

Macquarie University

**Exploring the Relationship between Corporate Social
Responsibility and Organisational Citizenship Behaviour: A
Study in Pakistan**

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Abstract

The purpose of this study was to explore the relationship between corporate social responsibility (CSR) and organisational citizenship behaviour (OCB) among employees in the Pakistani context. Although much research has been conducted to explore how CSR influences organisational outcomes, there remains limited research examining its effects on employees' attitudes and behaviour. To address this research gap, this study examined the relationship between CSR programs and employee OCB. Further, in consideration of the range of criticisms regarding managerial imposition of ethical values on employees, this study also examined the variables of communication satisfaction and perceived organisational politics. This study was based on primary questionnaire data from over 200 non-managerial employees from a single case study organisation in Pakistan. Three dimensions of CSR were found to be significant in promoting or fostering employee OCB: CSR towards the government, CSR towards customers and CSR towards social issues. Interestingly, the results indicated that CSR towards employees was not significant for employee OCB. The results also demonstrated that perceived organisational politics and communication satisfaction fully mediate the relationship between CSR and OCB. This paper discusses the theoretical and practical implications of these findings, and offers suggestions for future studies.

Keywords and abbreviations: Corporate Social Responsibility (CSR), Organisational Citizenship Behaviour (OCB), Perceived Organisational Politics (POP), Communication Satisfaction (CS).

Declaration of Originality

I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university; and that to the best of my knowledge and belief it does not contain any material previously published or written by another person except where due reference is made in the text.

Signed: Rabihq Hassan

On: 20 / 11 / 2016

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List of Abbreviations

CED	Committee of Economic Development
CS	Communication Satisfaction
CSR	Corporate Social Responsibility
GDP	Gross Domestic Product
OCB	Organisational Citizenship Behaviour
OCBI	Organisational Citizenship Behaviour—Individual
OCBO	Organisational Citizenship Behaviour—Organisational
POP	Perceived Organisational Politics
US	United States

Chapter 1: Introduction

This chapter provides an overview of the research topic and discuss the focus and context of this thesis. In Section 1.1, I discuss the motivation for selecting the study topic and discuss its relationship to the field of corporate social responsibility (CSR). In Section 1.2, I consider the importance of undertaking this research in a Pakistani context. In Section 1.3, I discuss the objectives and aims of the study, and particularly consider the contribution of this study to the literature and practice. Section 1.4, summarise the research design and the content of subsequent chapters.

1.1 Motivation for Study

CSR is a significant practice in today's business landscape. Recently, studies have found that CSR activities are linked with intangible firm resources and enhance the market value of the company (Olga & Ioannis, 2016). In 2010, the European Commission noted that CSR 'is more relevant than ever' and is a 'key element in ensuring long term employee and consumer trust' (Reinhard, 2010). In research conducted by IBM relating to business leaders' perceptions of CSR, a survey of 250 companies found that these companies considered CSR more of a growth opportunity than a philanthropic activity (Pohle & Hittner, 2008). In addition, previous findings have indicated CSR to be beneficial for attracting potential employees (Turban & Greening, 1997) and that CSR contributes to increased morale, commitment and pride among employees (Rodrigo & Arenas, 2007).

Prior research has studied CSR from an economic view in terms of enhancing firm performance, financial productivity (Margolis, Elfenbein, & Walsh, 2011) and customer satisfaction (Wood & Jones, 1995). A smaller body of work has shifted from profit orientation to considering the social benefits of implementing CSR (Aguilera, Rupp, Ganapathi, & Williams, 2006; Peterson, 2004; Valentine & Fleischman, 2008). Some of these studies have focused on external employees and how CSR enhances a company's image to attract employees (Albinger & Freeman, 2000; Ng & Burke, 2005; Turban & Greening, 1997). However, relatively little research has examined the relationship between CSR and an organisation's current employees, with studies on CSR and internal

employees comprising less than 4% of all CSR studies (Aguilera et al., 2006). Thus, the current research sought to examine the effect of CSR on organisational employees by examining how employees' CSR perceptions affect their organisational citizenship behaviour (OCB).

