OCB	Moghadam, & Tehrani 2011	**Gap:** Relation of employees' organizational with organizational citizenship behaviors is also under investigated.
Perceived Internal CSR and Social Exchange Theory	Newman et al., 2015	**Gap:** Internal CSR as Strategic HRM has been observed under Social Identity theory **Recommendation:** Need to observe the relation with social exchange theory that can explain the concept better
Relation of mediation and moderation	Glavas, 2016	**Recommendation:** Need to observe the mediation and moderation in relation to employee outcome behavior

CSR= Corporate social responsibility, POS= Perceived organizational support, PEP= Perceived external prestige, OCB= Organizational citizenship behavior, OI= Organizational identity.

2.13. Conceptual Framework of Study

The current study has tried to observe the relational path and mechanism to observe the employee psychology and perception on the basis in micro foundation for corporate social responsibility internal and external simultaneously. Extensive literature has been reviewed with the help of social Identity and social exchange theory during the process of development of rationale employee perception of corporate social responsibility and their outcome behavior. Thus, the contribution of literature review gaps and future recommendations and self-administered survey based on available secondary data has served as platform for a comprehensive framework for study.
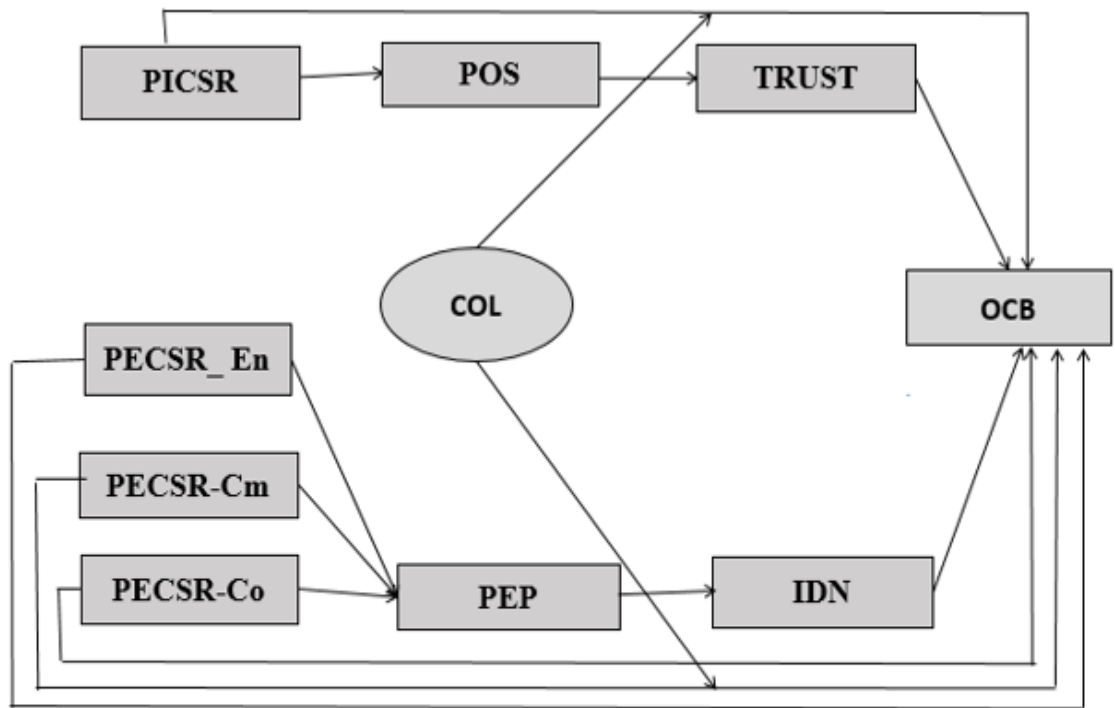
PICSR= perceived internal corporate social responsibility, POS= perceived organizational support, TRUST= organizational trust, PECSR_En=perceived external corporate social responsibility for environment, PECSR_Cm= perceived external corporate social responsibility for community, PECSR_Co= perceived external corporate social responsibility for consumer, IDN=identity, PEP= perceived external prestige, OCB= organizational citizenship behavior, COL=Collectivism.

Figure 2. Perceived Model

2.14. Hypotheses Development

In the light of literature cited in the study, this section discusses the series of hypothesis based on framework designed for observing and testing the impact of perceived internal and external corporate social responsibility on organizational citizenship behavior (OCB) empirically.

Despite the importance of corporate social responsibility in Management and Organizational Behavior studies, the study of employees' as unit is ignored (Aguirela,2007) and the employees' perception in relation to attitude and behavior is almost a neglected area (Kim et al,2010). Similarly less focus is laid down on the combination of variable that link the variable through social identity theory (Farooq et al., 2014). However, to some extent variables related to Internal CSR has been identified with social identity theory in the literature(Newman et al, 2015) but only the employees' contribution in CSR has been studied rather the influence of CSR influence on employees (Glavas, 2016). Therefore this study is taken as attempt by to fill out the gap related to the previous research gap and future research suggestion that have been discussed in the Table No 2.1. Thus, based on earlier discussed, the following hypothesis were developed :

2.14.1. Perceived internal CSR to perceived organizational support (H1)

Employees have great importance in organizations. The success of any organization depends upon its employees and their perception can affect work environment and their behaviors as well (Cable & Judge,1996). Perceived organizational support is associated with the behavior of organization with employees (Rhoades & Eisenberger, 2002). The treatment of management to employees is a signal to employee about organizational support and result them a meaningfulness

at work (Glavas, 2014). However, internal CSR are the welfare practices for employees (Hameed et al., 2016). If the organization care about the welfare of employees they perceive it as organizational support.

H.1 Perceived internal corporate social responsibility (CSR) positively influence the perceived organizational support.

2.14.2. Perceived organizational support to trust (H2)

Achieving the employees' loyalty is of the great challenge among the several challenges at work for many organizations.(Kouzes & Posner, 2007). The study of Wong et al., (2012) found the significant positive relation of POS and Trust. The employees finding support from organization perceive high trust on their organization. When the employee observe their organization sincere to the in term of sincerity, fairness, reward procedural justice, they show more trust on organization (Mey et al., 2014) .

H.2 Perceived organizational support positively influences the trust.

2.14.3. Trust to organizational citizenship behavior (H3)

Trust is the inherent belief of employees that organization will not trespass their interests (Robinson, 1996). Trust is important in sense of getting extra role behavior of followers by their leaders (Yang & Mossholder, 2010) and arises loyalty in them (Coyle-Saprio & Shore, 2007). Organizational citizenship behavior is a discretionary behavior and gets developed according to individuals' own perception and trust and level varies person to person. The study of Altuntas &Bylcal (2010) found the relationship of trust and organizational citizenship behavior and stated in their study that employees who trust their organization show high level of citizenship behavior.

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H.3 Trust positively influences the organizational citizenship Behavior.

2.14.4. Perceived internal CSR to organizational citizenship behavior (H4a, H4b)

A wide variety of literature support the importance and influence of corporate social responsibility on employees' attitude and behavior toward the organization. The organizational behavior and actions serve as signals to employees about their care and respect. The organizations that want to grow need to improve the facilities for employees like child care, implementing the labor laws, safety and workplace facilities etc. (Mc William & Siegal, 2001) because by fulfilling the employees' needs the employees feel satisfied. The ethical culture of work environment boosts their positive behavior (Valentine & Barnett, 2003).

H.4. a Perceived internal corporate social responsibility positively influences the organizational citizenship behavior.

H.4.b There is an indirect relationship between perceived internal corporate social responsibility and organizational citizenship behavior through the mediation of perceived organizational support and trust.

2.14.5. Perceived external CSR to perceived external prestige (H5a , H5b, H5c)

Employee perception is of the great interest of organizational behavior (OB) researchers nowadays. The literature suggests that employee perception gets affected by the actions of organization (Floger,2005). Human by nature want to be treated fairly. To be treated is an innate trait of every individual. Even if the individuals finds some other are not treated fairly, they may take it personally as if they are not treated fairly (Corpanzano et al., 2001). So the OB research declares that employees may not only react for unfair treatment for them but also for the

stakeholders outside the organization (Corpanzano,et al., 2001) like community, environment and consumer. If the employees feel the ethical behavior of their organization for outside stakeholders, they start feeling prestigious and develop positive attitude for the organization (Rup et al., 2006).

H.5.a.   Perceived external CSR for environment positively influences the perceived external prestige.

 H.5.b   Perceived external CSR for community positively influences the perceived external prestige.

 H.5.c Perceived external CSR for consumer positively influences the perceived external prestige.

2.14.6. Perceived external prestige to organizational identity (H 6)

The literature shows that employee always like working with the reputable organizations. The prestige of organization helps in retaining and attracting employees for the organization. It leads to favorable attitudes and outcome behavior that helps in developing understanding among employees tolerance and better understanding among employees and organization (Mignonac, et al., 2006). It facilitates the employees to develop a sense of belongingness through organizational identification so the members that receive the organizational identification start basking in the glory of prestige (Cialdini, 1976).The organization for better performance always depend on their human resource. Happy employees create happy organizations. Positive organizational attitudes and actions result higher organizational performance (Carmeli, et al.,2007).

H.6. Perceived external prestige positively influences the organizational identity.

2.14.7. Organizational identity to organizational citizenship behavior (H 7)

The study of Haigh & Pfao, (2006) found the correlation between organizational identity and OCB. The study of Kramer (2006) explored organizational identity and OCB to explore how

the identity impact on willingness to positive behavior. Allameh et al., (2014) discussed in his studies the organizational identity and organizational citizenship behavior having positive relation with each other so by improving organizational identity the better results can be obtained on as OCB. Further, Evan & Davis (2014) the organizational identity and outcome behavior of employees through the lens of social identity. The relation between identification and OCB has been also explored in the study of Steven et al., (2015) and was found positively correlated to each other. Observing the relations, it is hypothesized in the study that:

H.7 Organizational identity positively influences the organizational citizenship behavior.

2.14.8.   Perceived external CSR to organizational citizenship behavior (H8.1a,b,c, H 8.2a,b,c)

The study of Organ (1988) has defined organizational citizenship behavior as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization". In the light of literature several studies have discussed the direct relation of perceived external CSR   and OCB (Choi &Yu, 2014). According to Hensen et al., (2011) the literature of organizational behavior suggests that if the employees perceive that their organization harms e.g. community, environment or other stakeholders etc, they create a negative image of company in their mind. Corporate social responsibility (CSR) shapes corporate image so the companies interested in long term benefits pay full attention to return the stakeholders through corporate social responsibility (Mousiolis & Bourletidis,2015). (Yongrok and Yanni, (2014) suggest that actions taken by corporate social responsibility with fair implementation have significant positive impact on organizational citizenship behavior of employees and further these actions influence the norms of organization

(Mousiolis & Bourletidis 2015). Corporate social responsibility enhances the company's attraction for employees (Marin & Ruiz, 2007). Similarly, the study of MC.Williams & Siegel, (2001) suggests that implementation of corporate social responsibility may causes the management to build an ethical image in the market and in this way the organization can not only get the better repute but also profit in long run .

However, employees finding their company behavior positive toward the external stake holders perceive its positive image in their mind and develop positive work behavior (Rupp et al., 2006). Consequently, to identify the relation of external CSR as environment, community & customer on organizational citizenship behavior directly and indirectly six hypotheses have been designed that are discussed as follow:

H.8.1.a: Perceived external CSR for environment positively influences the organizational citizenship behavior.

H.8.1.b: Perceived external CSR for community positively influences the organizational citizenship behavior.

 H.8.1.c: Perceived CSR for consumer positively influences the organizational citizenship behavior.

 H.8.2.a: There is an indirect relationship between perceived external CSR for environment and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity.

H.8.2.b: There is an indirect relationship between perceived external CSR for community and organizational citizenship behavior through the mediation of perceived external   prestige and organizational identity.

H.8.2.c: There is an indirect relationship between perceived external CSR for consumer and

organizational citizenship Behavior through the mediation of perceived external prestige and organizational Identity.

2.14.9. Collectivism to organizational citizenship behavior as moderator (H.9.a,b,c)

The literature on collectivism suggests that collectivism is an individual cultural trait that describes the individual's behavior in group. The propensity to affiliate with someone varies among the individuals (meal and Ashforth,1995). The association of individuals' depend upon the relationship they possess with others (Wang, 2000).Some individuals do not like to be associated with others (Epitropaki and Martin, 2005), while there are some who like associating with groups (Epitropaki and Martin, 2005).Therefore the individuals having high tendency of affiliating with groups are called collectivists in the study of Triandis et al., (1998). Collectivist stay long on their jobs and expect the organizations to take care of the need of employees as well. The effect of collectivism of employee on perceived external CSR for community on OCB varies among individuals as per their level of personality traits. In the same culture people have different traits. Therefore the effect corporate social responsibility on organizational citizenship behavior will be stronger for employees who have high collectivism.

Similarly, collectivism has great importance at workplace (Perrewe &Spector, 2002) employee with collectivism like helping others at work even at expense of their own interests (Wagner &Moch,1986) Collectivists do not change their affiliations and feel prestige and identity by associating them with the group because they like sharing prestige and identity of group they are associated with. Collectivists usually feel pride to be identified with the organizations and prefer the group goals over their personal goals.

H9.a: Employee collectivism moderates the effect of perceived internal corporate social

responsibility on organizational citizenship behavior.

H9.b: Employee collectivism moderates the effect of perceived external CSR for community on organizational citizenship behavior.

2.15. Summary of Hypothesis

Every true research needs some hypothesis before it is started. The hypothesis is an unproven presumed, proposition or assumption about the relationship of two or more variables that needs to be examined. Hypothesizes are formal statements that discuss the expected association among variables to reach the problem and guess for the outcome of research. Hypothesizes are usually used in quantitative type of research to design the purpose of research (Hair et al., 2000) and are prediction of research that a researcher want to present through the relationship of various variables with each other(Welman, 2005).The following Table 2.2 gives the overview of the hypothesizes developed for perceived model.

Table 2.2
Summary of Hypothesis

Hypothesis:		Structural path
H. 1	Perceived Internal CSR positively influences the perceived organizational support.	PICSR → TTPOS
H. 2	Perceived organizational support positively influence the trust.	TTPOS → TTTRUST
H. 3	Trust positively influences the organizational citizenship behavior.	TTTRUST → TTOCB
H.4.a	Perceived internal corporate social responsibility positively influences the organizational citizenship behavior.	PICSR → TTOCB
H.4.b	There is an indirect relationship between perceived internal corporate social responsibility and organizational citizenship behavior through the mediation of perceived organizational support and trust.	PICSR →TEPOS → TTRUST → TTOCB
H.5.a	Perceived external CSR for environment positively influences and perceived external prestige.	PECSR_ En → TTPEP
H.5.b	Perceived external CSR for community positively influences the perceived external prestige.	PECSR_ Cm → TTPEP
H.5.c	Perceived CSR for consumer positively influences the perceived external prestige.	PECSR_ Co → TTPEP
H.6	Perceived external prestige positively influences the organizational identity.	TTPEP→TTIDNT
H.7	Organizational identity positively influences the organizational citizenship behavior.	TTIDNT→TTOCB
H.8.1.a	Perceived external corporate social responsibility (CSR) for environment positively influences the organizational citizenship behavior.	PECSR_ En→TTOCB
H.8.1.b	Perceived external (CSR) for community positively influences the organizational citizenship behavior.	PECSR_ Cm→TTCOB
H.8.1.c	Perceived external corporate social responsibility (CSR) for consumer positively influences the organizational citizenship behavior.	PECSR_ Co→TTCOB

H. 8.2.a   There is an indirect relationship between perceived external
            CSR for environment and organizational citizenship
            behavior through the mediation of perceived external   PECSR_ En→TTPEP→
            prestige and organizational identity.   TTIDNT→TTCOB

H.8.2.b   There is an indirect relationship between perceived external
            CSR for community and organizational citizenship
            behavior through the mediation of perceived external   PECSR_ Cm→TTPEP→
            prestige and organizational identity.   TTIDNT→TTCOB

H.8.2.c   There is an indirect relationship between perceived external
            CSR for consumer and organizational citizenship behavior
            through the mediation of perceived external prestige and   PECSR_ Co→TTPEP→
            organizational identity.   TTIDNT→TTCOB

H.9.a   Employee collectivism moderates the effect of perceived   TTCOL→PICSR on
            Internal CSR on organizational citizenship behavior.   TTOCB

H9.b   Employee collectivism moderates the effect of perceived
            external CSR for community on organizational citizenship   TTCOL→PECSR_ Cm
            behavior.   on TTOCB

2.16. Summary of Chapter 2 'Literature review'

Second chapter comprised of two parts. The first part covers the details of literature review of variables used in perceived model and sheds a light on the key drivers of perceived internal and external CSR and its outcome organizational citizenship behavior (OCB) as independent, dependent and mediating variables. Further, the study moved in chronological order to provide the details of variable used as the historical background, antecedents, relationship of variables with each other along with gap and recommendation for every variable discussed in of study. The variable include in the study were observed as Perceived Internal CSR, Perceived External Prestige, Organizational Identity, Perceived Organizational Support, Trust and Organizational Citizenship Behavior and collectivism.

Second part describes the frame work of conceptual model based on dominant & established theories the Social Identity and Social Exchange. Going next the second part was concluded with hypotheses development based on aforementioned detailed literature review in the previous section.

Chapter 3
RESEARCH METODOLOGY

. Sampling and Data Collection	→	Pilot study	→	Measures	→	Data Analysis
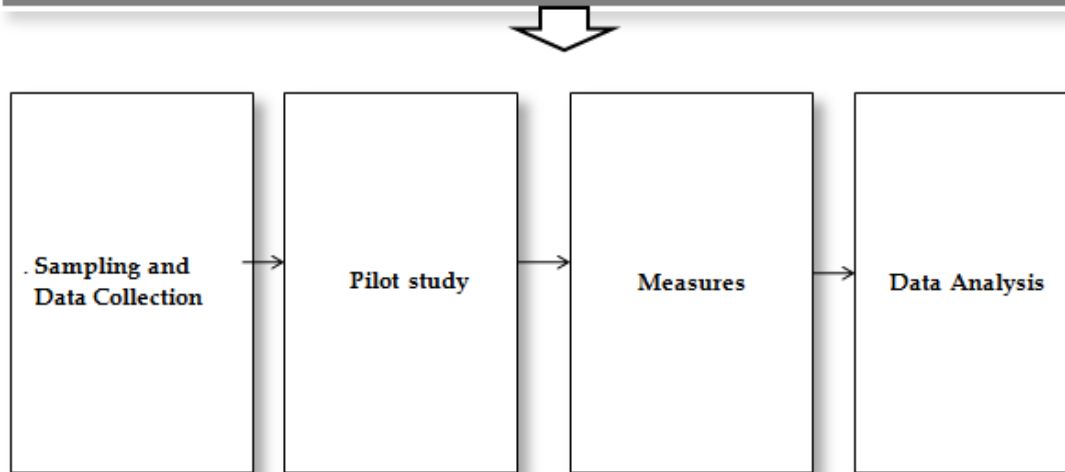
CHAPTER 3 : RESEARCH METHODOLOGY

3.1. Introduction

The chapter three of present study sets out discuss the procedures used in testing perceived model design, development instrument, sampling, data collection procedures, data analysis. The objective of this chapter is to study the tools required for measurement and structural model of all the latent internal and external corporate social responsibility , perceived organizational support, trust, perceived external prestige, organization identity, organizational citizenship behavior and collectivism. The rationale behind the current study is of two fold, firstly to examine the paths between perceived internal and external corporate social responsibility of employees with their organization citizenship behavior (OCB) through direct and indirect relations, secondly to observe moderating effect of collectivism on perceived internal CSR, and perceived external CSR for community on organizational citizenship behavior.

The research design is followed by the concept of Saunders et al., (2011) where they suggest the concept of onion metaphor for research design. According to the philosophy of onion metaphor the research composes of inter connected layers that include approaches, idea, approaches for research , times schedules , choices, procedure & techniques. The current research adopted the positivism philosophy with quantitative methodology to examine the theoretical model through the data collected from respondents.

According to Creswell (2002) quantitative is an appropriate method, further added Uma Sekaran (2000) for measuring the data in terms of frequencies, or mean and standard deviations etc. The data of the present study has been collected through survey method because it facilitates

the analysis of large group for their attitudes and behavior (Mathiyazhagan & Nandan, 2010) and helps in observing association among variety of variable (Sproles, 1981). The data was collected on convenience based survey. The questionnaire based technique was used for collection. The great advantage of using questionnaire tool is that it has capacity of measuring the perception, reaction and attitude of targeted sample (Jhonsen and Christenson, 2004). Further, the current study has adopted the mono method for data collection and data was collected at one point of time. The organization of current chapter is followed as 3.2 comprises of sample design and data collection strategy, 3.3, presents the process of pilot study 3.4 deals with measures for study, 3.5 suggests the process of data analysis and 3.6 takes to the summary of the present chapter.

3.2. Sample Design and Data Collection Strategy

Data collection is strategy that is followed to decide about the type of data to be collected, how , when and from whom. Data was collected through multistage sampling. Firstly, the Telecom industry was selected among other organization of service industry in Pakistan because it was found having higher contribution in CSR (Ali,2011). Secondly, the study has followed the universal sampling technique by selecting all the Telecom organization working in Pakistan as sample and gave equal importance to all organization in the selected industry. Thirdly, convenience sampling method was used to get the maximum understanding of employees who understand the CSR and get effected by it and can be approached easily.

