Corporate Social Responsibility Promotes Organisation Citizenship and Pro-Environmental Behaviours: The Employee's Perspective

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Background: Organisations in the contemporary workplace lack meaningful work and life, resulting in psychological and physical pain for workers. Employees seek organisations that align their daily work activities with society. Partially limited research exists on the relationship between corporate social responsibility (CSR) and employee work-related attitudes, especially with the mediating mechanism of employee work meaningfulness (EWM) and organisation identification (OID) in developing country contexts such as Pakistan. This study has used Social Learning Theory (SLT) and Social Identification Theory (SIT).
Methods: Data were collected through a sample of 154 employees in two waves from multiple sectors in Karachi, Pakistan, using non-probability, purposive sampling. The PLS-SEM, along with IBM-SPSS, was run for data analysis.
Results: The results demonstrated that Corporate social responsibility (CSR) has a significant positive relationship with employee work-related attitudes. CSR affects organisational citizenship behaviour (OCB) and pro-environmental behaviours (PEB) through the mediation mechanism of employee work meaningfulness (EWM) and organisational identification (OID).
Conclusion: This study contributes to the nascent literature by establishing that EWM and OID mediate the effect of CSR on OCB and PEB. Furthermore, this study utilizes two primary theoretical lenses and provides a novel contribution to the current literature. Finally, this study provides valuable insights to policymakers, businesses, and society.

Keywords: Work-Related Attitudes, Corporate Social Responsibility (CSR), Employee Work Meaningfulness (EWM), Organisational Citizenship Behaviour (OCB), Pro-Environmental Behaviours (PEB)

1 Introduction

In a 2020 survey by LinkedIn, 64% of respondents said that they would not work for a company that did not have strong social and environmental commitments. By demonstrating a commitment to Corporate Social Responsibility (CSR), businesses can differentiate themselves from competitors and attract talented employees who share their values. Given the current level of competitiveness and staff turnover, CSR is essential in all corporate sectors (Montani et al., 2020). Indeed, literature shows that CSR has a positive impact on employee work-related attitudes, such

as job satisfaction, organisational identification (OID) (de Roeck & Delobbe, 2012), organisational citizenship behaviour (OCB), and work engagement (Glavas & Piderit, 2014). Thus, employees who believe their firms are socially responsible are more likely to contribute positively to the environment.

Although a great deal of research has examined the macro-level impacts of CSR, only a few attempts have been made and partially limited attention has been paid to the micro-level impacts of CSR on the attitudes and behaviours of employees (Afsar et al., 2020b). Moreover, previous research on the association between CSR and OCB has been contradictory, with significant and negligible findings (Fu et al., 2014; Supanti & Butcher, 2019; Youn & Kim, 2022). Such inconsistencies imply that interactions are complicated and may be influenced by situational and mediating factors (Sen & Bhattacharya, 2018). However, the fundamental mechanisms that link CSR to OCB are still being researched to know their causes and intervening mechanisms.

Despite its significance, empirical results have also shown that employee attitudes and behaviour are improved when CSR initiatives are implemented (Tian & Robertson, 2019a). However, only partially limited research has examined how CSR influences pro-environmental behaviours (Cheema, Afsar, Al-Ghazali, et al., 2020). For this reason, this notable shortcoming brings an avenue for us to address this gap through the current study by examining the impact of CSR on the pro-environmental behaviour (PEB) of employees. In addition, considering the call for research to study the mediation mechanism of OID (de Roeck & Delobbe, 2012), this study attempts to provide a better understanding. Therefore, this study aims to assess OID as a mediating mechanism in the effect of CSR on OCB and PEB because employees who identify more strongly with their employer are more responsible for environmental issues.

Moreover, organisations are now facing the problem of modern workplaces, which have destroyed meaningful work and life, causing psychological and bodily suffering among people (Bailey et al., 2019). Employees increasingly seek meaningful work activities that allow them to show compassion to their coworkers and society. One's sense of self-worth and esteem is enhanced when one engages in meaningful employment that positively impacts the individual and the greater community (Steger, 2019). On account of the mounting demand for meaningful work (MW) and quality of work life (QWL) in today's stressful work environment, meaningfulness is projected as the central mechanism that propels CSR to produce prolific employee outcomes (Kim et al., 2018; Nazir & Islam, 2020a). Therefore, this study strives to fill the gap in existing literature by analyzing the micro-level relationship between CSR and employee work-related attitudes (Afsar et al., 2020b). the research setting of this study is Pakistan

– a third-world nation. The finding would help increase non-obligatory, discretionary, volunteer actions and citizen behaviours of workers at work (Tian & Robertson, 2019b). Specifically, this study tries to find the answer to the following questions: Is there any link between CSR, OCB, PEB, EWM, and OID? Do EWM and OID mediate the effect of CSR on OCB and PEB?

1.1 Need for the Study

This research contributes to the nascent literature by addressing important research gaps. Firstly, most CSR is primarily studied at the macro level (i.e., institutional or organisational outcomes) (Xu & Woo, 2022). However, there is minimal research adopting an individual level of CSR. For example, Onkila and Sarna (2021) conducted a systematic literature review which showed a lack of understanding of how employees can initiate and drive organisational sustainability changes. Also, previous studies primarily focused on top-down management approaches, portraying employees as mere implementers of organisation-level policies. Hence, there is a need for future research to explore questions such as the enabling factors for bottom-up actions by employees, the challenges associated with such activities, and the influences on employees' ability to act on CSR initiatives. Additionally, the author suggests examining successful narratives and stories related to bottom-up CSR action within organisations.