Existing research has found inconsistent evidence about the dimensions of CSR and their effect on OCB. Some research has found that all dimensions of CSR (customers, the government, employees and social & non-social) affect OCB (Zheng, 2010), while other research has found that only the social dimension of CSR is important for enhancing OCB (Newman, Miao, Hofman, & Zhu, 2015). However, research in this area has been limited in scope, context and theory. In relation to scope, the current study combined the two fields of organisational behaviour and CSR, while also considering some of the criticisms of CSR. No model has previously explored the effect of employees' CSR communication and political effect perception on their work-related attitude and OCB, while also considering the mediating variables of communication satisfaction (CS) and perceived organisational politics (POP). Regarding context, this study examined the relationship between CSR and OCB in a neglected national, economic, social and cultural context— that of Pakistan. Studying this relationship from the perspective of this developing nation will help bring new insights to this field. Regarding theory, there is a need for theoretical synthesis on the question regarding which dimension of CSR (customers, the government, employees and social & non-social) is important in enhancing employees' work behavior. Thus, overall, this study examined how CSR and OCB are related, which dimension of CSR is critical for enhancing employee OCB, and how POP and CS mediate the relationship between CSR and OCB.

In this study, Turker's (2009) four dimension of CSR i-e CSR towards customers, the government, employees and social and non-social stakeholders is adopted to analyse the CSR activities of the organisation. The POP and CS are used as the mediating variables after reviewing the criticisms of CSR from literature. Critics have argued that CSR programs and policies are based upon politics may impact CSR perceptions among employees and their work related behaviour. It is also criticism of CSR that policies are created in organisations as a top-down process. Employees are not involved in making CSR policies, and organisations implement corporate policies without properly informing employees about these policies. After reviewing these arguments from the

literature POP and CS are used as a mediating variable to see their impact on the relationship between CSR and OCB.

1.2 Importance of Conducting Study in Pakistan

Most of CSR research has focused on Western culture, with researchers predominately studying CSR in the United States (US) and other developed nations (Jackson & Artola, 1997). The concept of CSR has moved geographically from the Western culture to many developing countries, also, the external and social groups' in developing countries pressurised companies to conduct business ethically by focusing on equal opportunities and adhering to human and employee rights. This trend has caused many multinational and local companies to follow CSR practices in developing nations. Growing research attention has been devoted to the practice of CSR in Asia (Viswesvaran & Deshpande, 1996), yet little work has considered CSR as it relates to companies operating in Pakistan. CSR activities in Pakistan are gaining momentum, despite its belated recognition. Although companies and individuals have been participating in charity and philanthropic activities for some time, new trends relating to the rights of employees and social welfare have only developed since the 1990s. National and international authorities are pressuring companies to undertake business ethically, and focusing on the importance of CSR (Shadab, 2007). Because of the rising demand of CSR and disclosure about company policies nationally and internationally, Pakistani companies are struggling hard to remain competitive and compete internationally. Similarly, customers, investors, regulators, environmental groups and trading partners are demanding disclosure of company policies and activities. This has resulted in variety of social audits that reveal company's social performance.

The birth of several government and non-government organisations such as Leadership for Environment & Development (LEAD-PK) is focusing on training program relating to environment, corporate philanthropy and corporate investment; Securities and Exchange Commission of Pakistan (SECP) take initiatives in codes development focusing on corporate governance and CSR ;Pakistan Compliance (PCI) takes initiative on criteria development focusing on social compliance. These organisations have placed pressure on the companies to act socially responsible and show transparency in their actions. Hence, enhanced the awareness process relating to CSR in Pakistan. The Securities and Exchange Commission of Pakistan requires companies to go beyond

voluntary CSR codes of conduct. The Commission is reviewing corporate governance laws and regulations, and developing rules to ensure transparency, accountability, shareholder liability and corporate disclosure. In 2002, Trade Policy articulated for the first time in Pakistan through the support of different institutions in which appropriate international industry benchmarks were established to compete globally (Waheed, 2005).

Several organisations have developed in Pakistan to focus on different CSR issues, including the Pakistan Compliance Initiative, which focuses on social compliance; the Pakistan Centre for Philanthropy, which concentrates on community work; the United Nations Conference on Trade and Development, which reports on corporate transparency; and the United Nations Industrial Development Organization, which focuses on sustainable business principles. All these organisations are working to create awareness of CSR. A multi-stakeholder forum—the Pakistan Compliance Initiative—was launched in 2003 with help from international buyers, the textile sector and the Ministry of Commerce. The forum developed a national standard draft to be used by companies as a compliance standard approved by the government (Waheed, 2005) to run their businesses ethically. The draft takes in account many international social and environmental standards and buyers codes of conduct. This draft was made to boost CSR activities in Pakistan. Child labour was the key concern of the sporting goods industry in past decades in Pakistan. But after the steps towards CSR awareness campaigns by the government and Non-profit organisations. Some notable improvements have been made in eliminating child labour in Pakistan and Writing in *Economic Perspectives* (2005) Andre Gorgemens commented on the results of the child labour program in Pakistan:

The Pakistan program has a wonderful record of tangible accomplishment. Some 90 manufacturers from Sialkot, Pakistan, are now enrolled in the program, and more than 95 percent of export production is regularly monitored and certified child-free. More than 6,000 working children have been phased out of production and put back on the education track in Pakistan. (p. 34)

While CSR studies have been conducted in developing countries during the past few decades—particularly in Asia (Waheed, 2005)—most studies related to CSR and OCB have been conducted in China (Newman et al., 2015; Zheng, 2010), which is a markedly different national context to Pakistan. Considering Pakistan's relatively imperfect market situation and long-term cultural traditions, the effect of CSR implementation from

employees' perspectives in Pakistan may be quite different to those described in the US; other Western countries; and the emerging work examining developing contexts, such as that of China.