The data was planned by survey method by floating questionnaire among employees (male and female) of five telecom organizations in the major cities of Pakistan that include: Islamabad, Rawalpindi, Lahore Faisalabad and Peshawar based on fact that almost all the head offices are

located in these cities, so they could represent sample population sample. The questionnaire was used for two reasons: first it assists in analyzing the large sample involved in attitudinal and behavioral studies (Bloch, et al., 1994), second reason it helps in investigating the relations among diverse variables (Sproles, 1981).

While adopting the survey method of sampling the researcher had specific group of people in his mind. This study has excluded CEO's and senior management staff as both were concerned with policy making. The equal number of questionnaires were distributed among all selected organizations.

The selection of Telecom industry was based on the rationale of being one of the flourishing service based industry (Ali, 2011) According to Pakistan Economic Survey (2014-15) during Jul-Dec 2014-15, the revenues amounted to Rs.299.0 billion from telecom industry. The information received from corporate social responsibility Pakistan a private platform for corporate social responsibility (CSR) along with the survey conducted by author on the activities of corporate social responsibility confirmed to select the telecom industry for the survey of impact of external and internal CSR on organizational citizenship behavior.

First of all the researcher contacted the respective department and operational management through telephone for getting their time to visit them for data collection permission of their employees. After having positive consent from their managements with the condition of maintain ethical standards during the data collection process the researcher. The concerned management authorities of targeted organizations reviewed the questionnaire. The 1300 questionnaire were delivered and collected personally with minimum eight weeks' time with help of the administrative department of the organizations selected for survey with view of keeping on confidentiality of data. Several data could not be collected with three week's margin. The departments were visited

and reminded for data recovery so that data received in ninth and tenth week was also accepted. Out of 1300 questionnaires we received 1015 due to different administrative constraint and 285 questionnaire were discarded being incomplete.

3.3. Pilot Study

Before data collection, a pilot study survey was also conducted. For this purpose, questionnaires were filled from 100 respondents from telecom industry other than targeted sample Further, the collected was used in article that was presented in research conference in Marsielle France in September 2015, and impact of CSR was observed on OCB. The reliability of questionnaire was tested through Cronbach's alpha. Reliability of instrument was not less than .70. On the basis of reliability test and result of research article the questionnaire was finalized for survey. The committee of researchers on micro CSR from the different universities of US and Europe approved the method for final analysis . Sometime conducting the pilot study before the main study is tough task because of complexities of model and can be dropped if the procedure is well planned but it is equally important to judge the procedure.

3.4. Measures

In the beginning of the questionnaire the preamble was given to explain the reason of research. The questionnaire was divided into two parts. The first part was self-administered carrying the demographic type group of questions to obtain the personal and organizational information of participants like gender, age, year of working and educational level. The second part was adopted with of 59 items of 10 variables. All the items were measured on 5 Likert Scale ranging from 1 (Strongly Agreed) to 5 (strongly Disagreed).

3.4.1. Perceived external CSR

According to European commission (2011) external corporate social responsibility (CSR) is "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis". The CSR is usually classified into two categories the external and internal (Werther & Chandler, 2010). The external CSR is considered for the external stakeholders whereas as internal CSR for internal stakeholders. External CSR further classified into three categories i.e. perceived external CSR for environment (PECSR_En), perceived external CSR for community ((PECSR_Cm) and perceived external CSR for consumers (PECSR_Co). These three external CSR was measured through Turker (2009). These variables are measured through 3 items each. The measurement scale was well established, valid, and reliable.

3.4.2. Perceived internal CSR

Internal corporate social responsibility includes the actions targeted to employees. Perceived internal CSR (PICSR) are the actions that must speak (Macshane & Cunningham, 2012) in term of employees-related welfare practice like providing health and wellbeing and education to employees (Castka et al., 2004) equality and work life-balance. Further the Cornelius et al (2008) in their study suggests the internal CSR as actions of well-being of employee in and outside the organization. Perceived internal corporate social responsibility has been measured by using six items (e.g. my company encourages its employees to participate to the voluntary activities) was adopted from Turker, (2009). The measurement scale has been found well established, valid, and reliable.

3.4.3. Perceived organizational support

Perceived organizational support refers to belief hold by the workers of the organization that to which extent the organization values their assistance and cares about their welfare and interests. (Eisenberger, et al., 1986). Perceived organizational support (TTPOS) has been measured by using eight items (e.g. the organization values my contribution to its well-being) and was adopted from Eisenberger et al. (1986). The measurement scale is considered as well established, valid and reliable as the coefficient Cronbach's alpha value was 0.83.

3.4.4. Perceived external prestige

Perceived external represents the way an employee thinks and trust outsider's perception about the organization and therefore consider themselves as a part of that organization (Smidts et al., 2001). Perceived external prestige (TTPEP) has been measured by using eight items (e.g. "people in my community think highly of my employer") adopted from Mael and Ashforth (1992). The measurement scale is considered as well established, valid, and reliable as the coefficient Cronbach's alpha value was 0.77.

3.4.5. Trust

Organizational trust is defined as an individual's faith that others will make a good assurance and effort to remain committed, be sincere, and do not take benefit of another (Cummings & Bromiley, 1996). Trust (TTTRUST) has been measured by using six items (e.g. I feel quite confident that my leader is always try to treat me fairly)was adopted from Podsakoff et al., (1990). The measurement scale is considered as well established, valid, and reliable scale as coefficient Cronbach's alpha value was 0.90.

3.4.6. Organizational identity

Organizational identity is define as the individual's sense of belonging and connection with the organization where they work (Meal & Ashforth, 1992).Organizational identification (TTIDNT) has been measured by using five items (e.g. When someone criticizes my company, it feels like a personal insult) adopted from Mael and Ashforth (1995). The measurement scale is considered as well established, valid and reliable as coefficient Cronbach's alpha value was 0.83.

3.4.7. Organizational citizen behavior

Katz and Kahn (1978) suggest that organizational effectiveness cannot be achieved only with the expenditure of job presentation but this also requires the employee's motivation and initiatives to go more than and beyond the call of responsibility and deliberately have control on such acts that are harmful to the organizational welfare. Organizational citizen behavior (TTOCB) has been measured on nine items. (e.g. I help other employees with their work when they have been absent")and was adopted from Smith et al, (1983). The measurement scale is considered established, valid and reliable as coefficient Cronbach's alpha value was 0.85.

3.4.8. Collectivism

According to Hofstede (1991) "Collectivism stands for a society in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people's life time continue to protect them in exchange for unquestioning loyalty". Collectivism (TTCOL) has been measured by using six items. (e.g. Individuals may be expected to give up their goals in order to benefit group success.) adopted from Dorfman and Howell (1988). The measurement scale is considered established, valid and reliable as coefficient Cronbach's alpha value was 0.75.

3.5. Data Analysis

Different data tools are applied in a systematic manner like descriptive analysis of respondents'
profile, descriptive analysis of study variables, correlation analysis, multicollinearity analysis,
common method variance (CMV) and structural equation modeling (SEM). Statistical soft-wares
like analysis of moment structures (AMOS) and statistical package for the social sciences (SPSS)
has been used for data analysis.

3.5.1. Descriptive analysis

Descriptive analysis is a representation of the overview of the data in a meaningful manner.
One of the few indices used in descriptive statistics are central tendency, variability and measure
of shape. Mean analysis is used to measure the central tendency of the data which is the represented
by the average group scores. Standard deviation is used as a measure of variability which is
represented by dispersion among the scores. Skewness and Kurtosis are the measures the shape of
the data which is an indication the normality of the data. The acceptable range for a normal data is
skewness (<2) and kurtosis (<7).

3.5.2. Data Screening (Feel for Data)

Before the testing of hypotheses, data was examined and screened. According to
Tabachnick & Fidell, (2001) data screening is evaluated through purpose outliers, missing values
and normality processes and SPSS is used to deal with missing values through three types of
operations. First type is pair wise deletion. Second type is list wise deletion. Third type is
exchanging the mean by mean of responses of a particular respondent .

Data normality examines regularity in data that signifies the largest part of data remains in

middle while plotting data in bell shaped curve. Kurtosis and skewness are the tests used to find the data normality. Skewness investigates the dispersal of data. If maximum data remains on the right side of bell shape curve in that case it is known positively skewed data.

In addition, the data is considered as negatively skewed data if most of data remains on the left side of bell shaped curve. The distribution of data is examined through Kurtosis by taking view of standard deviation and the altitude of bell shaped graph. kurtosis has two types of bell shaped diagram, extremely low bell or extremely high bell. -2 to +2 are the acceptable limits for kurtosis and skewness (Tabachnick & Fidell, 2001).

3.5.3. Reliability analysis

The reliability of constructs in the model was analyzed through reliability test. Reliability analysis also known as is internally consistency analysis is one of the critical issues in data analyses. Reliability is the measure of the consistency of the same set of the items if these items are re-casted and re-administered to the same respondents. Cronbach's alpha is commonly established measurement tool to test reliability . The acceptable value of Cronbach alpha is considered as 0.70 (O'Leary-Kelly & Vokurka, 1998) and 0.60 (Sekaran, 2006) .

3.5.4. Correlation analysis

The correlation analysis is one of the critical tool of syntactical analysis of data. It measures the association among variable. Correlation coefficients are the indicators of the of liner relationship between two variables. The correlation coefficient falls very within the range of ± 1. $+1$ is an indication of perfect positive correlation and -1 is an indication of perfect negative correlation while 0 shows no correlation.

3.5.5. Multicollinearity analysis

Before testing the proposed path of the theoretical model measurement of correlation was checked among multiple factors because multicollinearity is an important issue. The significance of relationship may be effected by the issue of multicollinearity by over estimating the standard errors. Multicollinearity can be measured by estimating variance inflation factor (VIF). O'brien (2007) suggested that value of variance inflation factor (VIF) is acceptable at the level of less than 4. In case of value between .7 to .10 are considered as sign of high correlation and indicates that regression coefficients are inadequately predicted.

3.5.6. Common method variance

Another point of concern is the estimation of common method variance (CMV). The issue of CMV can be found when the data of dependent and explanatory variable is collected from the same respondent (Chang et al., 2010). The CMV can be estimated by using Harman's one-factor. In this method if the variance of first factor is less than 50% then it is an indication of no common method bias (Podsakoff et al, 2003).

3.5.7. Structural equation modeling

Going next the perceived theoretical model has been tested by using structural equation modeling (SEM). Scarpi (2006) suggested that SEM is the tool that facilitates the estimation of impact among variable in an accurate manner. According to Mulaik and Millsap (2000) SEM comprises of three step modeling, common factor analysis , confirmatory factor analysis and estimation of structural mode. The three steps of SEM can also be summed up into two stages, measurement model and structural model. There are several steps involved in calculation of fitness

of model which includes Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), Adjusted Goodness-of-Fit Index (AGFI), Goodness-of-Fit Index (GFI), and Relative chi-square (CMIN/DF). Following is the detail of step involved in SEM:

3.5.7.1. Step1: measurement model

The first phase of SEM estimates common factor analysis and confirmatory factor analysis for the reliability and validity of measurement model through:

3.5.7.1.1 Common factor analysis

Firstly common variance of observed variables is analyzed to indicate the common factor analysis. In common factor analysis the reduction of original variables is resulted in the composition of new variables (Sharma & Kumar, 2006). This is one of the suitable approach in case of the measurement of latent variable through observed variables use (Reise, et al.,1993). Loading of factors and communalities are measured for factor analysis. Communalities are calculated by using squared factors and factor loadings are measured by using standardized regression coefficients (Cattell, 2012). Communalities are treated as the criteria of reliability as it shows the percentage of variance in latent variable. Squared multiple correlations (SMCs) and factors loadings are the essential estimators of communality. Common factor analysis is an essential part of measurement model in which observed variables are deleted if they do not fulfill threshold values of SMCs and factor loading (Floyed & Widaman, 1995). For common factor analysis, for each latent variable reliability, validity and descriptive properties along with Cronbachs alpha, SMCs, factor loadings, mean and standard deviation has to be calculated.

3.5.7.1.2. Confirmatory factor analysis

In second step confirmatory factor analysis has been conducted. CFA is measure of the comprehensive representation latent variables by observed variables. Literature suggested that discriminate and convergent validity should be established by using CFA step before the testing of hypotheses.

3.5.7.1.3. Analysis of measurement model

Further, goodness of fit was used to test the fitness of the model. Factor loadings (FL) was used to calculate the composite reliability (CR) and average variance extracted (AVE). CR and AVE values are the criteria for the conformation of CFA.

3.5.7.2. Step2: structural model

Structural model was estimated to test the direct and direct link among variables. In structural model liner relationship between endogenous and exogenous variable is tested to hypotheses (Steenkamp & Baumgartner, 2000).

3.5.7.2.1. Analysis of Structural Model

In this section the regression coefficients and significance of the regression coefficients were used for the analysis of structural model. Model fitness of structural model was tested on the bases of indices for instance Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Adjusted Goodness-of-Fit Index (AGFI), Goodness-of-Fit Index (GFI), and relative chi-square CMIN/DF. The following is the detail of indices used in analysis of structural model.

Fit Indices/statistics for both SEM Models

Multiple indices are the indication for the confirmation of model fitness. In this study widely recommended five multiple indices are used by pervious research studies. The indices used for the evaluation of the fitness of model are relative chi-square CMIN/DF, Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA).

a. **Relative Chi-square (CMIN/DF)**

Relative Chi-Square is a measure for goodness of fit of the model but due to some limitations attached it is not considered as best measure to test the model fitness. One of the limitations of relative chi-square is of the subjective nature as it is highly sensitive to the size of sample. The larger sample size for instance sample size greater than 200 may lead to the greater possibility of the rejection or generating type II error. Consequently misspecification may affect the significance that untimely leads toward poor model fit. The above-said problem can be minimized by dividing the chi-square fit index by degree of freedom. Carmines and McIver (1981)

recommend the 3 as an acceptable cutoff value. Furthermore Marsh and Hocevar (1985) suggested maximum 5 and minimum 2 for indicating the acceptable fit.

b. **Root Mean Square Residual (RMR)**

The square root of the inconsistency between model covariance matrix and sample covariance matrix are used to predict RMR and standardized RMR. The interpretation of RMR is complicated because of varying range as its range is based on indicator's scales. To deal with the above said problem standardized RMR is measured which addressing this difficulty by interpreting ranges from 0 to 1. The smaller RMR values are the indication for better model, zero is an indication for perfect fit, 0.05 is considered as best fit and 0.08 is an acceptable model fit.

c. **Goodness Fit Index (GFI)**

The model fitness of structural and measurement model can also be tested by GFI. GFI explain the ability of the model by using the covariance and variance ratios (Marcoulides & Raykov, 2000). Byrne (2010) explored that GFI is an ultimate fit index possessing the capacity to compare the hypothesized model with no model. The GFI value ranges from 0 to 1. 1 is representation of perfect model, so value closer to 1 is an indication of well fitted model. The value of .90 is considered s threshold value for GFI.

d. **Adjusted Goodness Fit Index (AGFI)**

Byrne (2010) suggested estimation of adjusted goodness fit index (AGFI), by purposing a different calculation method from GFI. In estimation of AGFI degree of freedom is adjusted for model. AGFI compares the hypothesized model without any model with range of perfect fit

between 0 and 1 while AGFI should be above 0.80 to indicate the well-fitted model.

e. **Comparative Fit Index (CFI)**

       Hetrocedastic relationship between dependent and independent variables is tested by CFI. This hetroscedastic relationship differs with the class of modifier. CFI is an index which is not very much effect by sample size. The value of CFI fall within the range of 0 to 1, the value closer to 1 is an indication of best fit model and value closer to 0 is an indication of poor fit model. CFI greater than .90 is considered as perfect fit indicator.

f. **Root Mean Square Error of Approximation (RMSEA)**

       Root mean square error of approximation is another popular measure of goodness of fit. It indicates the divergence per degree of freedom which does not require the comparison of null model nor it require formation of possible model having complete independence of indicators as assumed by comparative fit index. RMSEA measure the approximation of model to data and considers both sample size and degree of freedom (Byrne, 2001). RMSEA values ranges from 0.01 to 1. If the value of RMSEA is less than or equal to 0.05, then it is considered best fit, from 0.06 to 0.08 is considered reasonably fit and values above 0.1 are considered indicators of poor fit (Schumacker & Lomax, 2004). If RMSEA has the value ranging from 0.8 to 0.1 then it indicates a good or average fit (Byrne, 2001).

Table 2.3

Adopted Goodness of Fit Statistics

Sr. No	Fit indices	Ranges and acceptance criteria	
1	Relative / Normal chi-square (CMIN/ DF)	(1.00< CMIN/DF <5.00)	
		Best/excellent fit:	1-3
		Reasonably acceptable:	3-5
		Poor fit:	above 5
2	Root mean square residual (RMR)	Best/excellent fit:	< 0.05
		Reasonably acceptable:	< 0.08
3	Goodness Fit Index (GFI)	Best/excellent fit:	≥ 0.95
		Reasonably acceptable:	≥ 0.90
		(0.80< AGFI <1.00)	
4	Adjusted Goodness Fit Index (AGFI)	Best/excellent fit:	≥ 0.90
		Reasonably acceptable:	≥ 0.80
		(0.90< CFI <1.00)	
5	Comparative Fit Index (CFI)	Best/excellent fit:	≥ 0.95
		Reasonably acceptable:	≥ 0.90
		(0.01< RMSEA <1.00)	
6	Root Mean Square Error of Approximation (RMSEA)	Best/excellent fit:	< 0.05
		Poor fit:	above 0.10

3.6. Summary of Chapter 3 'Methodology'

Chapter 3 explained the procedures involved and applied in research methodology of present study like sampling techniques and procedures of data collection. Further, the chapter has defined the definitions of selected variables, their coding, names of the authors and years, number of items, previous reliability and measurement of the scales. Going next, the study has highlighted the techniques used for data analysis and hypothesis testing. Similarly, the structural equation modeling (SEM) technique was discussed in relation to data analysis. SEM comprised of sub models; measurement model and structural model. The chapter has further discussed the application process of both measurement and structural models. Finally, the details of model fitness were presented in detail with standard ranges/ ranges and acceptance criteria.

CHAPTER 4: RESULTS AND ANALYSIS

4.1 Introduction

This chapter reveals quantitative data that has been collected through questionnaire survey which is analyzed through AMOS 22.0 software using SEM. Afterward, following eight steps are used as discussed in chapter three to identify and test the measurement and structural models of SEM. This part of study reveals results in major eight sections: (1) descriptive statistics of respondents (sample characteristics), (2) variables' description (descriptive statistics of observed variables and reliability test of scales), (3) common method variance effect and VIF test to check multicollinearity, (4) analysis of measurement model (CFA), (5) analysis of structural model (judging significance and hypothesized effects' strength), (6) measurement of reliability and validity of measurement and structural model, (7) model fit analysis of final structural model (hypothesized model and for re-specified model), and (8) mediation analysis by using bootstrapping method.

4.2. Sample Descriptive

The data was collected by floating questionnaire among employees (male and female|) of five telecom organizations in the major cities of Pakistan that include: Islamabad, Rawalpindi, Lahore Faisalabad and Peshawar based on fact that almost all the head offices are located in these cities that can better represent them. It focused on only employees who were getting affected by CSR polices and had an understanding of CSR.

Respondents were inquired as gender male and female. Out of 1015 respondents, 692 were male and remaining 323 were females. Mode for gender male is 1 which represented that male

respondents are more than female respondents. Standard deviation was 0.47 and data was normal as skewness and kurtosis were 0.78 and -1.39 respectively.

Respondents were investigated about their age, 3.4% respondents had less than 20 years age. 37% employees were from 21-25 years age category. 41% employees were from 26-30 years,16% were from 31-35 and 3% were from 36-40 years of age. Mean for age was 2.7 and standard deviation was 0.78. Age data was normal as skewness and kurtosis were 0.36 and -1.39 respectively.

Respondents were also investigated about their education level. 43 had less than 14 year education. 612 had education among 14 to16 years. 326 have education among 16 to18 years and remaining 28 have above 18 years education. Mean education was 2.3 and standard deviation was 0.63. Education data was normal as skewness and kurtosis were 0.74 and 1.3 respectively.

Respondents were also investigated about their job experience. 239 were having less than 5 years job experience. 471 have job experience among 5 to 10 years job experience. 279 have job experience among 10 to 15 years and 23 have job experience among 15-20 years. Mean job experience was 2.09 and standard deviation was 0.78. Job experience data was normal as skewness and kurtosis were 0.26 and -0.30 respectively. Respondents descriptive were presented in following Table 4.1.

Table 4.1

Sample Descriptive

Demographic Variables	Codes	Frequency	% Total Sample	Mean	S.D	Skewness	Kurtosis
Gender	Male	692	68.2	1.32	.47	.72	-1.39
	Female	323	31.2				
Age (In years)	Below 20	38	3.7	2.7	.85	.36	-.13
	21-25	374	36.8				
	26-30	414	40.8				
	31-35	161	15.9				
	36-40	48	2.8				
Education (in years)	Below 14	43	4.2				
	14	612	60.0	2.3	.61	.49	.20
	16	326	32.1				
	Above 16	34	3.3				
Experience (in years)	Below 5	239	23.5				
	5-10	471	46.4	2.0	.78	.25	-.29
	10-15	279	27.5				
	15-20	23	2.3				
	Above20	3	.3				

4.3. Description of Variables

In the previous section the table 4.1 presented respondents' information. However, in the following table 4.2 , descriptive statistics and scaling of each item of all variables have been presented together with mean, standard deviation, skewness and kurtosis.