Importantly, it has also been suggested by Aguinis and Glavas (2019) to examine micro-foundations of CSR at the micro-level, especially to know the effect of CSR on employee-level outcomes. By responding abovementioned call, our research examines the role of CSR on employee work-related attitudes. Secondly, this study offers an empirical insight into the relationship between OCB and PEB by presenting a novel combination while mediation of EWM and OID (Nazir & Islam, 2020b). Cheema, Afsar, Al-Ghazali, et al. (2020) have also suggested that to generalise the findings, data from industries other than manufacturing should be collected. Thirdly, the link between CSR, OCB, and PEB, as well as the mediating role of EWM and OID, is an under-researched aspect in the existing literature. Finally, to explain a CSR, OCB, and PEB model, this study utilizes two primary theoretical lenses: social identity theory and social exchange theory, for novel contributions to the current literature.

2　Literature Review

2.1　Corporate Social Responsibility (CSR)

The roots of the social aspect of corporate conduct can be traced to the ancient Roman legal system, which was adopted by English Law and incorporated into academic, municipal, and religious institutions during the Middle Ages (Chaffee, 2017). In the 16th and 17th centuries, corporations were regarded as a tool for promoting social progress. Early on, the term "social responsibility" was used to describe private companies' obligations to society beyond just making money from selling their products (Davis, 1960). Later, in 1991, (Wood, 1991) defined three dimensions of CSR, including legitimacy (institutional level), public responsibility (organisational level), and managerial discretion (individual level). In the same year, (Carroll, 1991) incorporated the stakeholders' view of the CSR concept.

Previously, CSR research was mainly undertaken at the organisational level. More recently, micro–level studies to examine CSR effects have started and have been favourably associated with employee performance commitment, organisational citizenship behaviour (Islam et al., 2022), employee relationships, and engagement (Ali Ababneh et al., 2021). However, despite several studies at the micro-level, it is still unclear how and why CSR influences employees, 2008). One possible explanation for this could be that CSR is often consolidated and heavily reliant on evaluations carried out by individuals or organisations outside the company. For example, visible CSR initiatives (such as philanthropy and charity) may influence these rankings, but internal actions which are invisible to the public may be overlooked. Thus far, it is evident that the CSR topic is broad and challenging to define precisely (Islam et al., 2022). For this study, CSR will be operationalised as a business approach that involves a company's voluntary actions and initiatives to improve its social and environmental impact beyond legal and regulatory requirements (Marco-Lajara et al., 2022). This research will examine employee perceptions of an organisation's CSR initiatives in light of the above.

The recent literature shows that an organisation's CSR activities influence relationship quality (Y.-K. Lee et al., 2012), employee commitment (Mory et al., 2016), employee engagement (Farid et al., 2019), PEB (Cheema, Afsar, Al-Ghazali, et al., 2020), employee citizenship behaviour (Youn & Kim, 2022), and organisational performance (Luo & Qu, 2023; Ma et al., 2023). Moreover, the literature also shows the mediation of servant leadership (Murtaza et al., 2021), green practices (Suganthi, 2019), transformational leadership (Deng et al., 2022), EMW (Nazir & Islam, 2020a; Supanti & Butcher, 2019), OID (Brammer et al., 2015; Cheema, Afsar, & Javed, 2020) in the relationship between CSR and PEB. Similarly, the literature also shows that affective commitment (Ahmad et al., 2020; Knezović & Smajić, 2022), organisational justice (Farid et al., 2019), job satisfaction (Kunda et al., 2019), EWM (Bailey et al., 2019), OID (Jones, 2010) in the relationship between CSR and PEB. Considering the literature discussed above, it can be observed that the effect of CSR on various variables has been assessed separately with different mechanisms in various contexts. However, a comprehensive model assessing competing mechanisms of EWM and OID to explain the effect of CSR on OCB and PEB is rare.

The existence of a company increasingly depends on its ability to adhere to environmental standards, promote regional development, and defend the rights of its employees (Ali Ababneh et al., 2021). CSR may be a prerequisite for economic progress. Thus, if social responsibility is accepted, both company and our society may achieve the benefits because CSR metrics primarily depend on external stakeholders' assessments. As a result, visible CSR initiatives (such as philanthropy and charity) may influence these rankings, whereas internal actions that are invisible to the public are often overlooked. Thus far, it is obvious that the CSR topic is broad and challenging to define precisely (Islam et al., 2022). This research will examine employee perceptions of an organisation's CSR initiatives in light of the above.