Table 4.2

Descriptive Statics & Scaling Items

Code	Statements	Mean	S. D.	Skewness	Kurtosis
PICSR1	My company encourages its employees to participate to the voluntary activities	2.2	.78	.36	.33
PICSR2	The management of my company primarily concerns with employees' needs and wants	2.0	.71	.29	.16
PICSR3	My company implements flexible policies to provide a good work and life balance for its employees.	2.1	.73	.28	.40
PICSR4	My company supports employees who want to acquire additional education.	2.4	.79	.15	.13
PICSR5	My company encourages its employees to participate to the voluntary activities.	2.1	.70	.27	.37
PICSR6	The managerial decisions related with the employees are usually fair.	2.3	.85	.41	.24
PECSR_En1	My company participates to the activities which aim to protect and improve the quality of the natural,.	2.4	.89	.46	.32
PECSR_En2	My company makes investment to create a better life for the future generations.	2.3	.77	.36	.59
PECSR_En3	My company implements special programs to minimize its negative impact on the natural environment.	2.2	.82	.31	.13
PECSR_Cm1	My company gives adequate contributions to charities.	2.1	.89	.89	1.0

PECSR_Cm2	My company supports the non-governmental organizations working in the problematic areas.	2.1	.86	.79	1.1
PECSR_Cm3	My company contributes to the campaigns and projects. that promote the well-being of the society.	2.1	.86	.78	1.0
PECSR_Co1	My company protects consumer rights beyond the legal requirements.	2.0	.75	.45	.45
PECSR_Co2	My company provides full and accurate information about its products to its customers.	2.0	.75	.45	.43
PECSR_Co3	Customer satisfaction is highly important for my company.	2.0	.75	.46	.43
EPOS1	The organization shows very little concern for me	1.6	.96	2.0	4.2
EPOS2	The organization values my contribution to its well-being.	1.8	.89	1.3	2.6
EPOS3	The organization really cares about my well-being.	2.0	1.0	1.0	2.3
EPOS4	The organization cares about my general satisfaction at work.	2.0	.96	.97	.80
EPOS5	The organization takes pride in my accomplishments at work.	2.0	.82	1.0	2.0
EPOS6	The organization fails to appreciate any extra effort from me.	1.8	.84	1.2	2.3
EPOS7	The organization would ignore any complaint from me.	1.7	.84	1.4	2.8
EPEP1	People in my community think highly of my employer.	3.0	1.0	.05	-.52

EPEP2	It is considered prestigious in the religious community to be a former employee of my company.	2.7	1.0	.34	-.52
EPEP3	My employer is considered one of the best.	2.7	1.0	.29	-.54
EPEP4	People look down at my employer.	2.7	1.0	.334	-.40
EPEP6	My employer does not have a good reputation in my community.	1.6	.96	2.0	4.1
EPEP7	A person seeking to advance his or her career in this area of employment should down play his or her association with my employer.	1.6	.96	2.0	4.1
EPEP8	When other employers are recruiting, they would not want employees from my company.	1.6	.96	2.0	4.2
TRST1	I feel quite confident that my leader will try to treat me fairly.	2.1	.84	.58	.60
TRST2	My manager would never to gain advantage by deceiving workers.	1.9	.78	.54	1.3
TRST3	I have complete faith in integrity of my manager.	2.1	.70	.46	.64
TRST4	I feel strong loyalty to my leader/Manager.	2.1	.60	.60	.54
TRST5	I would support my leader/Organization about any emergency.	2.0	.69	.31	1.1
TRST6	I have a divided sense of loyalty toward my leader.	2.1	.75	.56	1.1
EIDNT1	When someone criticizes my company, it feels like a personal insult.	2.0	.84	.60	.44
EIDNT2	I am very interested in what others think about my company.	2.0	.74	.30	.29
EIDNT3	When I talk about my company, I usually say ''we'' rather than ''they''	2.0	.74	.49	.88
EIDNT4	My company's successes are my successes.	2.0	.77	.53	.66

EIDNT5	When someone praises my company, it feels like a personal compliment.	2.0	.78	.55	.67
EOCB1	I help other employees with their work when they have been absent	2.1	.77	.49	.44
EOCB2	I volunteer to do things not formally required by my job	2.1	.85	.41	.02
EOCB3	I take the initiative to orient new employees to the department even though it is not part of my job description	2.1	.82	.61	.55
EOCB4	I help others when their work load increases (until they get over hurdles)	2.1	.76	.40	.56
EOCB5	I particularly arrive at work on time in the morning and after the tea/lunch breaks	2.0	.80	.37	.11
EOCB6	I make innovative suggestions to improve overall quality of the department.	3.9	.90	-1.2	1.9
EOCB7	I assist supervisor with his/her work load.	3.8	.90	.-1.1	1.7
EOCB 8	I exhibit attendance at work beyond the norm by Taking fewer days off than officially allowed	3.9	.88	-1.2	2.0
EOCB9	I give advance notice if unable to come to work.	3.8	.99	-1.1	1.7
ECOL1	Group success is more important than individual success.	2.2	.77	.26	.37
ECOL2	Individuals may be expected to give up their goals in order to benefit group success.	3.8	.92	-1.1	1.6
ECOL3	Being accepted as a member of your group is very important.	3.9	.90	-1.2	1.9
ECOL4	Employee only should peruse their goals after considering the welfare of group.	2.1	.78	.33	.37

| ECOL5 | Manager should encourage group loyalty even if individual goals suffer | 2.2 | .75 | .25 | .41 |
| ECOL6 | Group welfare is more important than individual rewards. | 3.8 | .92 | .1-1 | 1.6 |

PICSR= perceived internal corporate social responsibility, EPOS= perceived organizational support, TRST= organizational trust, PECSR_En= perceived external corporate social responsibility for environment, PECSR_Cm= perceived external corporate social responsibility for community, PECSR_Co= perceived external corporate social responsibility for consumer, EIDN=identity, EPEP=perceived external prestige, EOCB= organizational citizenship behavior, ECOL=Collectivism

4.4. Common Method Variance (CMV)

For establishing common method variance (CMV), Harman's single factor test has been employed in this study. In exploratory analysis, research constructs were loaded to examine un-rotated factor solution. Following Table 4.3 presented one factor's variance 25.10%. which was below tolerance limit i.e. 49% of CMV. So, there was no alarming CMV concerns existed in survey data.

Table 4.3

Detail of Total Variance

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.06	25.10	25.10	14.06	25.10	25.10

Extraction Method: Principal Component Analysis.

4.5. Reliability Analysis

Consistency of scale (measure) of a variable is called reliability in psychometrics. A scale that provides same results in various situations is called reliable measure (Carlson et al., 2009). To predict internal consistency of a measure, Cronbach's alpha was calculated. Threshold for assessing reliability is Cronbach's alpha value is ≥ 0.7. A reliability result of study variables is presented in Table 4.4.

Table 4.4

Reliability Scales

S.N	Variable	Code	No. of Items	Alpha
1	Perceived Internal CSR	PICSR	6	0.82
2	Perceived External CSR for Environment	PECSR_En	3	0.77
3	Perceived External CSR for Community	PECSR_Cm	3	0.84
4	Perceived External CSR for Consumer	PECSR_Co	3	0.99
5	Perceived Organizational Support	EPOS	7	0.78
6	Perceived External Prestige	EPEP	8	0.79
7	Trust	ETRUST	6	0.70
8	Organizational Identification	EIDNT	6	0.71
9	Organizational Citizenship Behavior	EOCB	9	0.78
10	Collectivism	ECOLL	6	0.70

4.6. Correlation Analysis

To examine relationship among all latent variables the correlation analysis was performed. Correlation result among internal CSR and perceived external prestige (TEPEP) was positive and significant i.e. r= 0.27, p<0.01. In the same way, correlation result among perceived external prestige (TEPEP) and trust (TETRUST) was positive and significant i.e. r= 0.10, p<0.01. While correlation among (TEPOS) and organizational citizenship behavior (TEOCB) was also positive and significant i.e. r = 0.24, p<0.01. Mean of study variables varies from 1.8 to 3.0. While standard deviation of study variables varies from 0.49 to 0.83.

Table 4.5

Correlation Analysis

Variables	1	2	3	4	5	6	7	8	9	Mean	S.D.
TEPICSR	1									2.2	.56
TPECSR-En	.38**	1								2.6	.83
TPECSR-Cm	.42**	.22**	1							2.1	.76
TPECSR-Co	.55**	.26**	.41**	1						2.0	.75
TEPOS	.41**	.21**	.39**	.40**	1					1.8	.61
TEPEP	.27**	.14**	.35**	.23**	.38**	1				2.3	.65
TETRUST	.21**	.17**	.20**	.23**	.14**	.10**	1			2.0	.52
TEIDNT	.27**	.22**	.37**	.56**	.28**	.20**	.28**	1		2.7	.49
TEOCB	.39**	.23**	.34**	.31**	.29**	.18**	.27**	.44**	1	2.9	.51
TECOL	.37**	.24**	.20**	30**	.24**	.10**	.16**	52**	63**	3.0	.52

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

TEPICSR= perceived internal corporate social responsibility, TEPOS= perceived organizational support, TETRUST= organizational trust, TEPECSR_En= perceived external corporate social responsibility for environment, TEPECSR_Cm= perceived external corporate social responsibility for community, TEPECSR_Co= perceived external corporate social responsibility for consumer, TEIDN=identity, TEPEP=perceived external prestige, TEOCB= organizational citizenship behavior, TECOL= Collectivism.

4.7. Measurement Model.

For measurement model, two analysis were performed. First analysis was common factor analysis and second was confirmatory factor analysis (CFA). There were two major objectives of common factor analysis and confirmatory factor analysis. First objective was model re-specification and factor lessening based on validity and reliability of questions and construct while second objective was judgment of discriminant and convergent validity of measurement models.

4.7.1. Common factor analysis for variable validity

Common factor analysis was first phase of measurement model. Measurement model comprised of two processes for verification of all observed variables. By common factor analysis (CFA), loading of item give small signal of variable's validation while squared multiple correlation (SMC) show degree of association among items of main factors. In case value of factor loading (FL) is less than 0.50 joined with SMC values less than 0.20 of any item is excluded as per rule.

This research has Ten latent variables i.e. PICSR, TTPECSR_ En, TTPECSR_Cm, TTPECSR_ Co, TTPOS, TTPEP, TTTRUST, TTIDNT, TTOCB and TTCOL. These all latent variables were examined through their observed variables. Coming part of study consists of detailed data analysis of these latent variables.

4.7.1.1 Perceived internal CSR

Perceived internal CSR is first latent variable and denoted by "TTPICSR" and it explain actions that must speak in term of employees-related welfare practice like providing health and wellbeing and education to employees equality and work life-balance (Macshane and Cunningham, 2012). It comprised of six items (i.e. PICSR1, PICSR2, PICSR3, PICSR4, PICSR5,

and PICSR6) but 1 item (i.e. PICSR6) was eliminated because of low factor loading 9FL) and squared multiple correlation (SMC) values and this construct finally was analyzed through five items (i.e. PICSR1, PICSR2, PICSR3, PICSR4, and PICSR5). Factor loading (FL) and squared multiple correlation (SMC) values of remaining five items were ranged among 0.58-0.82 and 0.33-0.66 respectively. Mean, standard deviation, and alpha reliability of TTPICSR was 2.2, 0.78, and 0.83 respectively. Further model fit results were also in acceptable range i.e. CMIN/DF= 19.52, GFI= 0.96, AGFI= 0.88, CFI= 0.95, and RMSEA= 0.10.

Figure 3: Measure Model for Perceived Internal CSR

Table 4.6

Measurement Model of Perceived Internal CSR

S.N	Observed Variable	St. FL	SMC
1	PICSR1	.73	.53
2	PICSR2	.82	.66
3	PICSR3	.72	.51
4	PICSR4	.58	.33
5	PICSR5	.73	.54

PICSR=Perceived internal corporate social responsibility

4.7.1.2. Perceived external CSR

Perceived external CSR for environment was second latent variable and was denoted by "TTPECSR_En" and it comprised of three items (i.e. PECSR_En1, PECSR_En2, and PECSR_En3), no item was eliminated because Factor loading (FL) and squared multiple correlation (SMC) values were in acceptable range and this construct finally was analyzed through these three items (i.e. PECSR_En1, PECSR_En2, and PECSR_En3). Factor loading (FL) and squared multiple correlation (SMC) values of three items were ranged among 0.67-0.74 and 0.45-0.60 respectively. Mean and standard deviation of TTPECSR_En was 2.4, 0.78 and 0.83 respectively.

Perceived external CSR for community was third latent variable and was denoted by "TTPECSR_Cm" and it comprised of three items (i.e. PECSR_Cm1, PECSR_Cm2, and PECSR_Cm3), no item was eliminated because FL and SMC values were in acceptable range and this construct finally was analyzed through these three items (i.e. PECSR_Cm1, PECSR_Cm2,

and PECSR_Cm3). Factor loading (FL) and squared multiple correlation (SMC) values of three items were ranged among 0.73-0.79 and 0.53-0.82 respectively. Mean and standard deviation of TTPECSR_Cm was 2.1, 0.89 and 0.84 respectively.

Perceived external CSR for consumer was fourth latent variable and was denoted by "TTPECSR_Co" and it comprised of three items (i.e. PECSR_Co1, PECSR_Co2, and PECSR_Co3), no item was eliminated because FL and SMC values were in acceptable range and this construct finally was analyzed through these three items (i.e. PECSC1, PECSC2, and PECSC3). Factor loading (FL) and squared multiple correlation (SMC) values of three items were ranged among 0.99-0.99 and 0.98-0.99 respectively. Mean, and standard deviation of TTPECSR_Co was 2.0, 0.75 and 0.99 respectively.

Further model fit results were also in acceptable range i.e. CMIN/DF= 1.71, GFI= 0.99, AGFI= 0.99, CFI= 0.99, and RMSEA= 0.02.
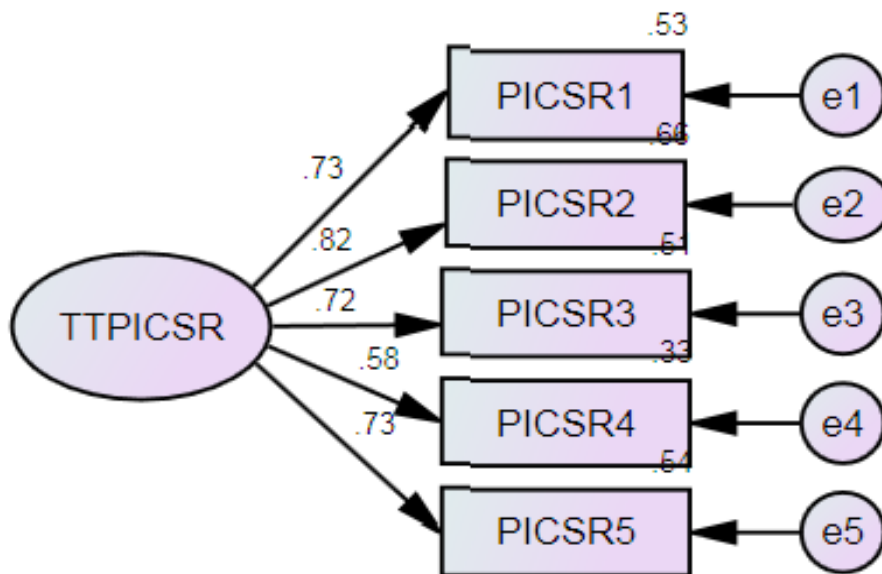
Figure 4: Measure Model for Perceived External CSR

Table 4.7

Results of Measurement Model of PECSR

S.N	Observed Variable	St. FL	SMC
1	PECSR_EN1	.67	.45
2	PECSR_EN2	.78	.60
3	PECSR_EN3	.74	.55
4	PECSR_Cm1	.73	.53
5	PECSR_Cm2	.91	.82
6	PECSR_Cm3	.79	.63
7	PECSR_Co1	.99	.98
8	PECSR_Co2	.99	.99
9	PECSR_Co3	.99	.99

PECSR_En=Perceived external corporate social responsibility for environment, PECSR_Cm= Perceived external corporate social responsibility for community, PECSR_Co= Perceived external corporate social responsibility for consumer

4.7.1.3. *Perceived organizational support*

Perceived organizational support was fifth latent variable and was denoted by "TTPOS" and it explain belief hold by the workers of the organization that to which extent the organization values their assistance and cares about their welfare and interests (Eisenberger et al. 1986). It comprised of seven items (i.e. EPOS1, EPOS2, EPOS3, EPOS4, EPOS5, EPOS6, and EPOS7) but 1 item (i.e. EPOS1) was eliminated because of low factor loading (FL) and squared multiple correlation (SMC) values and this construct finally was analyzed through six items (i.e. EPOS2, EPOS3, EPOS4, EPOS5, EPOS6, and EPOS7). Factor loading (FL) and squared multiple

correlation (SMC) values of remaining six items were ranged among 0.56-0.75 and 0.27-0.56 respectively. Mean, standard deviation, and alpha reliability of TTPOS was 1.89, 0.89, and 0.80 respectively. Further model fit results were also in acceptable range i.e. CMIN/DF= 8.13, GFI= 0.98, AGFI= 0.95, CFI= 0.96, and RMSEA= 0.84.
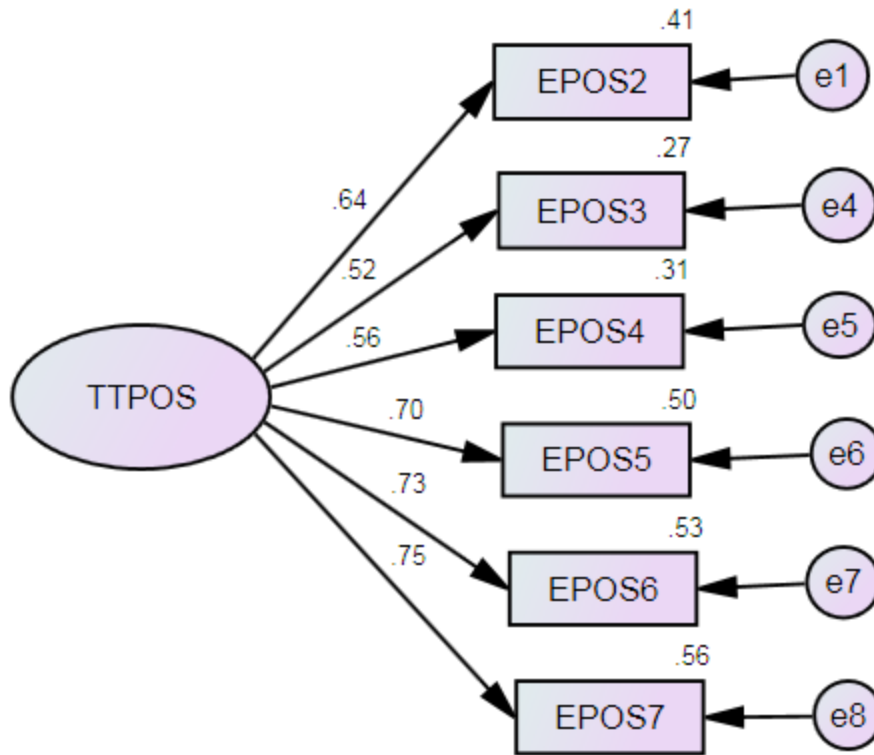
Figure 5: Measure Model for Perceived Organizational Support

Table 4.8

Results of Measurement Model of POS

S.N	Observed Variable	St. FL	SMC
1	EPOS2	.64	.41
2	EPOS3	.52	.27
3	EPOS4	.56	.31
4	EPOS5	.70	.50
5	EPOS6	.73	.53
6	EPOS7	.75	.56

EPOS= Perceived organizational support

4.7.1.4. *Perceived external prestige*

Perceived external support was sixth latent variable and denoted by "TTPEP" and it explains the way employees think and trust outsiders' perception about the organization and therefore consider themselves as a part of that organization (Smidts et al. 2001). It comprised of eight items (i.e. EPEP1, EPEP2, EPEP3, EPEP4, EPEP5, EPEP6, EPEP7, and EPEP8) but 3 items (i.e. EPEP6, EPEP7, and EPEP8) were eliminated because of low Factor loading (FL) and squared multiple correlation (SMC) values and this construct finally was analyzed through five items (i.e. EPEP1, EPEP2, EPEP3, EPEP4, and EPEP5). Factor loading (FL) and squared multiple correlation (SMC) values of remaining five items were ranged among 0.71-0.87 and 0.50-0.76 respectively. Mean, standard deviation, and alpha reliability of TTPEP was 3.0, 1.0, and 0.88 respectively. Further model fit results were also in acceptable range i.e. CMIN/DF= 2.26, GFI= 0.99, AGFI= 0.98, CFI= 0.99, and RMSEA= 0.03.
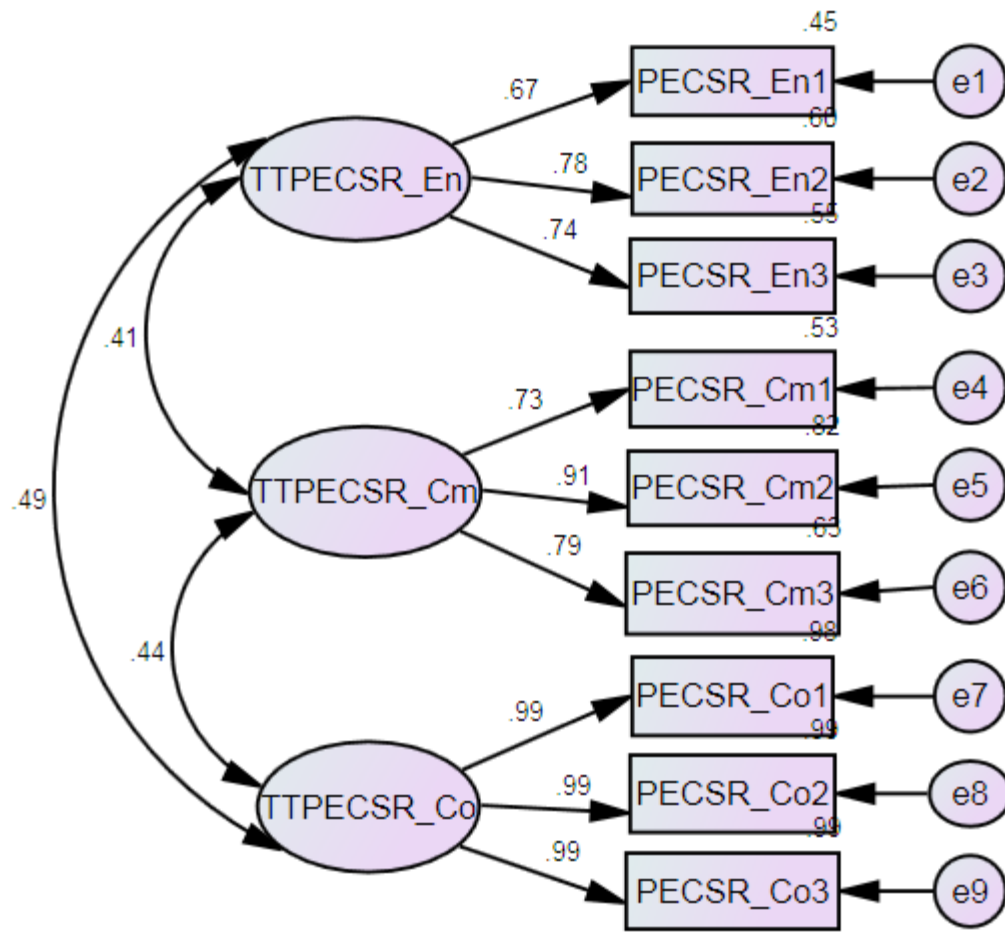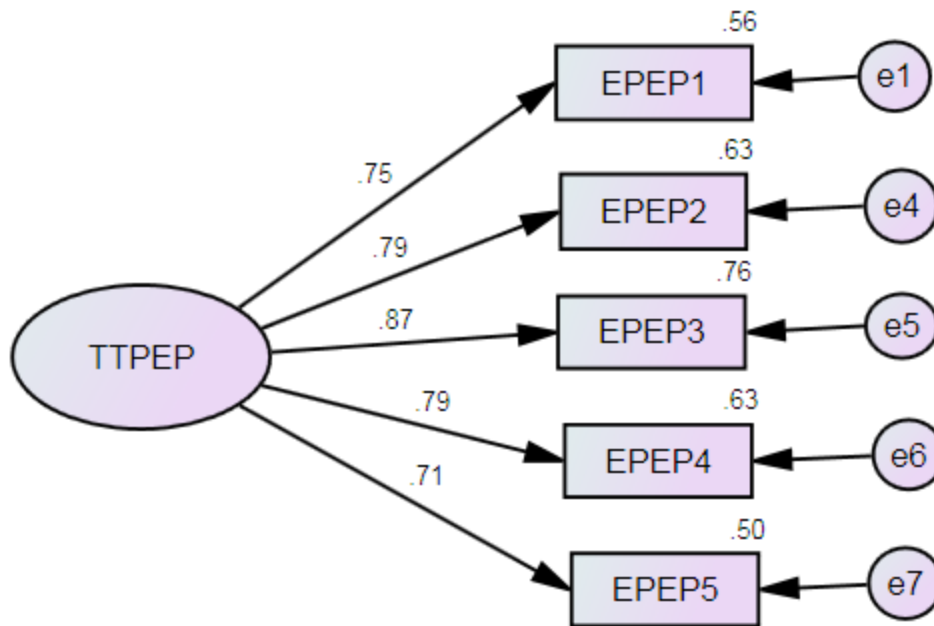
Figure 6: Measure Model for Perceived External Prestige

Table 4.9

Results of Measurement Model PEP

S.N	Observed Variable	St. FL	SMC
1	EPEP1	.75	.56
2	EPEP2	.79	.63
3	EPEP3	.87	.76
4	EPOS4	.79	.63
5	EPEP5	.71	.50

EPEP= Perceived external prestige

4.6.1.5 Trust

Trust was seventh latent variable and was denoted by "TTTRUST" and it explain an individual's faith that others will make a good assurance, effort to remain committed, be sincere, and do not take benefit of another (Cummings and Bromiley, 1996). It comprised of six items (i.e. ETRUST1, ETRUST2, ETRUST3, ETRUST4, ETRUST5, and ETRUST6) but 3 item (i.e. TRST4, TRST5, and TRST6) were eliminated because of low factor loading and SMC values and this construct finally was analyzed through three items (i.e. ETRUST1, ETRUST2, and ETRUST3). Factor loading (FL) and squared multiple correlation (SMC) values of remaining three items were ranged among 0.52-0.89 and 0.27-0.78 respectively. Mean, standard deviation, and alpha reliability of TTRUST was 2.2, 0.84, and 0.71 respectively.
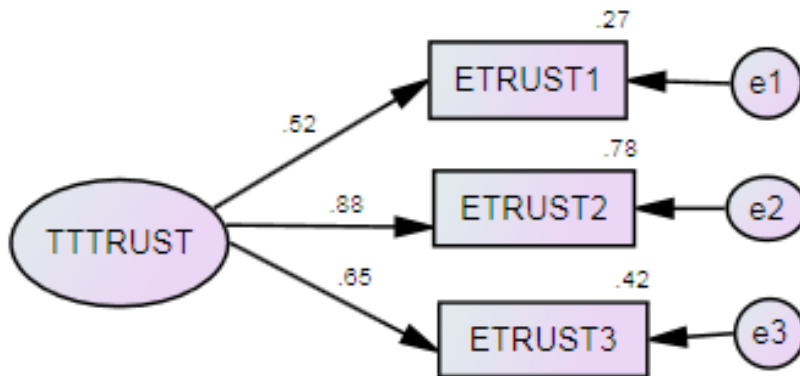
Figure 7: Measure Model for Trust

Table 4.10

Results of Measurement Model Trust

S.N	Observed Variable	St. FL	SMC
1	ETRST1	.52	.27
2	ETRST2	.89	.78
3	ETRST3	.64	.42

ETRUST= Trust

4.7.1.6. *Organizational identity*

Organizational Identity was eighth latent variable and was denoted by "TTIDNT" and it explains individual's sense of belonging and connection with the organization where they work (Meal & Ashforth, 1992). It comprised of five items (i.e. EIDNT1, EIDNT2, EIDNT3, EIDNT4, and EIDNT5), no item was eliminated because Factor loading (FL) and squared multiple correlation (SMC) values were in acceptable range and this construct finally was analyzed through these five items (i.e. EIDNT1, EIDNT2, EIDNT3, EIDNT4, and EIDNT5). FL and SMC values of three items were ranged among 0.56-1.00 and 0.31-1.00 respectively. Mean, standard deviation, and alpha reliability of TTIDNT was 2.0, 0.84, and 0.90 respectively. Further model fit results were also in acceptable range i.e. CMIN/DF= 38.15, GFI= 0.95, AGFI= 0.79, CFI= 0.98, and RMSEA= 0.1.

Figure 8: Measure Model for Organizational Identity

Table 4.11

Results of Measurement Model O I

S.N	Observed Variable	St. FL	SMC
1	EIDNT1	.56	.31
2	EIDNT2	.61	.37
3	EIDNT3	.68	.46
4	EIDNT5	1.0	1.0
5	EIDNT6	.99	.98

EIDNT= Identity

4.7.1.7. *Organizational citizenship behavior*

Organizational citizenship behavior was ninth latent variable and was denoted by "TTOCB" and it explain It comprises of nine items (i.e. EOCB1, EOCB2, EOCB3, EOCB4, EOCB5, EOCB6, EOCB7, EOCB8, and EOCB9) but 4 items (i.e., EOCB6, EOCB7, EOCB8, and EOCB9) were eliminated because of low Factor loading (FL) and squared multiple correlation (SMC) values and this construct finally was analyzed through four items (i.e. EOCB1, EOCB2, EOCB3, EOCB4 and EOCB5). Factor loading (FL) and squared multiple correlation (SMC) values of remaining four items were ranged among 0.73-0.99 and 0.53-0.99 respectively. Mean, standard deviation, and alpha reliability of TTOCB was 2.1, 0.85, and 0.94 respectively. Further model fit results were also in acceptable range i.e. CMIN/DF= 3.89, GFI= 0.99, AGFI= 0.97, CFI= 0.99, and RMSEA= 0.05.
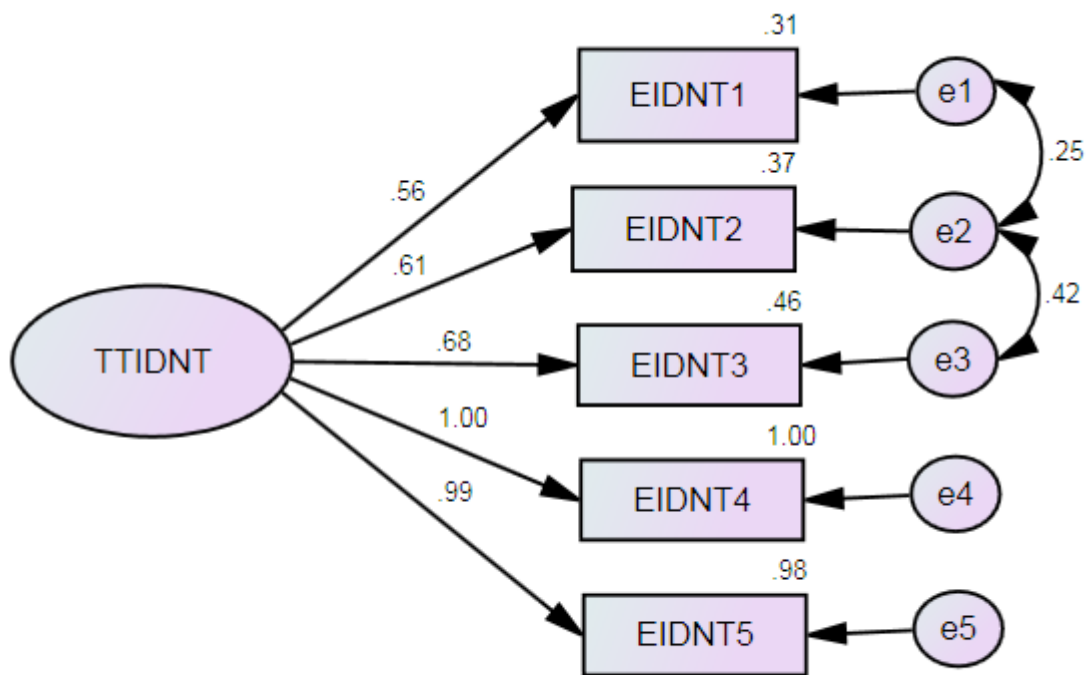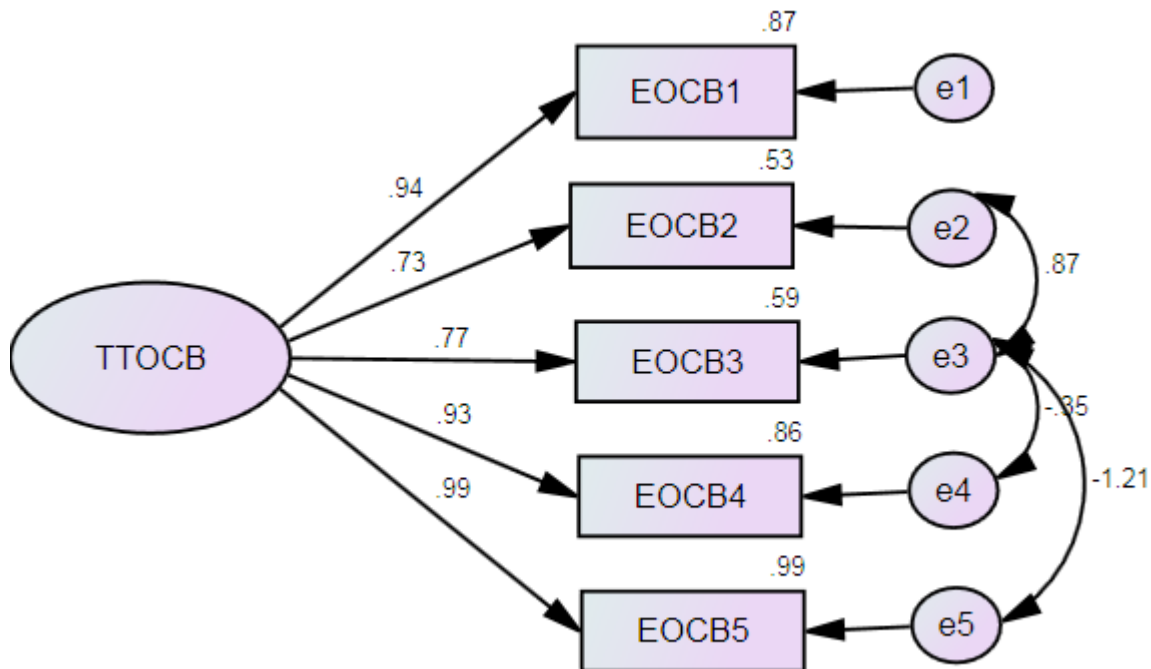

Figure 9: Measure Model for Organizational Citizenship Behavior

Table 4.12

Result of Measurement Model OCB

S.N	Observed Variable	St. FL	SMC
1	EOCB1	.94	.87
2	EOCB2	.73	.53
3	EOCB3	.77	.59
4	EOCB4	.93	.86
5	EOCB5	.99	.99

EOCB=Organizational citizenship behavior

4.7.1.8. *Collectivism*

Collectivism was tenth latent variable and was denoted by "TTCOL". Though it was preliminarily used for describing the characteristics of society with the reference of Individualism-Collectivism but it may be used independently to distinguish between the individuals with the reference of society they live (Kim & Coleman, 2015). It explains individual's sense of belonging with a group and gives a priority to group goals rather his own. It comprised of six items (i.e. ECOL, ECOL2, ECOL3, ECOL4, and ECOL5 and ECOL6), three items were eliminated because Factor loading (FL) and squared multiple correlation (SMC) values were not acceptable range and this construct finally was analyzed through these three items (i.e. ECOL1, ECOL4, ECOL5). Factor loading (FL) and squared multiple correlation (SMC) values of three items were ranged among 0.78-0.99 and 0.61-0.97 respectively. Mean, standard deviation, and alpha reliability of TTCOL was 2.3, 0.77, and 0.93 respectively.
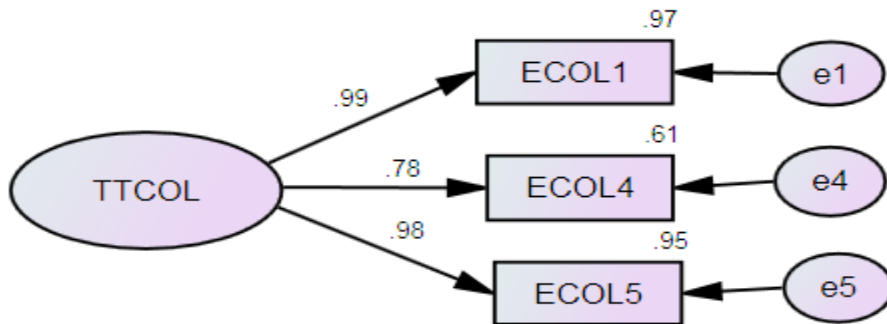
Figure 10: Measure Model for Collectivism

Table 4.13

Results of Measurement Model of Collectivism

S.N	Observed Variable	St. FL	SMC
1	ECOL1	.99	.97
2	ECOL4	.78	.61
4	ECOL5	.98	.95

ECOL=Collectivism,

4.7.2. Confirmatory Factor Analysis For Measurement Model

CFA model has been tested for every latent variable in this study (i.e. TPICSR, TPECSR_En, TPECSR_Cm, TTPECSR_Co, TTPOS, TTPEP, TTTRUST, TTIDNT, and TTOCB). This model helped in creation of reliable composites of latent variables. To find out discriminant and convergent validity of latent variables, a combined CFA model has been tested that containing all latent variables. 41 items have been included in study as per rule (standardized regression weight>0.5, p<0.01). Remaining 15 observed items have been omitted on basis of

following two reasons.

First, due to statistically insignificant measurement estimates, items have been dropped from scales. So, items retained in study have factor loading (FL) range not less than 0.55, SMC not less than 0.27 and are correlated significantly with their concerned scales. It is also observed that all 41 items present satisfactory communality to their concerned variable (SMC>0.2). In the same way, these observed items are well correlated to their concerned construct (standardized regression weight > 0.50).
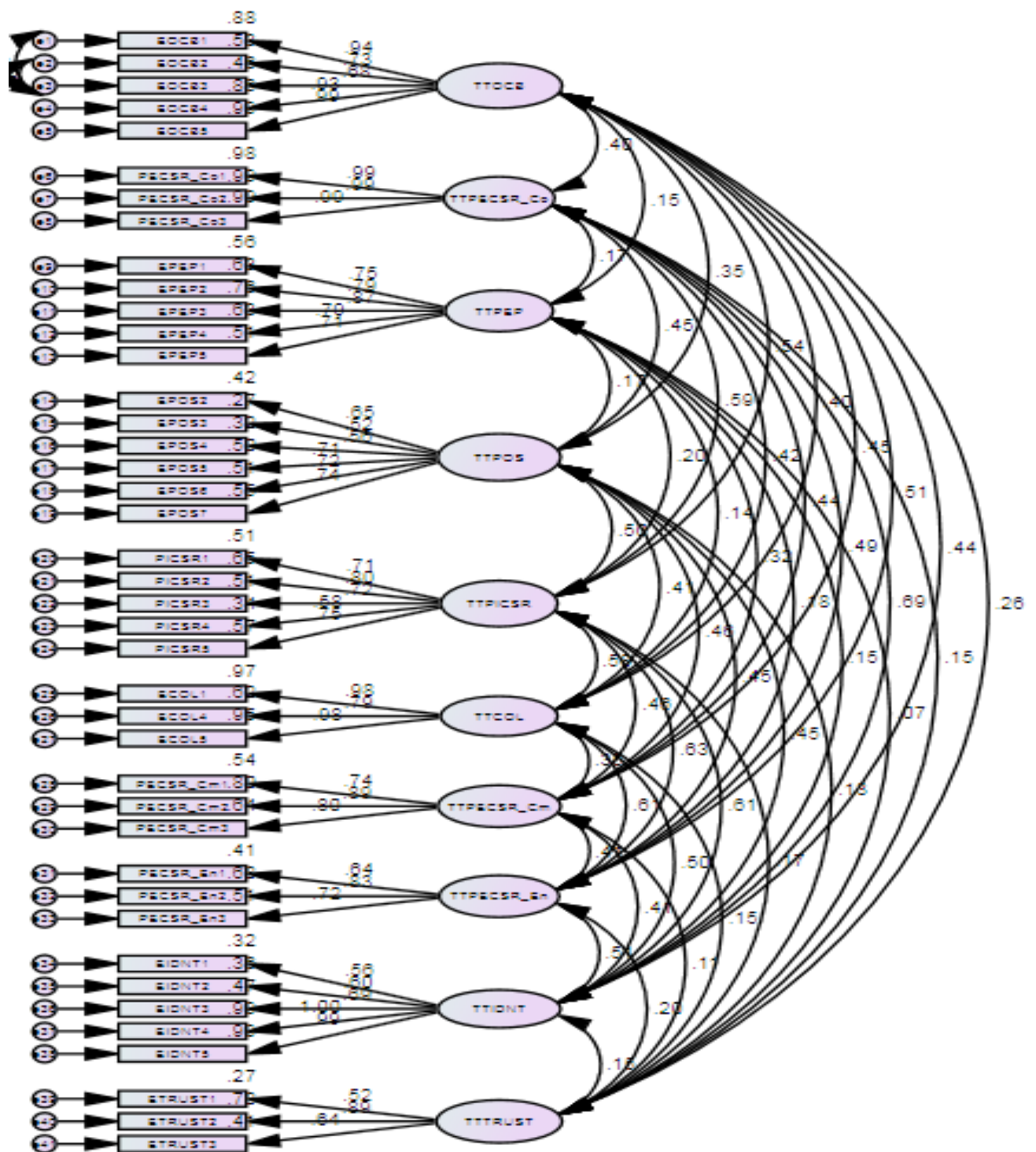
Figure 11: Confirmatory Factor Analysis of Measurement model

4.7.2.1. *Convergent and discriminant validity test from CFA estimations*

CFA offers quantitative measures in measurement model which also examine validity and reliability for theoretical model. An acceptable level of reliability by Cronbach's alpha and composite reliability (internal consistency) was produced in testing of measurement model. Cronbach's alpha ranged from 0.70-0.95 in confirmatory factor analysis (CFA) testing. Secondly, well estimate of validity for all latent variables and to make sure true reliability for composite (Holmes-Smith, 2011).