2.2　Underpinning Theory

This study uniquely uses Social Exchange Theory (Homans, 1958), Social Identity Theory (Tajfel & Turner, 2004) as an underpinning theoretical framework explaining the mechanism of the relationship of CSR with OCB and PEB. Routinely, previous studies have frequently used Social Exchange Theory (Shah et al., 2021; Supanti & Butcher, 2019), Social Identity Theory (Cheema, Afsar, Al-Ghazali, et al., 2020; Choi et al., 2020), ASA Theory (SCHNEIDER, 2010), Stakeholder Theory (Brown & Forster, 2013; Pfarrer, 2010) and Self-Determination Theory (Li et al., 2021; Nazir et al., 2021) to explain the outcomes of CSR for an organisation. Social exchange theory assumes that people are motivated by self-interest and that their behaviour is influenced by expecting positive results while avoiding negative ones (Homans, 1958). The theory has been applied in various fields, such as family studies (Nakonezny & Denton, 2008), organisational behaviour (Montani et al., 2020), and social work (Specht, 1986). Moreover, Social Identity Theory is a psychological theory that explains how individuals derive their sense of identity and self-esteem from their social group membership. This theory suggests creating shared goals and increasing intergroup contact fosters positive intergroup relations, reduces stereotypes and promotes mutual understanding (Tajfel &

Turner, 2004). The social identity theory has been influential in various fields, including organisational behaviour (He et al., 2019) and intercultural communication (Lauring, 2008).

2.3 Hypotheses Development

2.3.1 Corporate Social Responsibility and Organisational Citizenship Behaviour

CSR initiatives are designed to encourage a sustainable environment and meaningful social development. When employees think their employers are addressing environmental and social needs, they participate in OCBs for the environment, which CSR drives as a pro-environmental force (Afsar et al., 2020b). Thus, employees like to join socially responsible corporations, which act as an employee-perfect social group. It will change their identity from individual to group, motivating them to do activities that strengthen their and the organisation's position. Social exchange theory helps to understand the link between CSR and OCB (Bierstedt & Blau, 1965). Studies showed that companies that engage in CSR initiatives to improve the society and ecological environment motivate their workers to become more attached to their sustainability goals and show some volunteer behaviours other than their required job tasks (Cheema, Afsar, & Javed, 2020; Islam et al., 2022; Tourigny et al., 2019). Thus, CSR can act as a catalyst for three components of OCB among employees: eco-civic engagement (participation in corporate environmental programs), eco-initiatives (suggesting innovative ways to enhance the ecological environment), and eco-helping (inspiring and assisting colleagues in participating in green behaviours), based on these reasons, the following hypotheses are formed:

H1. Employees' perception of CSR positively influences their OCB.

2.3.2 Corporate Social Responsibility and Pro-Environmental Behaviours

CSR is becoming more significant in studying organisational behaviour and organisational psychology (Afsar et al., 2020a). Research shows that CSR influences employees' pro-environment activities, including presenting and implementing ideas aimed at minimizing the environmental impact of the organisation, generating green goods, recycling, and criticizing unsafe practices. Similarly, an individual's views on the CSR strategy of their firm affect their intent to engage in pro-environmental conduct. Additionally, CSR fosters the growth of personal pro-environmental values and their transformation into pro-environmental actions (Xu & Woo, 2022).

Employee relationships influence pro-environmental habits. Afsar and Umrani (2020a) suggest coworkers' socially responsible behaviour influences employees. When existing workers demonstrate and encourage pro-environmental actions, new employees react to social signals and participate in similar behaviours. On the other hand, when workers see their employer's lack of social responsibility, they will also refrain from the pro-environmental activity. This demonstrates that CSR activities promote PEB among employees in a supportive culture. Thus, this study hypothesized that:

H2. An organisation's CSR positively affects employees' PEB.

2.3.3 Work Meaningfulness as a Mediator

Meaningfulness refers to a phenomenon in which workers feel "important, helpful, and valuable—as if they contributed something and were not taken for granted" (Kahn, 1990). Meaningfulness is the new money for an organisation seeking enhancement in its bottom line. Work meaningfulness is classified into three forms in the literature depending on job orientation. First, employees feel work meaningfulness when their primary employment objective is achieved, i.e., materialistic physical rewards like job stability (Shanahan, 1987). Second, employees also feel work meaningfulness when their primary work focus is career-oriented, such as pursuing promotions.

Moreover, employees also experience EWM when their work exhibits a "calling" orientation when they believe. They are contributing to the betterment of the world (Aguinis & Glavas, 2019). Employees help organisations to perform better when they feel their job is meaningful (Aguinis & Glavas, 2019; Mirvis, 2012). Work design and performance management systems mostly collect and assess workers' first two job orientations: job and career, thus ignoring the "calling" (Xie et al., 2019). Management techniques trigger employee disengagement and disappointment by avoiding the emphasis on calling orientation (Lysova et al., 2019).

This research focuses on the calling orientation of meaningfulness. It posits that workers may derive meaning in addition to their job and career when they work for socially responsible firms that they believe are making a difference in their community. The literature on meaningfulness refers to this form of meaningfulness as "meaningfulness at work". Meaningfulness at work is a critical psychological process demonstrating how workers develop a sense of connection and belonging to a business (Nazir & Islam, 2020a). In other words, it is a subtle process that solidifies workers' social identification with their colleagues and the firm (Fletcher & Schofield, 2021). However, there is a dearth of knowledge on why and how it arises (Lysova et al., 2019). Even when job functions are not directly related to a humane cause, the CSR activities fulfil workers'

calling orientation since employees' experience meaningfulness at work' due to their firm's commitment to a greater social cause (Aguinis & Glavas, 2019). The "reciprocity" notion of the social exchange theory suggests that the employees return the same generous conduct toward the organisation if they perceive the corporation as fair, caring, and kind (Bierstedt & Blau, 1965). This connection culminates into trust, dedication, and commitment over time. In other words, members develop a strong connection with their organisation due to their improved attitudes (Montani et al., 2020). Hence, the most crucial mode of repayment to their organisation is a modification of their positive behavioural outcomes, such as OCB and PEB. Thus, we hypothesize that;

H3. EWM mediates the relationship between CSR and OCB.