Construct validity (discriminant and convergent validity) is measured to evaluate validity of measurement model. For confirmatory factor analysis (CFA), composite reliability (CR) and average variance extracted (AVE) are examined to find out convergent validity and discriminant validity. Consequently, CR and AVE were examined for all latent constructs. Convergent and discriminant validity results from confirmatory factor analysis (CFA) model estimation have been shown in Table 4.14. Table presents the composite reliability and average variance extracted results of all ten latent variables (i.e. TTPICSR, TTPECSR_En, TTPECSR_Cm, TTPECSR_Co, TTPOS, TTPEP, TTTRUST, TTIDNT,TTOCB and TTCOL). At end, composite reliability (CR) and average variance extracted (AVE) of latent construct produced satisfactory results in range of 0.72-0.99 and 0.65-0.99 respectively. The following Table 4.14 describes the validity and reliability of measurement model.

Table 4.14

Validity and Reliability of Measurement Model

S.N	Latent Variables	Retained items of latent variables	SMC Range	St. Factor Loading	CR	AVE
1	.TTPICSR (with 5 items)	PICSR1, PICSR2,PICSR3, PICSR4, PICSR5	0.58- 0.82	0.33 - 0.66	0.84	0.72
2	TTPECSR_En (with 3 items)	PECSR_En1,PECSR_En2, PECSR_En3	0.67-0.78	0.45-0.60	0.77	0.73
3	TTPECSR_Cm (with 3 items)	PECSR_Cm1,PECSE_Cm2, PECSR_ Cm3	0.73-0.91	0.53-0.82	0.85	0.81
4	TTPECSR_Co (with 3 items)	PECSR_Co1,PECSR_Co2, PECSR_Co3	0.99-0.99	0.98-0.99	0.99	0.99
5	TEPOS (with 6 items)	EPOS2, EPOS3, EPOS4, EPOS5, EPOS6, EPOS7	0.52-0.75	0.27-0.56	0.82	0.65
6	TEPEP (with 5 items)	EPEP1, EPEP2, EPEP3, EPEP4, EPEP5	0.71-0.87	0.50-0.76	0.89	0.78
7	TTTRUST (with 5 items)	TRUST1,TRUST2, TRUST3	0.52-0.88	0.27-0.78	0.72	0.67
8	TEIDNT (with 5 items)	EIDNT1, EIDNT2, EIDNT3, EIDNT4, EIDNT5	0.56-1.00	0.31-1.00	0.89	0.72
9	TEOCB (with 5 items)	EOCB1, EOCB2, EOCB3, EOCB4, EOCB5	0.73-0.99	0.53-0.99	0.94	0.87
10	TTCOL (with 3 items)	ECOL1, ECOL4, ECOL5	0.78-0.99	0.61-0.97	0.94	0.92

TTPICSR= perceived internal corporate social responsibility, TEPOS= perceived organizational support, TTTRUST= organizational trust, TTPECSR_En= perceived external corporate social responsibility for environment, TTPECSR_Cm= perceived external corporate social responsibility for community, TTPECSR_Co= perceived external corporate social responsibility for consumer, TEIDN=identity, TEPEP=perceived external prestige, TEOCB= organizational citizenship behavior, TTCOL= Collectivism.

4.7.2.2. *Model fit for measurement model*

Measurement model was estimated and results were satisfactory for model fit and all ten indices values showed acceptable fitness i.e. CMIN/DF= 5.92, GFI= 0.83, AGFI= 0.80, CFI= 0.91, and RMSEA= 0.07.

4.8. Structural Model

Structural model was examined following measurement model for testing hypothesized relation among exogenous and endogenous constructs of interest.

4.8.1. Structural model specification

Model specification is presented in Figure: 12. Model comprised on mean score of ten latent constructs. On basis of conceptual model in Figure 2.1, Perceived Internal Corporate social responsibility (PICSR), Perceived external CSR for environment (PECSR_En), Perceived external CSR for community (PECSR_Cm), Perceived external CSR for consumer (PECSR_Co) were exogenous variables (independent variables) while, Perceived

Organizational Support (TTPOS), Perceived External Prestige (TTPEP), Trust (TTTRUST), Organizational Identity (TTIDNT), and Organizational citizenship behavior (TTOCB) were endogenous variables (dependent variables).

4.8.1.1. *Exogenous variables*

Perceived internal CSR was first exogenous variable of structural model and it was consisted of six items out of which one item was omitted because of low FL and SMC values. This construct was examined by mean score of remaining five items' responses and termed as

"TTPICSR".

Perceived external CSR for environment is second exogenous variable of structural model and it was consisted of three items. This construct was examined by mean score of three items' responses and termed as "TTPECSR_En".

Perceived external CSR for community was third exogenous variable of structural model and it was consisted of three items. This construct was examined by mean score of three items' responses and termed as "TTPECSR_Cm".

Perceived external CSR for consumers was fourth exogenous variable of structural model and it was consisted of three items. This construct was examined by mean score of three items' responses and termed as "TTPECSR_Co".

4.8.1.2. Endogenous variables

Perceived organizational support was first endogenous variable of structural model and it consisted of seven items out of which one item was omitted because of low factor loading (FL) and squared multiple correlation (SMC) values. This construct was examined by mean score of remaining six items' responses and termed as "TTPOS".

Trust was second endogenous variable of structural model and it was consisted of six items out of which three items were omitted because of low FL and SMC values. This construct was examined by mean score of remaining three items' responses and termed as "TTTRUST".

Perceived external prestige was third endogenous variable of structural model and it was consisted of eight items out of which three items were omitted because of low FL and SMC values. This construct was examined by mean score of remaining five items' responses and termed as "TTPEP".

Organizational identity was fourth endogenous variable of structural model and it was consisted of five items. This construct was examined by mean score of five items' responses and termed as "TTIDNT".

Organizational citizenship behavior was fifth endogenous variable of structural model and it was consisted of nine items out of which three items were omitted because of low FL factor loading (FL) and squared multiple correlation (SMC) values. This construct was examined by mean score of remaining five items' responses and termed as "TTOCB".

4.8.1.3. *Model Fit for first structural model*

Measurement model was estimated and results were satisfactory for model fit and all ten indices values showed acceptable fitness i.e. CMIN/DF= 6.2, GFI= 0.87, AGFI= 0.84, CFI= 0.90, and RMSEA= 0.07. The model is presented in the following figure 12.
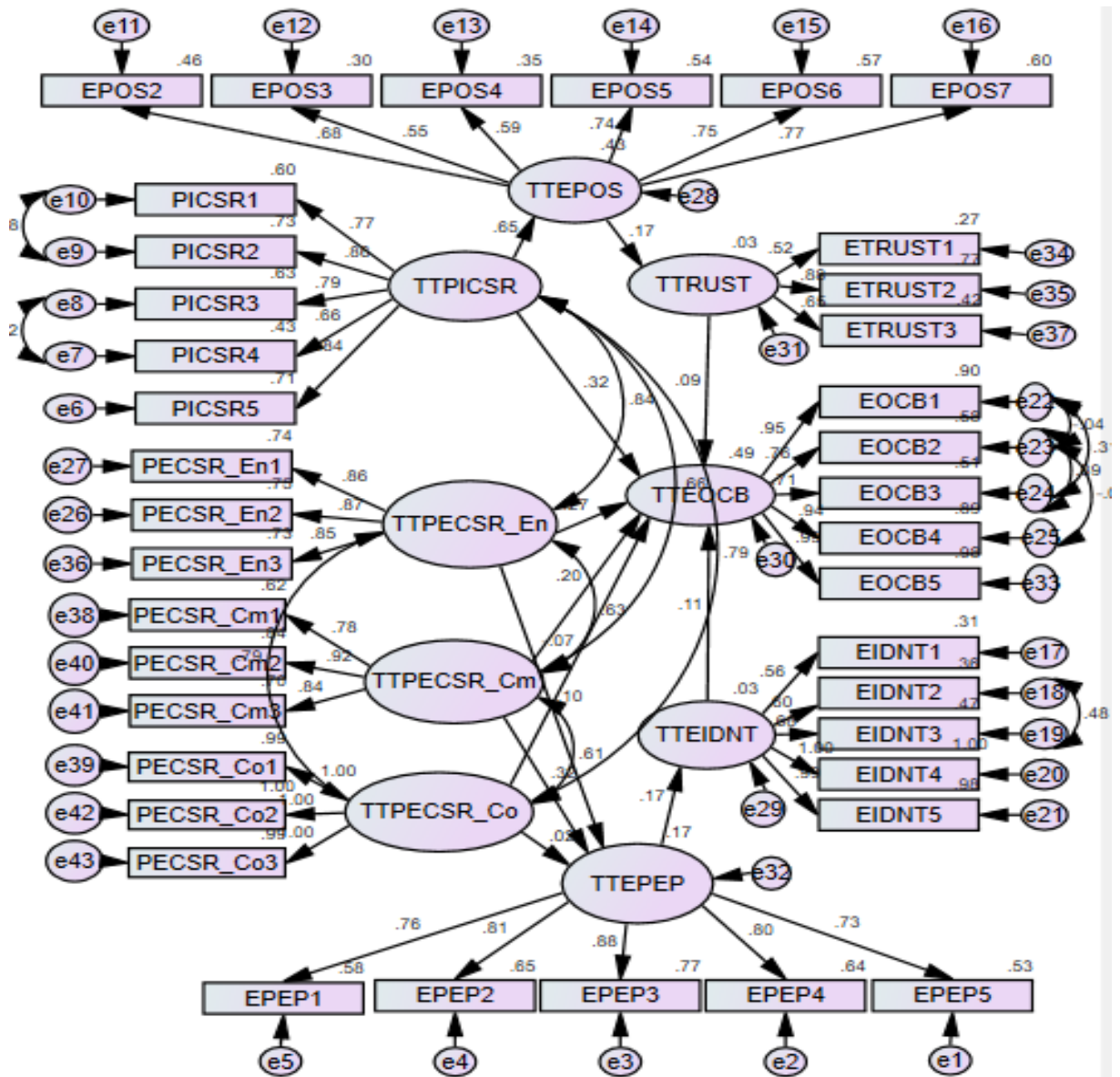
Figure 12: Confirmatory Factor Analysis of Latent Variables

4.8.2. Hypotheses testing

Following part of study is presenting hypotheses testing.

H₁: There is positive and significant relationship between perceived internal corporate social responsibility and perceived organizational support.

In first hypothesis, significant relationship between perceived internal corporate social

responsibility (PICSR) and perceived organizational support (TTPOS) was tested. Results showed significant and positive relationship among perceived internal corporate social responsibility and perceived organizational support as standard regression weight was = 0.65, p<0.05. So, this hypothesis is accepted.

H2: There is positive and significant relationship between perceived organizational support and trust.

In this hypothesis, significant relationship between perceived organizational support (TTPOS) and trust (TTRUST) was tested. Results showed significant and positive relationship among perceived organizational support and trust as standard regression weight was = 0.17, p<0.05. So, this hypothesis is accepted.

H3: There is positive and significant relationship among trust and organizational citizenship behavior.

In this hypothesis, significant relationship between trust (TTRUST) and organizational citizenship behavior (TEOCB) was tested. Results showed significant and positive relationship among trust and organizational citizenship behavior as standard regression weight was = 0.09, p<0.05. So, this hypothesis is accepted.

H4.a: There is a positive and significant relationship between perceived internal corporate social responsibility and organizational citizenship behavior.

In forth (a) hypothesis, significant relationship between perceived internal corporate social responsibility (PICSR) and organizational citizenship behavior (TTOCB) was tested. Results

showed significant relationship between perceived internal corporate social responsibility internal and organizational citizenship behavior as standard regression weight was = 0.32, p< 0.05. So, this hypothesis is accepted.

H4.b: There is an indirect relationship between perceived internal corporate social responsibility and organizational citizenship behavior through the mediation of perceived organizational support and trust.

To check indirect effect of perceived internal corporate social responsibility (PICSR) and organizational citizenship behavior (OCB) through perceived organizational support and trust, mediation analysis was executed by bootstrapping (n= 5000) via bias-corrected percentile method. Indirect effect (with bootstrapping n = 5000 and 95% bias-corrected) was p<0.05. This showed mediation exists. The hypothesis accepted.

H5.a: There is positive and significant relationship between perceived external corporate social responsibility for environment and perceived external prestige.

In fifth (a) hypothesis, the significant relationship between external CSR for environment (PECSR_ En) and perceived external prestige (TTPEP) was tested. Results showed significant and positive relationship among external CSR for environment and perceived external prestige as standard regression weight was 0.10, p<0.05 and significant. So, this hypothesis is accepted.

H5.b: There is positive and significant relationship between perceived external corporate social responsibility for community and perceived external prestige.

In fifth (b) hypothesis, the significant relationship between external CSR for community

(TPECSR_ Cm) and perceived external prestige (TTPEP) was tested. Results showed significant and positive relationship between external CSR for community and perceived external prestige as standard regression weight = 0.32, p<0.05. So, this hypothesis is accepted.

H5.c: There is positive and significant relationship between perceived external corporate social responsibility (CSR) for consumer and perceived external prestige.

In fifth (c) hypothesis, the significant relationship between external CSR for consumers (PECSR_ Co) and perceived external prestige (TTPEP) was tested. Results showed insignificant relationship between external CSR for consumers and perceived external prestige as p>0.05. So, this hypothesis is rejected.

H6: There is positive and significant relationship between perceived external Prestige and organizational identity.

In sixth hypothesis, significant relationship between perceived external prestige (TEPEP) and organizational identification (TTIDNT) was tested. Results showed significant and positive relationship between perceived external prestige and organizational identification as standard regression weight was 0.16= p<0.05. So, this hypothesis is accepted.

H7: There is positive and significant relationship between organizational identity and organizational citizenship behavior.

In seventh hypothesis, significant relationship between organizational identity (TTIDNT) and organizational citizenship behavior (TTOCB) was tested. Results showed significant and positive relationship between organizational identification and organizational citizenship behavior

as standard regression weight was 0.11= p<0.05. So, this hypothesis is accepted.

H8.1.a: There is a direct positive and significant relationship between perceived external corporate social responsibility for environment and organizational citizenship behavior.

In hypothesis H.1.a, significant relationship between perceived external corporate social responsibility for consumers (PECSR_ En) and organizational citizenship behavior (TTOCB) was tested. Results showed significant and positive relationship between organizational identification and organizational citizenship behavior as standard regression weight was 0.27= p<0.05. So, this hypothesis is accepted.

H8.1.b: There is a direct positive and significant relationship between perceived external corporate social responsibility for community and organizational citizenship behavior.

In hypothesis H.8.1.b, significant relationship between perceived external corporate social responsibility for community (PECSR_ Cm) and organizational citizenship behavior (TTOCB) was tested. Results showed significant and positive relationship between perceived external corporate social responsibility for community and organizational citizenship behavior as standard regression weight was 0.19 = p<0.05. So, this hypothesis is accepted.

H8.1.c: There is a direct positive and significant relationship between perceived external corporate social responsibility for consumer and organizational citizenship behavior.

In hypothesis H.8.1.c, the significant relationship between perceived external corporate social responsibility for consumers (PECSR_Co) and organizational citizenship behavior (TTOCB) was tested. Results showed insignificant relationship between external corporate social

responsibility for consumer and perceived external prestige as p>0.05. So, this hypothesis is rejected.

H8.2.a: There is a relationship between perceived external corporate social responsibility for environment and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity.

In hypothesis H.8.2.a , the indirect effect of perceived external corporate social responsibility for environment on organizational citizenship behavior through perceived external prestige and organizational identification was tested. The mediation analysis was executed by bootstrapping (n= 5000) via bias-corrected percentile method. The mediating effect (with bootstrapping n = 5000 and 95% bias-corrected) existed between two variables significant at the level of $p<0.05$. The hypothesis is accepted.

H8.2.b: There is a relationship between perceived external corporate social responsibility for community and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity.

To check indirect effect of external CSR for environment on organizational citizenship behavior through the mediation of perceived external prestige and organizational identification, mediation analysis was executed by bootstrapping (n= 5000) via bias-corrected percentile method. The indirect effect (with bootstrapping n = 5000 and 95% bias-corrected) was existed as the $p<0.05$. The hypothesis is accepted.

H8.2.c: There is a relationship between perceived external corporate social responsibility for consumer and organizational citizenship behavior through the mediation of perceived external

prestige and organizational identity.

In hypothesis H.8.2.c, the indirect effect of perceived external corporate social responsibility for consumer on organizational citizenship behavior through perceived external prestige and organizational identification was tested. The mediation analysis was executed by bootstrapping (n= 5000) via bias-corrected percentile method. The mediating effect (with bootstrapping n = 5000 and 95% bias-corrected) did not exist between two variables as significance of p>0.05 level. The hypothesis is rejected.

H9.a: Employee collectivism moderates the effect of perceived internal corporate social responsibility on organizational citizenship behavior.

In hypothesis H.9.a, the moderation effect of collectivism was tested through perceived internal corporate social responsibility on organizational citizenship behavior. The moderated effect was tested through interaction term of collectivism and perceived internal corporate social responsibility . The results was found significant as the value was p<0.05.
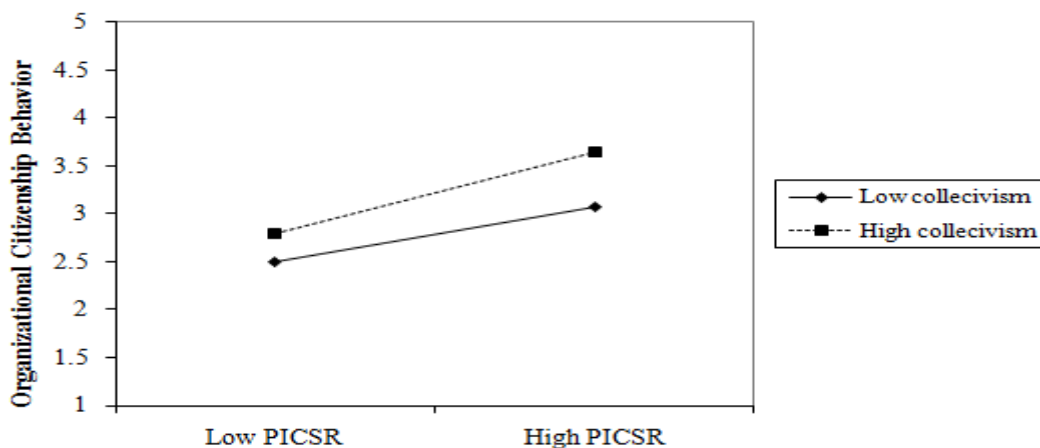
Figure 13 Moderation results of hypothesis 9.a

H9.b: Employee collectivism moderates the effect of perceived external corporate social responsibility (CSR) for community on organizational citizenship behavior.

In hypothesis H.9.b, the moderation effect of collectivism was tested through perceived external corporate social responsibility for community on organizational citizenship behavior. The moderated effect was tested through interaction term of collectivism and perceived external corporate social responsibility for environment. The results was found significant as the value was $p<0.05$.
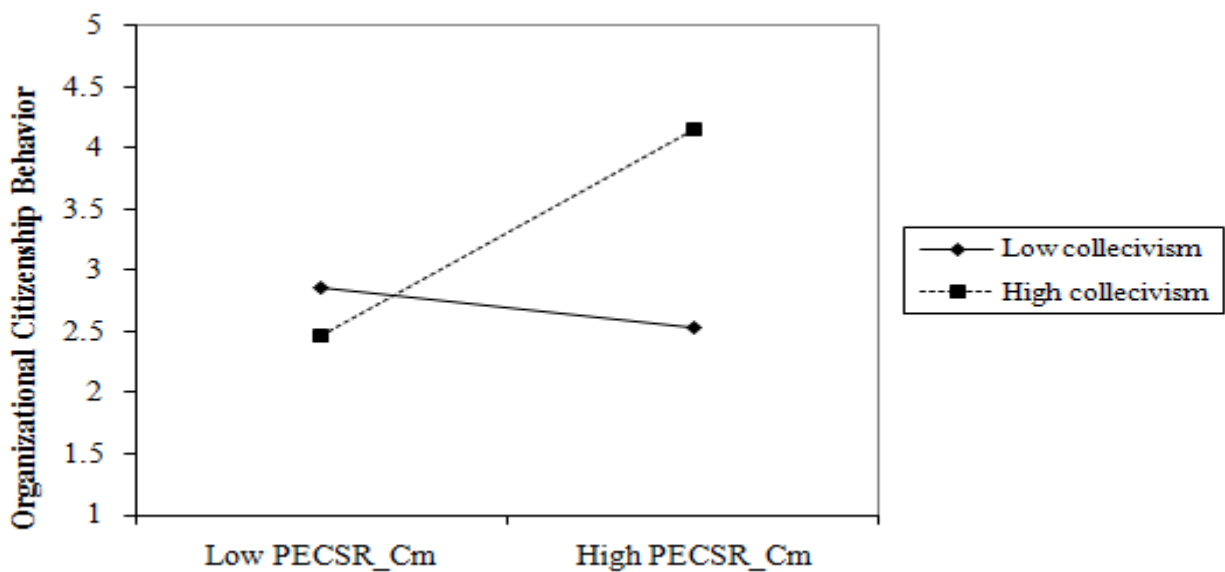
Figure. 14   Moderation results of hypothesis 9.b

4.8.3. Model fit for restructured structural model

Structural model was estimated and results were satisfactory for model fit in figure 15 and all indices values showed acceptable fitness i.e. CMIN/DF= 6.2, RMR= 0.1, GFI= 0.90, AGFI= 0.85, NFI= 0.81, CFI= 0.90, and RMSEA= 0.07.
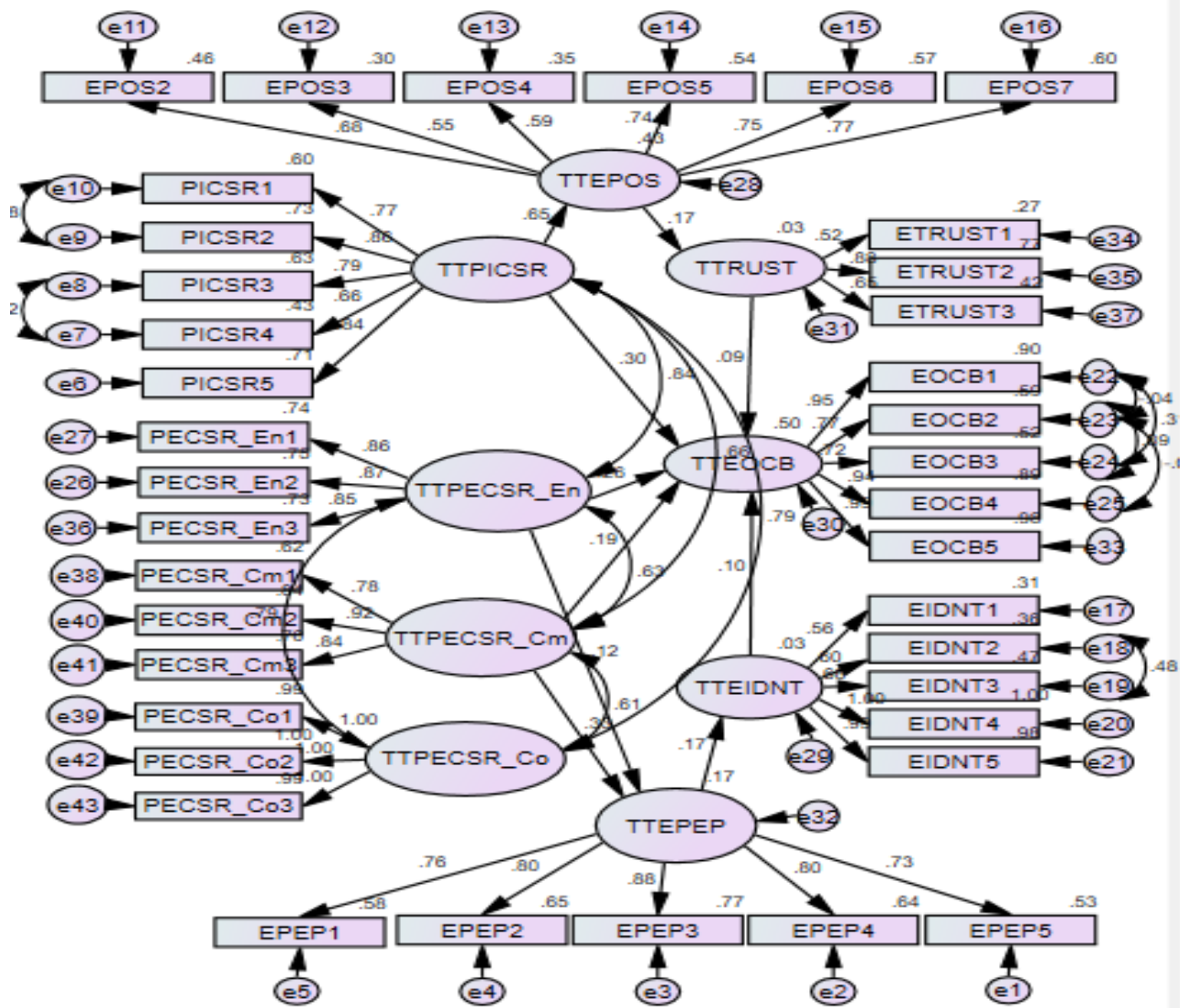
Figure 15: Structural Model for Latent Variables

Table 4.15

Summary of Hypothesis

S.N	Hypotheses	Structural Path	Standard Regression Weight & P value	Results
H. 1	Perceived internal CSR positively influences the perceived organizational support.	PICSR → TTPOS	0.65, p<.05 Significant	Accepted
H. 2	Perceived organizational support positively influences the trust.	TTPOS → TTTRUST	0.17, p<.05 Significant	Accepted
H. 3	Trust positively influences the organizational citizenship behavior.	TTTRUST → TTOCB	0.09, p< 0.05 Significant	Accepted
H.4.a	Perceived internal corporate social responsibility positively influences the organizational citizenship behavior.	PICSR → TTOCB	0.32, P< 0.05 Significant	Accepted
H.4.b	There is an indirect relationship between perceived internal corporate social responsibility and organizational citizenship behavior through the mediation of perceived organizational support and trust.	PICSR →TEPOS →TTRUST→TTOCB	p< 0.05 Significant	Accepted
H.5.a	Perceived external corporate social responsibility for environment positively influences the perceived external prestige.	PECSR_ En →TTPEP	0.10, P < 0.05 Significant	Accepted
H.5.b	Perceived external corporate social responsibility	PECSR_ Cm →TTPEP	0.32, p< 0.05	Accepted

	for community positively influences the perceived external prestige.		Significant	
H.5.c	Perceived external corporate social responsibility for consumer positively influence the perceived external prestige.	PECSR_ Co → TTPEP	P >0.05 Insignificant	Rejected
H.6	Perceived external prestige positively influences the organizational identity.	TTPEP→TTIDNT	0.17, p<.05, Significant	Accepted
H.7	Organizational identity positively influences the organizational citizenship behavior.	TTIDNT→TTOCB	0.11, p<.05, Significant	Accepted
H.8.1.a	Perceived external corporate social responsibility for environment positively influences the organizational citizenship behavior.	PECSR_En→TTOCB	0.27, p<0.05, Significant	Accepted
H.8.1.b	Perceived external corporate social responsibility for community positively influences the organizational citizenship behavior.	PECSR_Cm→TTCOB	0.18, p<0.05, Significant	Accepted
H.8.1.c	Perceived external corporate social responsibility for consumer positively influences the organizational citizenship behavior.	PECSR_Co→TTCOB	p >0.05 Insignificant	Rejected
H. 8.2.a	There is an indirect relationship between perceived external corporate social responsibility for environment and organizational citizenship	PECSR_En→TTPEP →TTIDNT→TTCOB	p< 0.05 Significant	Accepted

	behavior through the mediation of perceived external prestige and organizational identity.			
H.8.2.b	There is an indirect relationship between perceived external corporate social responsibility for community and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity.	PECSR_Cm→TTPEP →TTIDNT→TTCOB	p<.05 Significant	Accepted
H.8.2.c	There is an indirect relationship between perceived external corporate social responsibility for consumer and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity.	PECSR_Co→TTPEP →TTIDNT→TTCOB	p.>0.05 Insignificant	Rejected
H.9.a	Employee collectivism moderates the effect of perceived internal corporate social responsibility on organizational citizenship behavior.	TTCOL→TTOCB for PICSR	Significant	Accepted
H.9.b	Collectivism moderates the relationship between perceived external corporate social responsibility to community and organizational citizenship behavior.	TTCOL→TTOCB for PECSR_ Cm	Significant	Accepted

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4.9. Interpretation of all hypothesis on the whole

The present chapter has described the detail of methodology and data analysis techniques used for study analysis. From descriptive analysis of data to hypotheses tests have been discussed in this section. In hypothesis one perceived internal CSR had a significant positive effect on perceived organizational support (POS) of organization. The results reveled that only internal corporate social responsibility is not important. It is need to know how employee perceive the internal CSR as care for employees in any organization. In this regard the data was found supporting to **Hypothesis 1**.

Hypothesis 2 also found a substantial support from data and was found acceptable as perceived organizational support (POS) positively influenced trust. It is understood fact that employee develop trust on organization and management when they receive the signal of care and appreciation from authorities. Both of the variables are reciprocal and strengthen the relationship under social exchange. Perceived organizational support is synonym to favorable support of supervisor. Trust is a main factor of accepting the management for performing the duties and developing discretionary behavior as OCB.

H. 3 Trust positively influenced the organizational citizenship behavior

Internal corporate social responsibility is a discretionary positive attitude of organization and management toward employees in and outside the organization in a form of their welfare and support. It works like tool measuring and improving HR activities for employees and seed the discretionary behavior of employees. Therefore data supported the **Hypothesis 4 (a)** as positive relation of perceived internal corporate social responsibility (PICSR) with organizational citizenship behavior. Similarly the supportive initiatives of management for employees as internal

corporate social responsibility develop a sense of support and care for employees. This support of supervisor has negative correlation with the stress of employees (Elangovan and Xie, 1999). The hiring of employees and corporate social activities is first step of trust that is expected to reciprocate. Therefore **Hypothesis 4 (b)** was supported by data and was accepted as perceived organizational support and trust found mediated between perceived internal corporate social responsibility and organizational citizenship behavior as element of social exchange.

Correspondingly, perceived external corporate social responsibility (PECSR) as environment, and community were found significantly correlated with organizational citizenship behavior. Individual feel sustainable behavior and sense of care for community and environment from their organization tend to perform positive at their work. They feel like working abreast with their management for the corporate social activities as well. They feel prestigious with organization take responsibility for future foe community and environment as employee ,consumer, etc. Customer care is perceived as priority of organizations. Employees of collectivist nature and culture tend to prove their loyalties with the organizations having attractive program for the welfare of stakeholders in and outside the organization. Employees try to be affiliated with groups and organization having positive repute in the society. In this regard **Hypothesis 5.a and H.5b** positive significant relation of perceived external corporate social responsibility for environment and community with organizational citizenship behavior have achieved the substantial support of data in this study and were accepted. However, sometime people feel the organization do corporate social responsibility for window dressing and their main objective is to earn money through consumer care so the **Hypothesis 5 (c)** the positive significant relationship of perceived external corporate social responsibility for consumer was not fully supported by data and hypothesis was rejected.

In **Hypothesis 6** the significant relationship of perceived external prestige and organizational identity was accepted and was supported by data. **Hypothesis 7** the significant relationship of organizational identity and organizational citizenship behavior was also supported by data and accepted in the study. External corporate social responsibly is considered as sustainability CSR and lifts up the reputation so mostly people feel proud with working for organization working for sustainability. People feel organization care for environment and people. Feeling and perception of people also vary person to person and culture to culture.

Similarly, despite having importance for the desire of prestige and identification with organizations working for corporate social responsibility for environment, community and consumer the hypothesis for mediating effect of prestige and organizational identity between the relation of perceived external corporate social responsibility (PECSR) for consumer was not supported by data therefore **Hypothesis 8.2 c** was rejected whereas **Hypothesis 8.2. a and 8.2.b** perceived external corporate social responsibility for environment and perceived corporate social responsibility for community were supported by data for mediation of perceived external prestige and organizational identity and were accepted .

The last **Hypothesis H9.a., H9.b.** deal with moderating effects of collectivism on perceived internal corporate social responsibility and perceived external corporate responsibility for community on organizational citizenship behavior. The data supported the both hypothesizes and hypothesis were accepted.

In General, the results support the direct and indirect hypothesized relations of both perceived internal and external corporate social responsibility with organizational citizenship behavior. In internal corporate social responsibility the study hypothesized one indirect path through sequential double mediation of perceived organizational support and trust, while in

external corporate social responsibility. The path was observed through three segments ,the environment, community and consumer. The data supported the direct and mediating relationship of perceived external CSR for environment and perceived external CSR for community. Further the moderating effects were checked on the perceived internal corporate social responsibility and external corporate social responsibility for community on organizational citizenship behavior which were supported and accepted and results presumed that effects of both corporate social responsibility   and organizational citizenship behavior get stronger if the employees have collectivistic traits.

4.10. Summary of Chapter 4 'Results and Analysis'

Chapter No.4 comprised of the results and analysis of data. The chapter has described the frequency, mean/average, and standard deviation in first part and has analyzed the data through structural equation modeling (SEM) that included measurement and structural model in second part.

The measurement model has been analyzed through common factor analysis and confirmatory factor analysis of each latent variable. The analyses covered the outcome and results of common factor analysis (CFA) i.e. mean, standard deviation, square multiple correlations, factor loadings and reliability for ten latent variables. To confirm the validity of measurement model it was further analyzed through the composite reliability (CR) and average variance extracted (AVE) tests. Having found satisfactory results as per requirement of statistical slandered rules for measuring model the chapter moved to analyzing structural model. The structural model was analyzed twice first on the basis of perceived model and the hypotheses were checked. In the light of results of structural model the rejected paths based on rejected hypothesis were dropped and the

structural model was reanalyzed on accepted hypothesis.

Moving ahead, the chapter further presented the results of model fitness or fit statistics of structural model which include Relative / Normal chi-square (CMIN/ DF), Goodness Fit Index (GFI), Adjusted Goodness Fit Index (AGFI), Comparative Fit Index (CFI) and 'Root Mean Square Error of Approximation (RMSEA).

Chapter 5
Introduction

| Discussion of finding | Implementation | Limitation & future Recommendation | Conclusion |
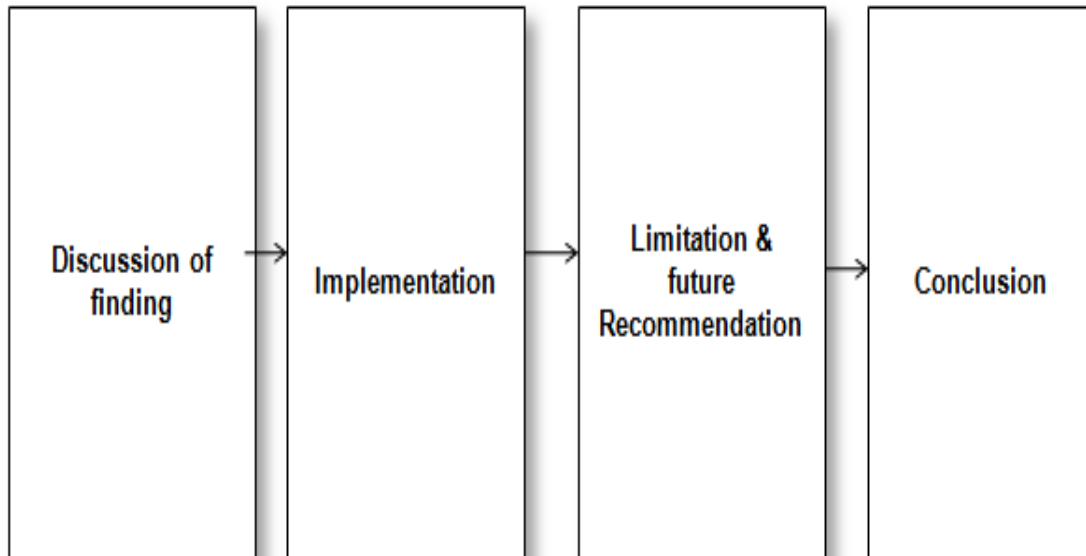
CHAPTER 5: DISCUSSION, LIMITATIONS, IMPLICATIONS AND FUTURE RECOMMENDATIONS

5.1. Introduction

The objective of this chapter is to shed light on findings and describe the logically derived interpretations of results beside some plausible justifications for the investigated findings. . Besides, focusing on the discussion of established paths for the relationship of perceived internal and external corporate social responsibility with organizational citizenship behavior (OCB).

In general, the present chapter is divided into three parts. as discussion on ,finding , limitations, implications and future recommendations. The first part highlights the detailed discussion and explanations rationally drawn from the literature review and extends the opinion on findings regarding the proposed hypothesis and interpretation of results, while other two segments deals with the discussion on limitations, promising theoretical and practical implications of the investigated results and the recommendations for future recommendations of the study.

5.2. Discussion on Findings

The present discussion starts with the findings of study by keeping focus on core objectives of the study and ascertaining to what extent this study has been successful in attaining those objectives. This study contributes to the link between employee CSR perception and outcome as OCB in telecom industry in Pakistan, where the CSR is considered to be highly involved (Ali, 2011). As the organizations are facing are facing tough completion globally ,the management of organizations have started realizing the importance of corporate social responsibility to meet needs of stakeholders for achieving their targets. Corporate social responsibility has resonated robustly

during the last decade as managements of different organizations in the world have stated focusing on it and has evoked the desirable attitude and outcome behavior of employees (Fryzel, 2015). Under the micro foundation centered view, the implementation of corporate social responsibility polices affect the internal and external stakeholders but a few studies have focused on micro (employee) level analysis (Vlachos, et al., 2014; Glavas, 2016). However, The objective of study are seemed to be found met as in Table 5.1 where out of eighteen hypothesis fifteen hypothesis are accepted and three are rejected. Out of four mediation one is rejected. The both moderation are accepted.

Table 5.1

Accepted and Rejected hypothesis

S.N	Hypotheses	Results
H. 1	Perceived internal CSR positively influences the perceived organizational support.	Accepted
H. 2	Perceived organizational support positively influences the trust.	Accepted
H. 3	Trust positively influences the organizational citizenship behavior.	Accepted
H.4.a	Perceived internal corporate social responsibility positively influences the organizational citizenship behavior.	Accepted
H.4.b	There is an indirect relationship between perceived internal corporate social responsibility and organizational citizenship behavior through the mediation of perceived organizational support and trust.	Accepted
H.5.a	Perceived external corporate social responsibility for environment positively influences the perceived external prestige.	Accepted
H.5.b	Perceived external corporate social responsibility for community positively influences the perceived external prestige.	Accepted
H.5.c	Perceived external corporate social responsibility for consumer positively influence the perceived external prestige.	Rejected
H.6	Perceived external prestige positively influences the organizational	Accepted

	identity.	
H.7	Organizational identity positively influences the organizational citizenship behavior.	Accepted
H.8.1.a	Perceived external corporate social responsibility for environment positively influences the organizational citizenship behavior.	Accepted
H.8.1.b	Perceived external corporate social responsibility for community positively influences the organizational citizenship behavior.	Accepted
H.8.1.c	Perceived external corporate social responsibility for consumer positively influences the organizational citizenship behavior.	Rejected
H. 8.2.a	There is an indirect relationship between perceived external corporate social responsibility for environment and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity.	Accepted
H.8.2.b	There is an indirect relationship between perceived external corporate social responsibility for community and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity.	Accepted
H.8.2.c	There is an indirect relationship between perceived external corporate social responsibility for consumer and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity.	Rejected
H.9.a	Employee collectivism moderates the effect of perceived internal corporate social responsibility on organizational citizenship behavior.	Accepted
H.9.b	Collectivism moderates the relationship between perceived external corporate social responsibility to community and organizational citizenship behavior.	Accepted

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Hypothesis 1: Perceived internal corporate social responsibility and perceived organizational support

Every organization that wants to grow never neglects its employees and issues related to their jobs. It has been observed in the light of social exchange theory (Blau,1964) on the norms of reciprocity between organization and employees that when the organization shows care towards the needs and wants of its employees, ensures their wellbeing in and outside the organization, the employee feel relaxed that affects the growth of organization. Many employees like females employees have child and elderly care responsibilities so providing them flex time opportunities may show them that are cared outside the organization as well and may in reducing absenteeism and decrease their work and family conflicts etc. The employee receiving such care   and help return it by improving quality of work they receive at work.

Similarly, the improved HR polices regarding the training and development are tools to retain the quality employees for better organizational financial health. Employees usually feel more satisfied when they receive backup from the management for their personal growth. The mechanism of CSR based on fair procedural justice helps not only to mastery on their current jobs but also ensures them for their future promotions and growth. When the employee perceive that their management either directly through supervisor or through transparent role of HR department care them, they like returning the same and feel pride at work. Consequently, receiving such type of ethical and caring, safe, family friendly work environment develop a sense of perceived support of their organization and they likely to stay at job. So the **hypothesis 1:** Perceived internal corporate social responsibility positively influences the perceived organizational support is accepted.

Hypothesis 2:   Perceived organizational support to trust

The literature on trust related is growing and many studies are trying to focus on factors affecting the trust, like organizational psychology and Human resource management level are trying to explore the working place practices affecting the trust (Brown et al., 2015). Perceived organizational support is kind of feeling of organizational care for employees and trust is outcome of perceived organizational Support, therefore organizations cannot ignore trust of employees. The equity theory based on social exchange theory extends the concept of need of fair treatment and justice which is key motivator for trust among the employees. Social exchange theory has a significant role in describing the relationship of trust between leadership and employees (Konovsky &, Pugh, 1994).When the organization value to employee the employee show trust on organization. The trust is considered feeling of not being betrayed from other party. Perceived organizational Support causes the vertical trust for employees like trust on supervisor, manager and leadership. Trust does not occur at once. The employees observe the organization carefully for trusting it in future (Carnevale , 1998), thus, when management ignores the mistakes the employee get loyal. Perceived organizational support is judged in three ways like, reward, good working conditions, fairness and supervisor support that results favorable outcome from employees (Mansour,2014),so, when management shows extra care the employees do favor to the organization in emergency. They reciprocate the feeling of benevolence and start trusting organization.