H4. EWM mediates the relationship between CSR and PEB.

2.3.4 Organisational identification as a Mediator

OID is "an employee's perceived affinity for and experience sharing with an organisation to which he or she belongs and in which his or her identity is explained in terms of group characteristics" (Jones, 2010). The importance of organisational identity has been extensively established in the literature on CSR (Korschun et al., 2014). Moreover, CSR affects various workers' discretionary and non-obligatory actions through OID (Farooq et al., 2017). For example, firms nowadays want their employees to adopt sustainable and energy-conserving practices of improving the natural world and promoting environmental sustainability (Abbas et al., 2022).

According to the social identity approach, "incorporating personal beliefs with corporate principles strengthens the identity and self-concept of employees (Islam et al., 2022). The main concept behind social identity theory is that an individual's inclination to behave in a certain way for group identity is based on how much they associate themselves with that particular social group (Ellemers et al., 1997). Individuals are more likely to feel a sense of belonging to an organisation when its ideals match their own (Cheema, Afsar, Al-Ghazali, et al., 2020), when individuals perceive their workplace unique, prestigious and responsible, their sentiments of respect, pride, and worthiness significantly result in innovative work behaviours and self-worth (Brammer et al., 2015).

Employees join organisations that strongly focus on environmental and social CSR activities. Workers with a deep connection with the business work more dedicatedly to enhance their positive self-image inside the firm (Jones, 2010). When individuals identify with an organisation, they tend to engage in beneficial behaviours for the organisation and its members. These acts may include assisting colleagues and other individuals within the organisation, contributing novel and innovative ideas to creative projects, protecting the company against external threats, and regularly sharing information with others (de Roeck & Delobbe, 2012; Farooq et al., 2017).

According to social identity theory, OID mediates CSR and PEB (Tajfel & Turner, 2004). Numerous studies have shown a link between OID and PEB. Sorour et al. (2021a) revealed a favourable effect of CSR on organisational identity. According to Jones (2010), organisational identity and CSR are linked, and this connection is mediated by employee pride. Similarly, CSR affects workers' attitudes and actions in proportion to how they perceive and assess them. As a result, workers' perceived CSR motivates them to engage in the pro-environmental activity. Existing literature shows that organisational identity mediates the relationship between CSR and pro-environmental activities. (Afsar et al., 2020b, Cheema et al. 2020). Hence, we propose the following hypotheses:

H5. OID mediates the relationship between CSR and OCB.

H6. OID mediates the relationship between CSR and PEB.

2.4 Conceptual Framework

Figure 1: Conceptual Framework

3 Method

3.1 Sample and Procedure

We employed purposive sampling techniques (Saunders et al., 2019) to collect. This study adheres to a previously stated research approach in CSR and employee relationships to get reliable findings and compare them to past studies. It uses a positivist approach, a quantitative research design, such as a survey, as the most suitable research method for this study to investigate the causation between predictor and criterion variables (Turker, 2008).

Data were collected from multiple sectors in Karachi, Pakistan, including the automobiles and textile industries, chemicals and fertilizers, fast-moving consumer goods, energy and petroleum, as they are the top five sectors in Pakistan. This was in line with the previous research on CSR conducted in different sectors and SMEs such as hotels, banking, retail, telecommunications and automobile (Ali Ababneh et al., 2021; Schlipfenbacher, 2021). Most of these organisations have implemented CSR initiatives to balance their negative impact on society and fulfil legal requirements.

This study employed two-wave purposive sampling techniques (Saunders et al., 2019). In the first wave, in September 2021, we distributed 200 questionnaires comprising CSR, OID, WM, and control variables. In the second wave, in October 2021, individuals responded to questions related to OCB and PEB. The questionnaire link was emailed to people working in the selected economic sectors in Karachi, Pakistan. The respondents filled out the questionnaires anonymously. In each wave, the participants were asked to provide their email addresses and create a code comprising their initials and birthday month. These codes were used to pair the responses collected in two waves. We received 154 responses at the end of the second wave (with a 78.5 % response rate). The two-wave data collection reduced the possibility of common methods and self-report bias (Jordan & Troth, 2020). The

data collected was analysed using two steps: partial least squares, structured equation modeling (PLS-SEM). First, reliability and validity of the items and constructs in the model. Next, the proposed explanatory power and hypotheses were assessed (Hair et al., 2019).

3.2 Measurement Scales

All measurement scales in this study were adopted and adapted from existing literature (See Table 2). The items were rated on a 5-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly agree).

4 Results

4.1 Sample Profile

Data was collected from 154 respondents, with the majority of males found in the data (55.8%, n = 86 males and 44. %, n = 68 females). The sample was majority comprised of ages between 18 – 28 yrs. (72.1%, n = 111) then 29 – 39 yrs. (26.6%, n = 41), while none of the surveyed respondents was aged above 51 years. The majority of the participants held doctoral degrees (50.6%, n = 78), while 40.9% (n= 63) were having master's degree, 7.8% (n = 12) were having other degree and only 0.6% (n= 1) having bachelor's degree. Regarding the business sector, most of the respondents working in another sector with 60.4% (n = 93), secondly in FMCG with 26% (n = 40).

4.2 Common Method Bias

Since self-report cross-sectional data was used, we used Harmon's Single Factor test to assess common method bias (CMB). The findings showed that a single factor accounted for only 40% per cent of the variation, assuring the absence of CMB in the data (Jordan & Troth, 2020).

Table 1: Measurement Scales

Construct	Items	Source
Corporate Social Responsibility	6	Turker (2008)
Employee Work Meaningfulness	6	May et al. (2004)
Organisational Citizenship Behaviour	16	K. Lee and Allen (2002)
Pro-Environmental Behaviours	7	Robertson and Barling (2013)
organisational identification	6	de Roeck and Delobbe (2012)

4.3 Measurement Model

The measurement model assessment constitutes an assessment of item reliability, construct reliability, construct convergent validity, and construct discriminant validity. Cronbach alpha (Alpha) and composite reliability have been tested for construction reliability (CR). Cronbach's alpha and composite reliability is commonly used to measure reliability across interiors. The meaning must be more than 0.7 for both (Hair et al., 2019). The inter-item consistency is defined because the values for alpha and CR for all constructs are more than 0.7 in Table 3. The convergent validity of the constructs was assured as the AVE of all the constructs was above 0.5 (Hair et al., 2022). Table 3 shows all the items and constructs' reliability and convergent validity statistics.

To assess discriminant validity, the Fornell–Larcker criteria were used. This necessitated a comparison of AVE square-rooted values with inter-construct correlation. Table 4 shows that all the square-rooted values of AVE are higher than the corresponding inter-construct correlations. Therefore, it implies that all constructs have adequate discriminant validity (Hair et al., 2022).

Table 2: Assessment of Internal Consistency Reliability and Convergent Validity

Construct	Item	Loadings	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Corporate Social Responsibility			0.838	0.849	0.879	0.550
	CSR1	0.620				
	CSR2	0.751				
	CSR3	0.796				
	CSR4	0.751				
	CSR5	0.767				
	CSR6	0.751				
Employee Work MeaningfulnesS			0.961	0.962	0.968	0.836
	EWM1	0.872				
	EWM2	0.915				
	EWM3	0.930				
	EWM4	0.932				
	EWM5	0.932				
	EWM6	0.905				
Organisational Identification			0.898	0.907	0.922	0.664
	OID1	0.783				
	OID2	0.856				
	OID3	0.713				
	OID4	0.856				
	OID5	0.851				
	OID6	0.820				

Table 2: Assessment of Internal Consistency Reliability and Convergent Validity (continues)

Construct	Item	Loadings	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Organisational Citizenship Behaviour			0.943	0.952	0.950	0.547
	OCB1	0.632				
	OCB2	0.764				
	OCB3	0.730				
	OCB4	0.769				
	OCB5	0.854				
	OCB6	0.834				
	OCB7	0.823				
	OCB8	0.789				
	OCB9	0.780				
	OCB10	0.603				
	OCB11	0.702				
	OCB12	0.726				
	OCB13	0.754				
	OCB14	0.805				
	OCB15	0.500				
	OCB16	0.685				
Pro Environmental Behaviour			0.843	0.855	0.881	0.517
	PEB1	0.747				
	PEB2	0.766				
	PEB3	0.691				
	PEB4	0.566				
	PEB5	0.729				
	PEB6	0.716				
	PEB7	0.795				

4.4 Structural Equation Modelling: Hypothetical Analysis

The structural model assessment includes an assessment of collinearity, path coefficient significance, and in-sample predictive power (Hair et al., 2022).

4.4.1 Variance Inflation Factor

As shown in Table 5, VIF values are within the threshold, which says that VIF values should be close to 3 or lesser; in some scenarios, it can be up to 10 (Hair et al., 2019).

4.4.2 Coefficient of Determinations (R2) and Predictive Relevance (Q2)

The coefficient of determination (R2) reflects a model's explanatory power or in-sample prediction power (F. Hair Jr et al., 2014). Cohen (1988a) suggests R2 values of 0.26, 0.13, and 0.02 as large, medium, and small, respectively. As shown in Table 6, the findings reveal a large R2

Table 3: Assessment of Discriminant Validity

Constructs	Corporate Social Responsibility	Employee Work Meaningfulness	Organisational Citizenship Behaviour	Organisational Identification	Pro Environmental Behaviour
Corporate Social Responsibility (CSR)	**0.741**				
Employee Work Meaningfulness (EWM)	0.559	**0.915**			
Organisational Citizenship Behaviour (OCB)	0.674	0.624	**0.74**		
Organizational Identification (OID)	0.682	0.755	0.712	**0.815**	
Pro Environmental Behaviour (PEB)	0.609	0.614	0.687	0.585	**0.719**

Note(s): Diagonal values are the square root of AVE

Table 4: Collinearity Statistics

ConstructS	Employee Work Meaningfulness	Organisational Citizenship Behaviour	Organisational Identification	Pro Environmental Behaviour
Corporate Sociaal Responsibility (CSR)	2.703		2.703	
Employee Work Meaningfulness (EWM)		2.330		2.330
Organisational Identification (OID)		2.330		2.330