In general, the individuals apply the same psychological process for attributing the humans as they apply while evaluating the other nonhuman (Eply et al 2007). Most often the organizations are anthropomorphize and are treated as an entity in term of abilities and moralities (Sen, et al., 2006), motives and intentions (Fomburn,1996) and are considered to be answerable for their

actions (King et al., 2010).Thus, the organizations' ethical treatment to employee can affect the relationship between them in term of sense of security, belongingness, self-esteem and purpose for work (Bauman and Skitka, 2012) that may stem trust for organization among the employees. Internal corporate social responsibility (CSR) is a lens through which employee see the support of organization for them. The activities based on employee care strengthen the their relationship with organization that in turn develop a sense of mournfulness at work (Bauman and Skitka, 2012).Therefore the **Hypothesis 2**, Perceived organizational support positively influences the trust is accepted.

Hypothesis 3: Trust to organizational citizenship behavior

Several studies have been conducted to explore the relationship of trust with attitude and behavior. Employees' trust as an attitude develop the positive behavior of employees and plays a significant role in maintaining a long term success of organization (Mey et al., 2014). Getting fair treatment from organization impacts the behavior of employees. They may be happy and regular at work. Healthy work environment boots trust on employee take them for long association with trust of not being betrayed and be cared. Trust is two way process. Trust can be better build maximum social exchanges. Based on social exchange employee perceive and reinforce trust through previous experiences. It is a gradual process Attitude is a distinguishing feature of personality that distinguishes the employees at work and is not always same. The study of Altuntas &Baykal (2010) found that employee trusting high present high organizational citizenship behavior. They feel at home at work and try to improve the surroundings and working relations. They may create and share new ideas for future development. They do not take organization for granted.

Therefore, the organizations need to care the emotions and feelings of employee while dealing because beside educated and skilled employee the loyalty is crucial. The loyal worker has great worth for the success of organizations (Dursun ,2015).Trust builds a feeling of confidence employees that the organization will nor exploit them and leader will be straightforward to its commitments toward employees (Beslin & Reddin, 2004). Leadership style also incorporate the attitude that exert trust on organization and leads to positive outcome behavior (Dirks & Ferrins, 2002), Building organizational trust need time and is a sensitive process while distrust is catastrophic. Paliszkiewicz (2010) in his studies consider the trust as feeling that bridges the past experiences with future anticipations that may influence the performances and environment at work thus happy employee produce healthy results and like trusting organizations (Agrawal,2014). The intriguing findings of literature result positive relation between Trust and OCB in (Van Dyne et al., 2000; Dirks & Ferrin ,2002; Mey, et al., 2014). In general, the study finds **Hypothesis 3** : Trust positively influences the organizational citizenship behavior is found true and accepted.

Hypothesis 4 a :   Perceived internal CSR and organizational citizenship behavior

CSR has been observed on macro basis and there is less explored on micro (Rupp et al., 2015) .The behavior employee and perception of employee have a significant role organizational development. It is evident through literature that organizations that take CSR as investment reap the fruit of it because of portraying a positive image to stakeholders. So the Internal CSR is getting attention from diverse research backgrounds as well (Ismail, 2011) and as a result the organizations have started paying attention to it (Reinhardt et al., 2008). Internal CSR satisfies the psychological needs of employees within the organization (Aguilera,et al.,2007) The employees have play a significant role in the organization as stakeholders. Employees' perception of organization as

supportive and ethical, just and fair may affect positive on their behavior. Though the OCB is related to extra role behavior and not formally related to Job description but every organization try to retain the employee with such type of behavior. The behavior is personal choice and OCB is discretionary behavior, a desirable actions that are not formally awarded (Korsgaard, 2010).Thus it is crucial to pay attention through internal CSR. internal CSR is viewed as the transparent application of HR practices rather philanthropic contribution to community (Azim, 2014)

Therefore, the behavioral researchers propose that employees as internal stakeholder gauge the performance of organization on the basis of ethical treatment (Floger et al., 2005). CSR sends the signals to employees about organizations' values and ethics and the organization that value to ethics work as trustee for the interests of stakeholders (Blammer et al., 2007). Having care and interest of organization in employees' need and wants, the employees' get engaged in benevolence attitude and positive relationship with organization (Organ, 1988). When the employees find their organization involve in ethical behavior, they also start feeling positive which more likely results as increased OCB (Hansen,2011). Hence positive relation develop positive behavior at work. Whereas, finding CSR mere set of word on the piece of paper can reduce the employee sense of positive affiliation with organization (Glavas, 2016). Thus the **hypothesis. 4 a** : Perceived internal corporate social responsibility positively influences the organizational citizenship behavior is accepted. Similarly **hypothesis 4.b:** There is an indirect relationship between perceived internal corporate social responsibility (CSR) and organizational citizenship behavior through the mediation of perceived organizational support and trust is also supported by data and is accepted.

Hypothesis 5: Perceived External CSR to Perceived External Prestige (H5a , H5b, H5c)

Most of the literature found on CSR as whole, while in practice the some activities are for

external stake holder and some for internal. It has several dimensions like organizations' ethical behavior toward   environment , consumer, community etc that are considered as external CSR. There can be direct and indirect effects of CSR on stakeholders. Employee as micro stakeholder also get affected by the action of organization of organization. The CSR action of organization may stem self - esteem ad prestige among the employees that likely encourage them to identify them with organizations. Usually employees guess the characteristics of organization through the repute of their organization in the eyes of outside people because the regard or the disregard of organization by outsiders stands important for them. Mostly they tend to associate them with the organizations which they feel is reputed and well regarded by others (Smidts et al. 2001). The CSR can be proved as an effective strategy in building the positive repute of organization and source of attraction for job applicant (Morsing ,2006). The organization that maintain its CSR for external stakeholders like community, environment consumers etc. supports the employees in the judgment of organization (De Roeck,& Delobbe ,2012).

Thus, the organizational attributes reinforce the prestige of organization and boost their self- esteem (De Roek, & Delobbe ,2012).The employees profoundly introduce them with their organization, if it is perceived positive outside. They like suggesting others in affiliating them with their organization because people like joining sustainable organizations and more environmentally friendly. The positive repute and sense of prestige becomes a source of completive advantage for the organization. Sustainability actions mostly elevate the company's reputation and status, lead many job seekers perceive their repute with the organization they apply to because of being prestigious organization admired for its sustainability. Similarly, employees imply the organization being sustainable caring for them as well. The current study validates these findings but the **Hypotheses 5.a:** Perceived external corporate social responsibility for environment

positively influences the perceived external prestige, is accepted. **Hypotheses 5.b:** Perceived external corporate social responsibility for community positively influences the perceived external prestige is accepted. While **Hypotheses 5.c:** Perceived external corporate social responsibility for consumer positively influences the perceived external prestige is rejected. While external CSR for consumer has been found positive in many other studies of individualist employees. The variation of results may be possible due to change behavior which depends upon the surroundings and culture. It is interesting that collectivist employees are found more interested in internal and external corporate social responsibilities for community at a time. whereas, collectivist are found least concern for consumer related corporate social responsibilities.

Hypothesis .6 : Perceived external prestige to organizational identity

Perceived external prestige is considered as one's own perception and point of view about the outsiders' perception for their organization.(Smidt et.al, 2001). It serves as reflecting mirror that suggest the employees that how the organization and its employee to be seen by outsiders (Dutton et al.,1994). Many organization have a great concern with organization's prestige as their businesses depend on their prestige in the market (Robert and Dowling, 2002) as they may need to attract the investor through their credibility among the external stakeholders and community as whole (Shane and Cable, 2002). It also helps in attracting the customers to buy their product as they have good repute in the market (Standifird,2001).

The literature supports the claim that those who feel prestige of organization tend high to identify them strongly with organization. Similarly the perceived external prestige and organizational identity were found correlated in the studies of Smidt et al.,(2001);Carmeli and Freund (2002); Riketta (2005); Fulller (2006). Organizational identity in the study of Patchen

(1970) is defined through a) feeling of solidarity with organization, b) shared feeling of group members at work, c) behavioral support for organization. The employee feeling of prestige for organization develop identity and make favorable decisions in the favor of organization (Simon, 1997) and they bask about the glories of success of organization. Therefore the **hypothesis 6:** Perceived external prestige positively influences the organizational identity is accepted.

Hypothesis 7: Organizational identity to organizational citizenship behavior

In the light of literature review it has been observed that recently the scholars of organizational behavior, psychology and managements have developed a great interest in the concept of organizational identity. If the organization receive the good repute from outsiders the employees feel great identification with the organization. Organizational identity appears as results of positive behavior of organization toward employees (Tyler, 1999). It is a sense of belongingness and membership of employees with the organization. Organizational identity motivates the employees for positive work behavior as they feel pride in associating with organization (Dutton,1994) and enhance creativity and performance of employees through organizational citizenship behavior.

Similarly organizational identity is a cognitive process. Employee develop identities on the basis of their self-interests. Employee feel pride by associating and working with the organization socially accepted and acknowledged (Turban and Greening, 1997). They get motivated when the values of company match with employees' interests and values. According to social identity theory developing affiliation with groups is a natural phenomenon of human beings (Pfeffer and Salancik, 1978). The difference between personal and organizational identity is that in personal individual think who they are?, while in organizational identity they think about their

organizations that what these are? and what is their repute in the sight of outsiders?. Thus the organizational identity directly influences the employee behavior (Witting, 2006).The employee who identify them with organization are more likely to show the supportive behavior (Ashforth and Mael, 1989). As a result the **hypothesis7:** Organizational identity positively influences the organizational citizenship behavior is accepted.

Hypothesis 8: Perceived external CSR to organizational citizenship Behavior (H8.1a,H 8.1b, H 8.1c , H 8.2.a, 82.b, 82.c)

In recent, the corporate social responsibility has turned out to be a widely discussed topic in business research. The mushroom growth of corporate social responsibility (CSR) practices is developing a positive image of organizations in the landscape of businesses. As a result many organizations have started adopting corporate social responsibility practices as strategic tool for their businesses. Most of the organizations have realized that spending on CSR is an investment and they can reap its fruit as good repute in sight of internal and external stakeholders. Corporate social responsibility has become a sign of portraying good in front of stakeholders because they are most influential groups that either get affected by the organization or affect the organization. According to social identity theory the employee like developing association with the organizations that behave good in the society.

The literature evident CSR practices and employee behavior are related to each other. The perception for corporate social responsibility is a cognitive process and usually different from actual corporate social responsibility programs. Such cognitive process leads to attitude and behavior of employees. Thus the **hypothesis 8.1.a:** Perceived external corporate social responsibility for environment positively influences the organizational citizenship behavior, and **Hypothesis 8.1.b:** Perceived external corporate social responsibility for community positively

influences the organizational citizenship behavior are accepted. The preferences of employees also get affected by culture and trend of society. Like most of the developing countries are more concerned with charitable community based CSR practices and have not much awareness for consumer based practices like Pakistan is in the second wave of philanthropic CSR practices, so the data collected did not support the **hypothesis 8.1.c:** Perceived external corporate social responsibility for consumer positively influences the organizational citizenship behavior is consequently rejected.

The study of literature of corporate social responsibility (CSR) has revealed that most of the organizations have realized the importance of CSR for their positive image building. They have understood the importance of employees' perception for their image building . Employee was previously a neglected part of corporate social responsibility (CSR) literature. Since last decade the work on corporate social responsibility (CSR) is exponential in CSR literature (Glavas, 2016). However the present trend for corporate social responsibility in the studies of (e.g. Turker, 2009 : Muller et al., 2012) are focusing on the relation of employee perception of corporate social responsibility (CSR) with attitude and behavior. Organizational identification is one of the important construct that effect the employee behavior(Albert et al., 2000). The studies of Rodrigo and Arenas (2007); Farooq et al. (2014) have found significant positive relations with corporate social responsibility (CSR) and organizational identity. Whereas Jones (2010) ; De Roek and Delobbe (2012) have discussed corporate social responsibility (CSR) and organizational identity with the reference of perceived external prestige. The study of Jones et al., (2014) suggests that the organizations involved in corporate social responsibility (CSR) receive a positive repute in the community that leads to organizational identity. Organizational identity concept is derived from social identity (Ashforth and Mael, 1989) and have positive impact on outcome as organizational

citizenship behavior (Taylor and Bladder, 2003). Therefore , **hypothesis 8.2.a ,** there is an indirect relationship between perceived external corporate social responsibility for environment and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity and **hypothesis 82.b,** there is an indirect relationship between perceived external corporate social responsibility for community and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity were accepted. While the data did not support the **hypothesis 8.2.c,** there is an indirect relationship between perceived external corporate social responsibility for consumer and organizational citizenship behavior through the mediation of perceived external prestige and organizational identity and the hypothesis was rejected . According to Jones (2010) employees fulfill their desires for self-esteem by engaging them with prestigious organization and as result they develop their identity and present favorable attitude, so not necessary they develop prestige with all type of organizational practices.

Hypothesis 9: collectivism as moderator (H.9.a, H9.b)

Hofstede (1990) relates the culture with the organization and according to his study the collectivism is a state of mind that distinguishes one identity from other. Collectivist type of individuals sacrifice their own goals for the group association. Corporate social responsibility associated with the prestige and status of organization has great impact on employees so employees having collectivist orientation get positive perception for the organization offering corporate social responsibility either internal or external. Consequently they develop the favorable behavior for the organization. The study of Waldman et.al, (2006) suggests that organizations culture having high level of collectivism persuade more for corporate social responsibility practices.

Similarly, organizational identity is getting great attention among the scholars. The organizational identity often depends upon mission, vision and culture of organization and leads to shared values and belongingness (Cornelissen, 2014). The propensity of identifying with some group varies among the people in the same culture in the same organization as well. Affiliation depends upon the level of one's perception and need of relationship with others (Wang, et al., 2000). Some have tendency to share with others as group while some like keeping them apart (Epitropaki and Martin 2005). Collectivists inclined toward few groups and keep for long associations (Triandis et al.1988). Thus the **hypothesis 9.a**: Employee collectivism moderates the effect of perceived internal corporate social responsibility on organizational citizenship behavior and **hypothesis 9.b:** Collectivism moderates the relationship between perceived external corporate social responsibility to community and organizational citizenship behavior were supported by data and accepted.

5.2. Limitations

Although, in the light of aforementioned discussion of research the present study has several positive features. Firstly, this study has tried to fill the gap by following the recommendations of previous contemporary researches as discussed in the table 5. Secondly, this research has developed the path model for perceived external and internal CSR through the sequential mediation of attitudes and behaviors through the lens of social identity and social exchange. Thirdly, the study has observed the collectivism as moderator to CSR and employee attitude on OCB as outcome behavior. Thus the present study discusses the meaningful aspect of perceived external and internal CSR on OCB.

However, like every previous researches it is not out of bound and it has certain limitation.

The main limitation is cost and official protocols of organizations that took a lot of time in contacting people did not let the study grow in maximum organizations .Thus the research was narrowed down to one industry namely Telecom. The result may not be generalized with other industries. The study could not cover all the stakeholders aspects of CSR because the employees are not involved in CSR discussion so they could be only approached to common known community, environment, consumer and employees. In general the research has a dilemma that the strength of one strategy can be the weakness of other method on the same problem set (Mc Grath, 1982). Finally, the data was collected in one go cross sectional and it could be longitudinal as well if it were not academic study because longitudinal studies spread over number of years whereas academic studies is bound to be finished with specified number of years.

5.3. Implication for Research

Despite having some limitation the present study possess several noteworthy theoretical and practical implications through the development and implementation of attitudinal and behavioral model that checks the impact of perceived external and internal CSR on OCB. The following sections shed a light on theoretical and managerial implications of research.

5.3.1. Contribution to knowledge

The present study is mainly conducted for academic purpose. The relationships of variables explored in this study are unique in their nature. Though some relations have been explored in the west but impact of employee perception through the linkage of sequential mediation on organizational citizenship behavior is only one of its kind in Pakistan as per knowledge of authors of this study. The perceived organizational support and trust are blended for the first time as

between perceived internal CSR and OCB as sequential mediation. The relation of two intervening variables perceived organizational support and trust as attitude are used to suggest the relationship of employees' motivation for OCB as social exchange process. The social exchange theory suggest that several transactions and exchanges are staged on organizational platforms. Most of the previous research has overlooked the construct of trust in social exchange and focused on only perceived organizational support and ignored the role of trust, whereas trust is the outcome of perceived organizational support (Wong et al., 2011). While perceived organizational support emerges from internal CSR practices (Rhoades & Eisenberger, 2002). Likewise, the observation is made on perceived external prestige and organizational identity as elements of social identity between perceived external CSR. Surprisingly, both CSR and OCB are discretionary type and found positively reciprocate each other.

The study has speculated that if the organization supports the employees through better HR practices they will spectacle the organization as trustworthy and as a result will build citizenship behavior which is not compulsory but expected from the employees. The study results cannot only help to improve the level of HR related activities but also be helpful academic purposive for research students.

Similarly. the main contribution of the study is that the CSR being western instrument and ethical concept is tested in the collectivist culture of Pakistan. A collectivist trait is also observed on perceived internal CSR and OCB which is more concerned with social exchange individualist societies. The results proved positive and showed that individuals' traits are not necessarily required to attach with societies. The collectivists societies may have both type of trait in the same person with different concerns and motives. Thus, It can help the students of management and organizational behavior studies to understand the relationship of business and human psychology

of employees.

Finally, the study has contributed to the gaps identified in CSR literature by Aguillera (2007) ; Kim et al., (2010) ; Aguinis, (2011) ; Farooq et al.(2013) ; Abd-Elmotaleb et al.,(2015); Abd-Elmotaleb et al., (2015); Frederick (2016) and Glavas (2016) who suggested to explore the micro CSR in bit complex texture under the social identity and social exchange theories. The detail of gaps and future recommendations has already been discussed under the topic of perceived gap with the reference of table 5. The present study has introduced the model for indirect relations of attitudes and employee outcome behavior as OCB, which is first ever studied in Pakistan.

5.3.2. Managerial implications

Literature further evident that much of the research has been made on macro concept of CSR. Much of the concern of organizations is shown for external CSR and stakeholders e.g. employees' as individuals and internal CSR for employees is a neglected areas in many organizations. The present study has suggested several implications to management while making plan for CSR. The study results suggest that results of external CSR do not only effect on external stakeholders but may also cause change in the behavior of employees. So they should set the equal standards for external and internal stakeholders. The managers should try to practice the sustainability approach of CSR which is most important for the nature and people together and they should further try to develop the CSR strategies that must speak and should be a source of getting prestige for employees because employees are unique and inimitable source of production for competitive advantage. Company's prestige can enhance the value of organization for potential jobseekers ,can arise the OCB with existing workers and can help in improving their performance (Rupp et al., 2013)

The present study provides the important managerial implication that the private organization investing on employee through internal CSR can keep the long lasted relations with stakeholders. The employees perceiving positive behavior of organization through internal CSR show less tendencies of switching their jobs till they are cared because they reciprocate the behavior under social exchange. Furthermore, the internal CSR can be used as tool to improve the efficiency of HR department. HR department may provide the better training, safety, involvement in organizational communication etc.as an organizational support for building the employees' trust.

Similarly, employee as human are unpredictable are in their nature. Internal CSR should be individualized and personal as individuals are different they need individual treatment as well. Most of the organizations do not follow the same strategy while dealing with employees especially in Pakistan. This study may serve as guide for managers to inform them about employee perceptions about CSR. This study suggests the managers to improve their level of organizational support and communication, fair justice etc. in order to gain the trust of employees that results as OCB.

Correspondingly, the level of trust and identification of employee vary as per their personal traits. They keep affiliations for their personal interest and favors. Therefore, the CSR practices should be long term and should be treated as investment not cost. CSR should also be considered for the process of job design so that it can attract the quality employees. HR departments and management need to follow the CSR strategy through better environment at workplace e.g. work-life balance, safety, training and development etc. for long term positive association between employers and employees. Overall if the management desire to have better financial health of organization, it needs to engage it with CSR internal and external at the same time.

In a similar vein, the present study can be helpful for policymakers, NGO,s and government authorities regarding making polices for labor laws, environmental protection , human and land as well. The finding results for individual and community were found stronger than environmental and consumer CSR in this study. Therefore there is need to pay attention to these part and should create awareness for this neglected area on public and private level. The recent action of government Pakistan as first country in world by passing the bill in national assembly in February 2016 for adopting the agenda of Social Development Goals for 2030 as vision of Pakistan for 2025 has proved the significance of importance of corporate social responsibility as an essential requirement of sustainable development.

5.4. Future Recommendations

The present study has explored the worthy consideration for Telecom industry. The findings show that implementation of internal CSR has great positive effect on employee discretionary behaviors as OCB. So that it necessary for management of organizations to champion internal CSR by contributing improved HR practices. This study has focused on telecom industry in Pakistan where the CSR practices are commonly applied e.g. Mobilink collaborated with WWF and was certified as WWF- Pakistan Green office in February 2015 and engaged employees' in training that was held on "carbon foot print and sustainable solutions". However, the same framework can be applied on other service sectors industry like Banking, Hospitality, Health to enhance the generalizability of finding. Moreover, the results of this can be better observed through longitudinal survey in future. The employee attitude and behavior can be observed through qualitative survey approach .