Table 5: R2 and Q2 value

Predictor Construct	R^2	Explanatory Power	Q^2
Employee Work Meaningfulness (EWM)	0.310	Moderate	0.273
Organisational Identification (OID)	0.582	Moderate	0.304
Organisational Citizenship Behaviour (OCB)	0.458	Moderate	0.268
Pro Environmental Behaviour (PEB)	0.482	Weak	0.196

(0.355) for EWM, OID R2 (0.485) and organisational citizenship behaviour R2 (0.524), while there is a medium R2 (0.411) for PEB. Q2 values were calculated through blindfolding to assess predictive relevance. Blindfolding is a sample reuse strategy that eliminates any dth data point in the measures of endogenous constructs (Hair et al., 2019). A Q2 value greater than zero suggests predictive relevance for a model's dependent constructs (Hair et al., 2019). Q2 of EWM (0.273), OID (0.304), organisational citizenship behaviour (0.268) and PEB (0.196) demonstrated acceptable predictive relevance.

4.4.3 Direct Effect path coefficients

To approximate the statistical importance of the parameter, the bootstrapping strategy (10,000 subsamples, one-tailed significance) was used. As seen in Table 7, the findings showed that CSR was strongly positively linked to organisational citizenship behaviour (β=0.346, t=3.429), and PEB (β=0.371, t=3.737). Therefore, H1 and H2, were supported.

4.4.4 Indirect Effect path coefficients

The hypothesis of a mediating effect of EWM and OID in the relationship between CSR, organisational citizenship behaviour and PEB were tested using mediation analysis. The indirect effects findings show that CSR has indirect effect on organisational Citizenship Behaviour (β=0.097, t=1.702) through EWM ; hence, supported H3. While CSR has a significant indirect effect on organisational citizenship behaviour through OID (β=0.230, t=2.523), hence supported H5. Moreover, CSR has an indirect effect on PEB through employee work meaningfulness (β=0.203, t=3.633), but not through OID (β=0.037, t=0.445) hence, supported H4 and H6 as shown in Table 8.

5 Discussion

This study examined the effects of CSR on employee work-related attitudes with a mediating mechanism of EWM and organisation identification. As expected, H1 indicates that CSR is strongly positively linked to organisational citizenship behaviour. Hence our hypothesis H1 is supported. These results findings are consistent with the findings of previous studies (Afsar et al., 2020b; Islam et al., 2022; Jones, 2010), which implies that employees are more likely to engage in CSR activities when they observe that their organisation is fulfilling the social and environmental demand. Employees are more committed and show OCB towards the firms who work on improving society, ecological challenges, social issues, and protecting the natural environment. Employees who associate themselves with social groups will transform their identity from self-identity to collective identity, leading them to participate in activities that strengthen organisations and one's status.

Table 6: Results of hypotheses testing (direct effect)

	Path Coefficient	Standard Deviation	t-statistics	p-values	Decision
H1 - CSR -> OCB	0.346	0.101	3.429	0.000	Supported
H2 – CSR -> PEB	0.371	0.099	3.737	0.000	Supported

Note(s): p < 0.05 (Hair et al., 2017); CSR-Corporate Social Responsibility; EWM-Employee Work Meaningfulness; OID-Organisational Identification; OCB-Organisational Citizenship Behaviour; PEB-Pro Environmental Behaviour.

Table 7: Indirect Effect

	Path Coefficient	Standard Deviation	t-statistics	p-values	Decision
H3 - CSR->EWM->OCB	0.097	0.057	1.702	0.044	Supported
H4 - CSR->EWM-> PEB	0.203	0.056	3.633	0.000	Supported
H5 - CSR -> OID -> OCB	0.230	0.091	2.523	0.006	Supported
H6 - CSR -> OID -> PEB	0.037	0.084	0.445	0.328	Not Supported

Note(s): p < 0.05 (Hair et al., 2017); CSR-Corporate Social Responsibility; EWM-Employee Work Meaningfulness; OID-Organisational Identification; OCB-Organisational Citizenship Behaviour, PEB-Pro Environmental Behaviour
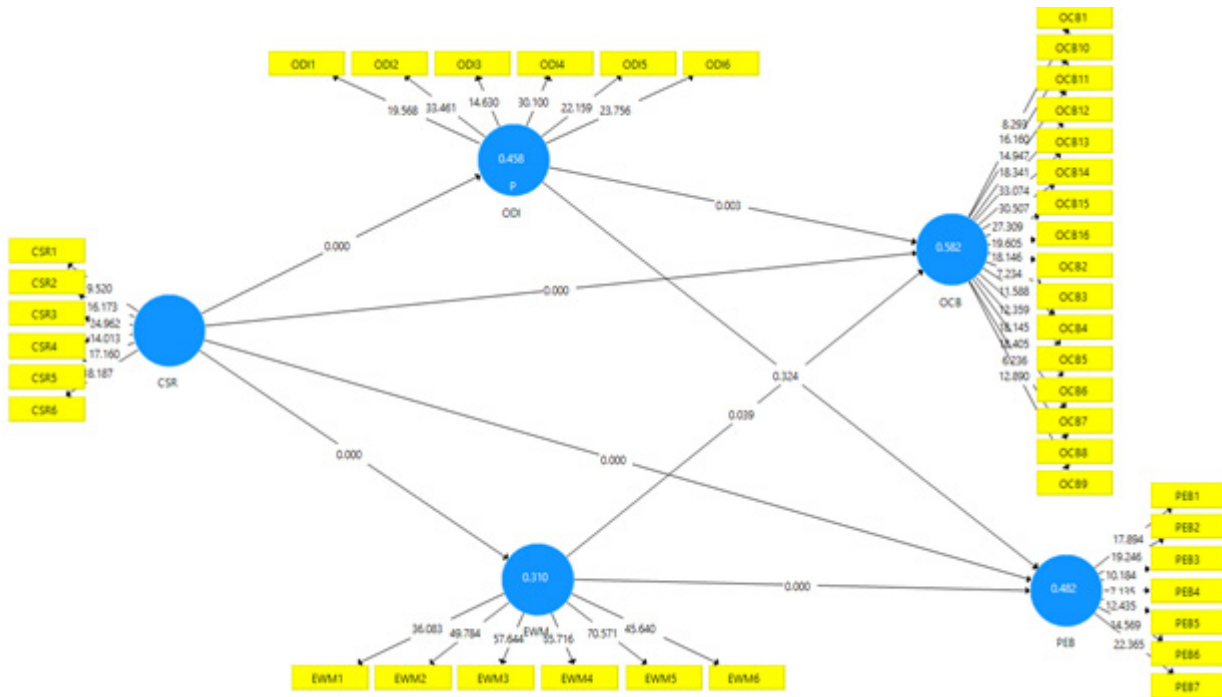
Figure 2: Structural Model (Extracted from SmartPLS 3.0)

The finding of H2 indicates a positive relationship between CSR and PEB. Thus our hypothesis H2 is supported. These findings are similar to the results of (Afsar et al., 2020b; Xu & Woo, 2022), which state that CSR fosters the growth of personal environmental values and their transformation into pro-environmental actions. In addition, it has been observed that if organisations demonstrate CSR and reward pro-environmental actions, new employees react to social signals and participate in similar behaviours. In addition, firms prioritising environmental and societal CSR efforts appeal to workers and are more inclined to affiliate with such organisations (Brammer et al., 2015; de Roeck & Delobbe, 2012).

The findings of H3 and H4 suggest that EWM mediates a positively significant relationship between CSR, OCBand PEB. These results are consistent with previous studies findings, which reported that CSR activities fulfil workers' calling orientation even when job functions are not directly related to a humane cause since employees experience' meaningfulness at work' due to their firm's commitment to a greater social cause. In addition, if employees feel their job is meaningful, it will help organisational performance. Also, one of the most important methods for employees to repay their organisation is to modify their views about the organisation and depict them through their attitudes, such as PEB. Thus, due to the improved attitude, employees feel a strong connection towards their organisa-

tion (Aguinis & Glavas, 2019).

Further, this study suggests that OID mediates a significant relationship between CSR and OCB (H5). This finding is in line with the existing literature that CSR affects a variety of workers' discretionary and no obligatory actions through OID (Farooq et al., 2017). However, OID does not significantly mediate the relationship between CSR and PEB (H6). Contrastingly, the previous literature shows a significant role of OID in the relationship between CSR and PEB (Afsar et al., 2020b; Cheema, Afsar, Al-Ghazali, et al., 2020). This difference in findings might seem to be because of the difference in the context of the two studies. Our study was conducted in the manufacturing sector, whereas previous studies showed a significant mediation of OID, which was conducted in the context of the service industry (hotel). Moreover, another conditional variable might be playing their role which needs to be studied in future research.

5.1 Theoretical and Managerial Implications

This study provides several theoretical insights and contributions to the current literature on employee perception of CSR and their work-related attitudes. First, the existing literature shows that CSR and PEB have a posi-

tive relationship (Afsar et al., 2020b; Xu & Woo, 2022). However, the literature rarely discusses how this effect is transmitted through work meaningfulness and OID (Afsar & Umrani, 2020b). This study contributes to the literature by providing an integrated view on the disseminated academic work of CSR, OID and EWM into one conceptual framework to eventually affect organisational citizenship behaviour and PEB of employees (Afsar et al., 2020b; de Roeck & Delobbe, 2012; Nazir & Islam, 2020b; Tian & Robertson, 2019b). This study also contributes to the body of knowledge on CSR literature by examining employee work-related attitudes at the micro-level (Aguinis & Glavas, 2019). Secondly, the results derived from this study support our theoretical arguments for social identity theory (Ellemers et al., 1997), and social exchange theory (Bierstedt & Blau, 1965). Secondly, this study also contributes contextually, as it is conducted in the manufacturing sector of Pakistan, which can be rarely seen in previous studies (Cheema, Afsar, Al-Ghazali, et al., 2020). It tests and validates Western CSR EWM, OID, OCB and PEB instruments in South Asian context.