The present study has explored the employees as internal stakeholders, while future the

study can explore the franchisors and employees working at franchises as internal stakeholders for external and internal CSR with OCB because they are supposed to own the services of organization like the other internal stakeholders but to some extent the organizations do not care about their feelings. The attitude of franchisors and their employees also effect on the image and repute of organization for customers and other stakeholders.

Similarly this model can be used to observe to compare the organizations in the telecom industry with each other and with other industries. Further, the model present study can be extended for comparison of different cultures through the moderating effect of collectivism because collectivism is usually associated with eastern culture. However, collectivism is individual trait and it should not be associated with any specific area or county.

Further, trust as an attitude in both paths of model with Social Exchange and Social Identity should be used with operationalization from individual context e.g. I mode to third person he/she or collective side of trust that will provide an opportunity to explore the contending roles of mediating mechanisms used in the study.

5.5. Conclusion

The importance of employees and their perception was the main focus of present study. Through literature review it was recognized that the human as an employee was grey area in CSR and was ignored (Glavas, 2016), The more focus was laid on organizational performance not on the employees who run the organizations (Weiss and Rupp, 2011). During the research of present study, the CSR for community and environment were found more interesting areas for researchers.

However, the modern literature on CSR suggests that during the last decade the move for CSR found inclined toward employees as well. Most of the organizations in the world have

recognized the need of human resource along with society and planate. Thus, the next phase of CSR 2000 to 2050 will pay attention to sustainability CSR Frederick, (2016). Employees are the source of production in any organizations. Further, they are also employees who make and implement the plans for CSR in any organization. Happy and satisfied employees create healthy organization. They get positive when they find the values of organizations aligns with their own values (Jones, 2010). Moreover, the employees as stakeholders have realized their value in the organizations but exploitation of planet and human is still high and CSR look like a window dressing especially in developing countries like Pakistan. As result based on SDGs 2030 to improve the level of corporate social responsibility in Pakistani organizations , the government of Pakistan has taken an initiatives by passing the bill in national assembly in 2016 for the first time in the world for supporting Social Development Goals of United Nations through its National Action Plan for 2025. Therefore, the author of study realized the need of time and felt necessary to observe the impact of perception of external and internal CSR on OCB.

The beauty of this study is that it has explored the links between the perceived internal CSR and OCB of employee through the lens of social exchange theory and has shed the light on the effects of external and internal CSR on employee behavior. Similarly, as to the knowledge of author of this study, there is no previous attempt found with aforesaid relationship yet. This under discussion study is the first type of study in the field of micro CSR (the employees) and their attitude and behavior as OCB in Pakistan.

Overall, the finding suggest that increased number of CSR activities of organization are perceived as positive support of organization that lead to positive attitude of employees and create an emotional bound of employees with organization. So, it is important for the organizations and their management to be conscious, watchful and aware of reformation of organizational strategies

for CSR.

5.6. Summary 'Discussion, Limitations, Implications and Future recommendations'

Chapter 5 comprised of findings as discussion, limitation, implication and future recommendations of the research studied. The discussion was made and structured according to the hypothesis discussed in aforesaid chapters. Further, theoretical and practical implications of research were discussed like how the collective trait through moderation strengthens internal attitude of trust and external identity because the correlation between satisfied employees and profitability can be better fit if the CSR is adopted according to the employees' perception. Further, this chapter included the recommendation regarding future study that in turn, will be helpful for the mangers to understand the varying outcome of CSR on the employees' attitude and behavior.

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Appendixes

Annexure 1 : Details of Instrument Used in Questionnaire

Sr. No.	Variables	Codes	Instrument authors (year)	No. of Items	Measurement Scale
1	Collectivism	TTCOL	Dorfman and Howell (1988)	6	1= SA, 5= SDA
2	Internal Corporate social responsibility	PICSR	Turker (2009)	6	1= SA, 5= SDA
3	External Corporate social responsibility for En	PECSR_En	Turker (2009)	3	1= SA, 5= SDA
	External Corporate social responsibility for Cm	PECSR_Cm	Turker (2009)	3	1= SA, 5= SDA
5	External Corporate social responsibility for Co	PECSR_Co	Turker (2009)	3	1= SA, 5= SDA
6	Perceived Organizational Support	TTPOS	Eisenberger et al. (1986)	7	1= SA, 5= SDA
7	Perceived External Prestige	TTPEP	Mael and Ashforth (1992)	8	1= SA, 5= SDA
8	Trust	TTTRUST	Podskoff et al. 1990	6	1= SA, 5= SDA
9	Organizational Identification	TTIDNT	Mael and Ashforth (1995)	8	1= SA, 5= SDA
10	Organizational Citizenship Behavior	TTOCB	Smith et al, 1983	9	1= SA, 5= SDA
11	Demographic		Self-Developed	4	

Annexure 2: Questionnaire

Capital University of Science &Technology Islamabad
Department of Management Sciences

Dear Sir/Madam

I kindly appreciate your cooperation for participating in this study on corporate social responsibility. The purpose of this research is to study employees' responses to matters about corporate social responsibility and observe how people from different backgrounds respond to the socially responsible behaviors of their organizations. We invite you to complete the attached survey, which will take few minutes of your time. All your responses will be completely confidential. The results of this research will be used only for academic and professional publications.

Thank you for your participation.

Iffat Rasool
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Please tick the most appropriate box. Your response will be completely confidential

1.Gender :

Male [1]

Female [2]

2. Marital Status (optional) :

Married [1]

Unmarried [2]

3. Age

(Optional)

Less than 20 years [1]   26 to 30 [3]   36-40 [5]

21 to 25 years [2]   31to 35 [4]   above 40 [6]

4. Year of service with current organization:

Below 5 years [1]   15 to 20 years [4]

5 to10 years [2]   Over 20 years [5]

10 to 15 years [3]

5. Location of Organization: City _____ **6. Designation** (optional) _____

7.E.Mail: _____

8.Education:

[1] Less than 14 years   [3] 16 years

[2] 14 years   [4] Above 16 years

Please tick (√) the most appropriate following statements to which you agree with:

Strongly Agreed	Agreed	Neutral	Disagreed	Strongly Disagreed
1	2	3	4	5

	Perceived Internal CSR					
1	My company policies encourage the employees to develop their skills and careers.	1	2	3	4	5
2	The management of my company primarily concerns with employees' needs and wants	1	2	3	4	5
3	My company implements flexible policies to provide a good work and life balance for its employees.	1	2	3	4	5
4	My company supports employees who want to acquire additional education.	1	2	3	4	5
5	My company encourages its employees to participate to the voluntary activities.	1	2	3	4	5
6	The managerial decisions related with the employees are usually fair.					
	Perceived organizational Support					
1	The organization shows very little concern for me	1	2	3	4	5
2	The organization values my contribution to its well-being.	1	2	3	4	5
3	The organization really cares about my well-being.	1	2	3	4	5
4	The organization cares about my general satisfaction at work.	1	2	3	4	5
5	The organization takes pride in my accomplishments at work.	1	2	3	4	5
6	The organization fails to appreciate any extra effort from me.	1	2	3	4	5
7	The organization would ignore any complaint from me.	1	2	3	4	5
	Trust					
1	I feel quite confident that my leader will try to treat me fairly.	1	2	3	4	5
2	My manager would never to gain advantage by deceiving workers.	1	2	3	4	5
3	I have complete faith in integrity of my manager.	1	2	3	4	5
4	I feel strong loyalty to my leader/Manager.	1	2	3	4	5
5	I would support my leader/Organization about any	1	2	3	4	5

	emergency.					
6	I have a divided sense of loyalty toward my leader	**1**	**2**	**3**	**4**	**5**
	Perceived External CSR					
1	My company gives adequate contributions to charities.	**1**	**2**	**3**	**4**	**5**
2	My company supports the non-governmental organizations working in the problematic areas.	**1**	**2**	**3**	**4**	**5**
3	My company contributes to the campaigns and projects. that promote the well-being of the society.	**1**	**2**	**3**	**4**	**5**
4	My company participates to the activities which aim to protect and improve the quality of the natural,.	**1**	**2**	**3**	**4**	**5**
5	My company makes investment to create a better life for the future generations.	**1**	**2**	**3**	**4**	**5**
6	My company implements special programs to minimize its negative impact on the natural environment.	**1**	**2**	**3**	**4**	**5**
7	My company protects consumer rights beyond the legal requirements.	**1**	**2**	**3**	**4**	**5**
8	My company provides full and accurate information about its products to its customers.	**1**	**2**	**3**	**4**	**5**
9	Customer satisfaction is highly important for my company.	**1**	**2**	**3**	**4**	**5**
	Perceived External Prestige					
1	People in my community think highly of my employer.	**1**	**2**	**3**	**4**	**5**
2	It is considered prestigious in the religious community to be a former employee of my company.	**1**	**2**	**3**	**4**	**5**
3	My employer is considered one of the best.	**1**	**2**	**3**	**4**	**5**
4	People look down at my employer.	**1**	**2**	**3**	**4**	**5**
5	Former employees of my company would be proud to have their children work here.	**1**	**2**	**3**	**4**	**5**
6	My employer does not have a good reputation in my community. R	**1**	**2**	**3**	**4**	**5**
7	A person seeking to advance his or her career in this area of employment should down play his or her association with my employer.	**1**	**2**	**3**	**4**	**5**
8	When other employers are recruiting, they would not want employees from my company.	**1**	**2**	**3**	**4**	**5**
	Organizational Identity					
1	When someone criticizes my company, it feels like a personal insult.	**1**	**2**	**3**	**4**	**5**
2	I am very interested in what others think about my company.	**1**	**2**	**3**	**4**	**5**
3	When I talk about my company, I usually say ''we'' rather	**1**	**2**	**3**	**4**	**5**

	than ''they''.					
4	My company's successes are my successes.	**1**	**2**	**3**	**4**	**5**
5	When someone praises my company, it feels like a personal compliment.	**1**	**2**	**3**	**4**	**5**
	Organizational Citizenship Behavior					
1	I help other employees with their work when they have been absent	**1**	**2**	**3**	**4**	**5**
2	I volunteer to do things not formally required by my job.	**1**	**2**	**3**	**4**	**5**
3	I take the initiative to orient new employees to the department even though it is not part of my job description.	**1**	**2**	**3**	**4**	**5**
4	I help others when their work load increases (until they get over hurdles)	**1**	**2**	**3**	**4**	**5**
5	I particularly arrive at work on time in the morning and after the tea/lunch breaks	**1**	**2**	**3**	**4**	**5**
6	I make innovative suggestions to improve overall quality of the department	**1**	**2**	**3**	**4**	**5**
7	I assist supervisor with his/her work load.	**1**	**2**	**3**	**4**	**5**
8	I exhibit attendance at work beyond the norm by taking fewer days off than officially allowed	**1**	**2**	**3**	**4**	**5**
9	I give advance notice if unable to come to work	**1**	**2**	**3**	**4**	**5**
	Collectivism					
1	Group success is more important than individual success.	**1**	**2**	**3**	**4**	**5**
2	Individuals may be expected to give up their goals in order to benefit group success.	**1**	**2**	**3**	**4**	**5**
3	Being accepted as a member of your group is very important.	**1**	**2**	**3**	**4**	**5**
4	Employee only should peruse their goals after considering the welfare of group.	**1**	**2**	**3**	**4**	**5**
5	Manager should encourage group loyalty even if individual goals suffer	**1**	**2**	**3**	**4**	**5**
6	Group welfare is more important than individual rewards.	**1**	**2**	**3**	**4**	**5**

Appendix 3: CSR Survey of Telecom Industry Pakistan

1. TELENOR Pakistan

CSR Type	Partner with Company	Stakeholder	Motivation for CSR
(External CSR)			
1 (Beneficiary Communication) To Help in Disaster	PRC IFRC	Community	Reputation
2. (E- Education) For conceptual understanding to school curriculum to remote public schools	Khan Academy CLC ITA IFA team	Community	PR with Government
3. (School Rehab and Improvement) Rehabilitation of schools in flood effected areas.	Provincial Education Department Plan International	Community	1. PR with community 2. PR with Government
4. (M-Health) Mother and Child care program	MnCH program KPK Government CMWs LHWs FS Team	Community	1.Following UN 2. Millennium development goals. 3.Commercial uptake 4. PR with Government
5. (STEP) Special Talent Exchange Program	National Institute of special education	Community	PR & Promotion of Image

8.(**Khuddar Pakistan Blind Cricket Talent Hunt**)	PBCC	Community	PR & Promotion of Image
9. (**Telenor Ham Qadam**) Community work by employees during the office hours	Telenor employees	Community	PR & company image building
10 (**School Rehabilitation & Improvement Program**) For flood effected government schools in Punjab ,KPK and Sindh	Plan Rehabilitation Government of Pakistan	Community	PR with Government
11. (**Mobile for birth |Registration**) To facilitate the citizen for birth registra- ion process.	i. UNICEF ii. Telenor Pakistan	Community	PR with Government
12. (**Children Library Complex**) Student entertainment and Learning	Environment Protect- ion Development (EPD)	Community	PR with Government image building
13. (**End of Life IT Equipment Donation**) Donation to under privileged children & Vulnerable groups in orphanages	Telenor Donation	Community	PR with community
14. (**Child Sexual Abuse Filter**) Block access to child to pomographic contents on network	PTA & Telenor	Community	Government Assistance
EMPLOYEE BASED (**Internal CSR**)			

1. (Khudar Pakistan) Valuing Diversity through equal opportunity for disables	i. Disability Partner Organization ii. Directorate General for special Organization	Employees	1. Employee Motivation 2. To improve the level of HR in Telenor Pakistan

2. **WARID Pakistan**

CSR Type	Partners with Company	Stakeholder	Motivation for CSR
1. Society well being Health Care support Programs.	WARID	Community	PR and company Image
2. Collection of donation and Zakat through SMS FOR Shoukat Khanum Hospital Lahore	WARID	Community	PR and company Image
3. (NO Tobacco Day) A campaign against tobacco	Shoukat Khanum memorial Hospital	Community	PR and company Image
4. (GIVE Program) Charity through auto deduction facility for the registered charities of customers' choice.	Users of WARID	Community	PR with social network and company image
5. (WARID Joins White Ribbon campaign) Campaign against women Violence	Pink Ribbon NGO	community	PR and company Image

6. (WARID Cricket-ship) Organizes the sport for healthy environment In society	WARID	Community	PR and company Image
PHILANTROPY (External CSR)			
1. Donations to victims of flood Disaster	WARID	Community	PR with Government
ENVIRONMENT (External CSR)			
1. (WARID support to Kinnaird Environment) Support for environment protection.	Kinnaird Environment Society (NGO)	Community	PR and company Image

3. MOBLINK Pakistan

CSR Type	Partners with Company	Stakeholde r	Motivation for CSR
PHILANTROPIC (External CSR)			
1. (Mobilink Foundation NGO) It does not deduct any single rupee for administrative affairs .Every penny is Used on Philanthropic Programs for disasters, education health	Mobilink	Community	PR and Company Image
2. (SMS Literacy Program)			PR with

For people who do not have an access on conventional type of education	Mobilink & UNESCO	Community	Government
3. (Partnering with Schools)	Pehli Kirn School Development in Literacy (DIL)	Community	PR with Government
4. (Scholarship) National Outreach Program for talented students from outreach areas to study at LUMS in Graduate programs.	Mobilink	Community	PR &Image building
5. (Mobile Dispensary) Donated to Khidmat Foundation(NGO) for Rawalpindi & Islamabad	Mobilink	Community	PR &Image building
6. (Blood Donations) Regular blood donation drives	Mobilink & Fatmid Foundation	Community	PR &Image building
7. (Hygiene Awareness Programs)	Mobi Foundation & UNICEF Torch Breares	Community	PR &Image building
8. (Cancer Awareness Drives) Through campaigns and constructing research laboratories	Mobilink & Pink Ribbon, Soukat Khan Memorial Hospital	Community	PR &Image building
9. (Participation in National Polio Campaign)	Prime Minster Secretariat's Polio Cell & Mobilink	Community	PR with Government
LEGAL (External CSR)			
1. (Transparent Governance and Management)		Security Exchange commission	PR with Government

		of Pakistan (SCEP)	
2. (Anti Corruption Environment) Receiving any kind of gift or anything related to it by employees is prohibited		Business Ethics	PR with Government
ENVIRONMENTAL (External CSR)			
1. (Renovation of School) For healthy environment for children	Mobilik Employees (Torch bearers)	Community	PR with Government
2. (Bill Board Recycling) Arranges the school bags made with discarded bill board skins	Mobilink	Community	PR & company Image
3. (Disaster Relief) Try to be at forefront during the flood and natural disaster	Mobilink	Community	PR with Government and Company Image
EMPLOYEE BASED (Internal CSR)			
1.(Employee Training and Development)	Mobilink	Employees	To attract and retain talented &Improvement of HR department
2. (Gender Diversity) Trough equal opportunity employer	Mobilink	Employees	To attract and retain talented &Improvement of HR

CSR Type	Partners with Company	Stakeholder	Motivation for CSR
			department
3. (Age Diversity)	Mobilink	Employees	To attract and retain talented
4. (Health and Safety)	SA 80000 Social Accountability Standards	Employees	To attract and retain talented &Improvement of HR department
5. (Talent drive hunt) To have a regular access of talented future leaders of organization	Mobilink	Employees	To attract and retain talented & competitive advantage
6. (Principle of merit) In recruitment, compensation and promotion	Mobilink	Employees	Employee retention &Improvement of HR department

4. Ufone Pakistan

CSR Type	Partners with Company	Stakeholder	Motivation for CSR
PHILANTROPIC (External CSR)			
1. (Flood Relief Activity) By providing relief and training against the flood disaster in throughout the country	Ufone	Community	PR with Government and Company Image
2.(Assistance in career			PR & Company

Concealing program with Citizen Foundation) For the students free from matriculation program to arouse their self awareness	Citizen Foundation & Ufone	Community	Image
3. (Fun Carnival at SOS Islamabad) The efforts for developing the citizenship and future leadership ability among the deprived children.	Ufone	Community	PR & Company Image
4. (SOS Iftar) Sharing the feeling of belongingness among under privileged children	Ufone	Community	PR & Company Image
5. (Sponsored LUMS for the Olympics) Sponsored LUMS for Olympics for special children in order to develop the confidence and sense of achievement.	LUMS & Ufone	Community	PR & Company Image
6. Sponsored to Traffic Police Lane **Disciplined campaign)** To educate the drivers of Islamabad for the impotence of traffic rules.	Traffic Police & Ufone	Community	PR & Company Image
7. (My world my choice)			

A training by Ufone volunteers in collaboration with AIESEC to middle and high school students for future leadership development skills	AIESEC & Ufone	Community	PR & Company Image
8. (Library to under privileged minority children) For developing sense of learning in Yuhanaabad Lahore for poor minority children .	Ufone	Community	PR with Government and Company Image
9 . (Breast Cancer awareness campaign) Raises seminars in collaboration with Pink Ribbon	Pink Ribbon & Ufone	Community	PR & Company Image
10. (Thalasemia center in Vehari) Ufone has planned to open the center for the peple suffering fronm blood disease in vihari for deprived children.	Ufone	Community	PR with Government and Company Image
11. (Donation to Kidney center Karachi) Donation for the expansion of kidney center Karachi	Ufone		PR with Government and Company Image
12. (revamping Polyclinic Hospital	Ufone	Community	PR with Government

Islamabad) Ufone revamped the OPD and Children ward fully with all infrastructure and accessories.			and Company Image
ENVIRONMENT (External CSR)			
1.(Green Expedition) Plantation activities in schools and Hospitals throughout the country.	Ufone	Community	PR with Government and Company Image
2.(Friends of Environment competition at SOS) For developing an awareness as responsible citizen of future and to develop harmony among them.	Ufone	Community	PR and Company Image
EMPLOYEE BASED (Internal CSR)			
1,(Pakistan Tum Hi To Ho in collaboration with AIESEC) Offers Cultural diversity program among the employees of Ufone by offering the visits outside the country..	AIESEC &Ufone	Employee	Marketing and taking competitive advantage

2.(Ufone and LUMS for executive development program) For the enhancement of employee managerial and management skill at work	Ufone & LUMS	Employee	Improvement in HR practices and department and competitive advantage
3.(AIESEC In-house training for employees) To teach them how to be environmentally responsible and sustainable toward society.	AIESEC & Ufone	Employee	PR & Company Image for employee sense of pride for their jobs
5. (Reward Related to performance) Employees are rewarded on the basis of performance evaluation twice a year without any age, gender , Job and department.	Ufone	Employee	Improvement in HR practices and department
6.(Happy employee is happy customer) Extra holiday along with 50% advance salary to employees on EID days	HR &Ufone leadership	Employee	Improvement in HR practices and department and competitive advantage

5. Zong Pakistan

CSR Type	Partners with Company	Stakeholder	Motivation for CSR
PHILANTROPIC (External CSR)			

1. (Visit of Employee to Mental Hospital Rawalpindi) To enable the Zong employees and their families to participate in community service.	Zong	Community	PR and Company Image
2. (Charitable Contest) For medical treatments	Arthritics Care foundation Alliance community service & Zong	Community	PR and Company Image