The findings of this study have significant practical applications. Managers should design meaningful work for their employees by associating some CSR initiatives within their day-to-day tasks, which eventually enhance their OCBand PEB. Today organisations are paying a high significance to employee PEB because they cannot continue their environmental care and social concern without the cooperation of their employees. This study also highlights how to work meaningfulness generated through the CSR of an organisation also leads towards PEB among the employees. Similarly, OCB at the workplace may be encouraged by recognizing and rewarding pro-environmental beliefs and activities. If an individual is being evaluated, it should include the person's own environmental efforts, as well as his or her role in promoting other employees to adopt similar practices. To promote awareness of the organisation's CSR initiatives, employees could be requested to engage in CSR activities like picking up trash or installing sensor fountains for some of the poorest households in the company's neighbourhood. Employee work-related attitudes like OCB and PEB may be improved by training employees to be more environmentally conscious and encouraging them via role modelling (walk through stairs or print on both sides of the page). Additionally, workers should model such habits rather than only advocating for environmentally friendly practices. Employees should be encouraged to develop innovative ideas to reduce energy use and make a more environment-friendly workplace.

6   Conclusion

This study aimed at examining the effect of CSR on employee work-related attitudes. The mediating role of EWM and OID between CSR and employee work-related attitudes was assessed. A sample size of 154 respondents was selected from multiple sectors in Karachi, Pakistan, for this study. In developing nations such as Pakistan, organisations pay little attention towards CSR concerning employee work-related attitudes. As a result, employees feel less committed towards the organisation because their daily job goals are not meaningfully aligned with society. Thus, it creates psychological and physical pain for the employees and the absence of voluntary behaviours such as organizational citizenship and PEB, which resulted in overall declined organisational performance. Therefore, meaningful employee work and OID are the key factors in developing positive work-related attitudes. This study tested the relationships in the literature and confirmed the association between the given variables. It also provides useful insights to businesses, policymakers and society.

6.1 Limitations and Future Research

The primary drawback of this research applies to the generalizability of the data. This analysis involves a small number of respondents employed at various organisations in Karachi. The analysis may be carried out in the future by collecting data from more respondents and from other sectors in order to provide a broader sample size and to collect more generalized data. Second, we only obtained multi-time data and conducted a causal analysis between pour variables due to the lack of time. There is a suggestion for future research that to verify the influence of CSR activities on organisational citizenship behaviour and PEB, multi-level and multi-source data would need to be obtained. Third, the researcher worked on the link of CSR with OCB and PEB. Future studies should focus on some other employee work-related attitudes such as green employee behaviour, green servant leadership, and turnover intention.

Further, the results in this study related to the mediating role of OID between CSR and PEB are inconsistent with the existing literature. This could be because of the difference in the context of the current study. However, more contextual and conditional factors should be studied in the later studies to assess the moderating effect that might interact with CSR to check different results on PEB. The study conclusion also serves as a roadmap for management in prioritizing synergistic CSR initiatives and projects that focus on improving their employees' morale, organisational citizenship, and PEB.

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Appendix: List of Measurement Items

Corporate Social Responsibility

CSR1 Our company implement special programs to minimize its negative impact on the natural environment

CSR2 Our company targets sustainable growth, which considers future generations

CSR3 Our company pays attention to employees' workplace safety.

CSR4 Our company takes care of consumers' interests.

CSR5 Our company pays taxes to governments.

CSR6 Our company never does anything that may be contrary to its moral rules

Organisational Citizenship Behaviour

OCB1 Help others who have been absent.

OCB2 Willingly give my time to help others who have work-related problems.

OCB3 Adjust my work schedule to accommodate other employees' requests for time off.

OCB4 Go out of the way to make newer employees feel welcome in the work group.

OCB5 Show genuine concern and courtesy towards coworkers, even under the most trying business and personal situations.

OCB6 Give up time to help others who have work or non-work problems.

OCB7 Assist others with their duties.

OCB8 Share personal property with others to help their work.

OCB9 Attend functions that are not required but that help the organisational image.

OCB10 Keep up with developments in the organisation.

OCB11 Defend the organisation when other employees criticize it.

OCB12 Show pride when representing the organisation in public.

OCB13 Offer ideas to improve the functioning of the organisation.

OCB14 Express loyalty toward the organisation.

OCB15 Take action to protect the organisation from potential problems.

OCB16 Demonstrate concern about the image of the organisation.

Pro Environmental Behaviour

PEB1 I print double sided whenever possible effort to increase my organisation's environmental performance.

PEB2 I put compostable items in the compost bin.

PEB3 I put recyclable material (e.g. cans, paper, bottles, batteries) in the recycling bins.

PEB4 I bring reusable eating utensils to work (e.g. travel coffee mug, water bottle, reusable containers, reusable cutlery).

PEB5 I turn lights off when not in use.

PEB6 I take part in environmentally friendly programs (e.g. bike/walk to work day, bring your own local lunch day).

PEB7 I make suggestions about environmentally friendly practices to managers and/or environmental committees, in an effort to increase my organisation's environmental performance.

Employee Work-Meaningfulness

EWM1 The work I do on this job is very important to me.

EWM2 My job activities are personally meaningful to me.

EWM3 The work I do on this job is worthwhile.

EWM4 My job activities are significant to me.

EWM5 The work I do on this job is meaningful to me.

EWM6 I feel that the work I do on my job is valuable.

Organisational Identification

OID1 I always like to work with my partners and my supervisors.
OID2 Sometimes I felt it my personal goal to promote the value of my firm.
OID3 When someone criticizes my firm, I feel like a personal insult.
OD14 It would be great if I found some person believing that my firm was a good place to work in.
OD15 I like to work in my firm.
OID6 I felt it fantastic to share my goal with my supervisors.