1.3 Objective of the Study

The main objective of this study was to examine how CSR is related to OCB. In particular, I sought to explore which dimension of CSR (customers, the government, employees, or social and non-social stakeholders) is advantageous in enhancing employees' citizenship behaviour in an organisation. Additionally, this study considered CS and POP as a way to examine some of the literature's criticisms of CSR implementation. Given that employees' attitudes and work behaviour may be affected by the national context, this study investigated the effect of CSR on employees' OCB in a neglected context—the Islamic Republic of Pakistan. Thus, this study's research objectives were as follows:

1. to examine (in the Pakistani context) whether employees' perceptions of their organisation's CSR activities affect their self-reported OCB
2. to examine which dimensions of organisational CSR policies (customers, government, employee, social and non-social stakeholders) affect employees' self-reported OCB
3. to examine whether employees' perceptions of organisational politics or CS affect their perceptions of their organisation's commitment to CSR
4. to examine whether employees' perceptions of organisational politics or CS of CSR policies affect their OCB.

1.4 Overview of the Research

The remainder of the thesis is structured into five chapters, which discuss the following content.

Chapter 2: Literature Review. In this chapter, I discuss the literature relating to CSR and OCB, critical studies relating to CSR, and the literature connecting CSR and OCB. From this literature review, I identify the key research gaps that this study sought to address.

Chapter 3: Theoretical Framework and Hypotheses. In this chapter, I discuss the model of the study, the variables of the study, and how these variables were developed from the literature. I develop hypotheses by considering the arguments from the literature.

Chapter 4: Methodology. In this chapter, I describe all the study variables— independent, dependent and mediating. I discuss the relevant scales used in the literature, the scales used for the study, and the rationale for choosing these particular scales. This chapter also details the study sample size, sample population, sampling procedure and technique used in this study. At the end of the chapter, I describe the procedure followed to analyse the data.

Chapter 5: Findings and Analysis. In this chapter, I discuss the empirical findings of the study, including which hypotheses were accepted and rejected. I present the values of the analyses using measures such as descriptive analysis, frequencies, reliability scale and correlation among variables. I report the values of the mediation regression and discuss the step-by-step process used to accept or reject the hypotheses. I also report and discuss the Sobel's test values, and discuss the findings in the Pakistani context with relation to previous studies.

Chapter 6: Conclusion. In this chapter, I present the study's concluding remarks to answer the research questions and objectives. In addition, I reflect on the limitations of this study and make some suggestions for future research.

1.5 Summary

In this chapter, I have introduced the topic of CSR and OCB, summarised some gaps in the literature, and discussed the significance of undertaking this study in a Pakistani context. In the next chapter, I will review the literature and studies relating to CSR, OCB and employees.

Chapter 2: Literature Review

This chapter presents a review of the literature relating to CSR and OCB, organised as follows. In Section 2.1, I discuss the important concepts and terms in the literature relating to CSR. In Section 2.2, I discuss the important concepts relating to OCB. In Section 2.3, I examine studies relating to CSR and employees (both current and potential) and CSR's relationship with job commitment, satisfaction, organisational attraction and other variables relating to work attitude. In Section 2.4, I consider studies relating to CSR and OCB, including their findings and shortcomings. In Section 2.5, I discuss some criticisms of the CSR phenomena. Finally, in Section 2.6, I summarise the research gaps identified in the literature to date.

2.1 Conceptualisation of CSR

CSR is an activity that businesses are obliged to undertake in order to fulfil their stakeholders' responsibilities (Carroll, 1991). It has been recognised as an obligation arising from societal expectations of business behaviour (Carroll, 1999) that encourages corporations to voluntarily take steps to work for the betterment of society and move beyond the conventional way of doing business. The concept of CSR is linked to social contract theory from the 1600s, which has been used to justify human rights (Olufemi, 2008); however, in the 1950s, the concept of CSR was first conceptualised as a social obligation (Bowen, 1953). Per social obligation, people are responsible for their own moral and political obligations towards themselves and others. Bowen (1953) is recognised as the 'father of Corporate Social Responsibility' (Carroll, 1999) and defined CSR as a company taking responsibility for making policies, following decisions and performing actions that are beneficial for the entire society (Bowen, 1953). In the 1960s, environmental parties and social advocates focused critical attention on companies' ethical activities, raising these as among the most crucial components of undertaking business. The concept of CSR was established by the US Committee of Economic Development (CED) in 1971. According to the CED, social responsibility not only relates to productivity, but is also connected to social expectations, such as protecting the environment. The CED defined CSR according to the three circles of responsibility, which are as follows:

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The inner circle includes the clear-cut essential responsibilities for the efficient execution of the economic function—products, jobs and economic growth. The intermediate circle encompasses responsibility to exercise this commercial works with a sensitive awareness of changing social values and priorities: for example, taking consideration on environmental conservation; hiring and relations with employees; and more rigorous expectations of customers for information, fair treatment, and protection from injury. The outer circle outlines newly emerging and still amorphous responsibilities that business should assume to become more broadly involved in actively improving the social environment. (For example, poverty, and urban blight). (Johnson, 1971, p. 15)

The 1960s and 1970s marked significant increases in attempts to formalise the concept of CSR. One of the most prominent writers of CSR in that era was Davis (1973), who defined CSR in terms of three components: economic, legal and technical obligations. Economic referred to creating opportunities for economic progress, including increasing the gross domestic product (GDP), creating jobs and benefiting economic wellbeing. Legal referred to laws concerning people and society. Technical referred to providing something that enhanced value for customers or society. Thus, CSR is the organisational ability to perform business while considering social obligations (Robin & Reidenbach, 1991).

From a broader perspective, CSR may be understood as a combination of social performance theory (Carroll, 1979) and stakeholder theory (Clarkson, 1995). The proponents of social performance theory hold that organisations have a responsibility towards the whole society in which they operate, and the ethical duty of a company involves considering the entire community when conducting its operations. According to Carroll (1979), the organisation has a responsibility towards economic, legal, ethical and discretionary parties. Its moral duty is to consider the benefit of both current and future generations. This relates not only to shareholders, but also to bettering employees, society and consumers. Corporate social performance is ‘a business organization’s configuration of principles of social responsibility, processes of social responsiveness and policies, programs, and observable outcomes as they relate to the firm’s societal relationships’ (Wood, 1991, p. 693). Stakeholder theory narrows the concept towards the stakeholders that are affected by the organisation. Stakeholders are defined as ‘persons or groups that have, claim, ownership, or interests in a corporation and its activities, past, present, or

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future' (Clarkson, 1995, p. 106), which includes primary and secondary stakeholders. Primary stakeholders are employees, customers, shareholders, suppliers, owners and the board of directors. Secondary stakeholders are those who are not directly related to firm activities, yet may still be affected by these activities, such as trade unions, labour unions, political groups, social groups and the media.

Jones (1980), a prominent writer of CSR, stated that it is difficult to reach consensus about what constitutes socially responsible behaviour; thus, CSR should be regarded a process, rather than a set of clear outcomes. Turker (2009) proposed a CSR model comprising four stakeholders, with three primary stakeholders (customers, the government and employees) and one secondary stakeholder (social and non-social stakeholders). According to this model, company is accountable to its customers and should provide relevant information to their customers such as proper information about their products, proper labeling and quality product. Relating to responsibility towards employees it considers things such as fair pay, fulfilling their needs and wants, better prospects for career growth and prospects of equal opportunities to all employees. In this model government responsibility is another name for legal liabilities company has towards the government and other stakeholders such as paying proper taxes, fulfilling all the legal documentations and procedures. Whereas, social and non-social stakeholders take in account responsibility which aim to protect and improve the quality of the natural environment, investment to create a better life for future generations, special programs to minimize negative impact of operations on the natural environment, sustainable growth which considers future generations, supports non-governmental organizations working in problematic areas.

CSR today may be described as concerned with the three broad categories of economic, social and environmental accountability (Sareela, 2008), and this definition considers both the stakeholder and social perspective. The economic components refer to gaining financial profitability, contributing to GDP, and creating economic wellbeing for the community. Environmental responsibility is related to minimising pollution, protecting the natural environment, and adopting ways to safeguard the environment. Social responsibility encompasses general obligations towards the society in which the organisation operates, including fair treatment of employees, providing accurate

information to customers, involving shareholders in decision making, and other aspects of community prosperity.

In this study, I used Turker's (2009) four dimension (customers, the government, employees and social and non-social) of CSR to define and measure CSR concept as this definition indicates a broad continuity of the groundwork by Bowen, Davis, Carroll, Jones and Clarkson that has been developed during the past half-century. It is also relevant to the current concept of CSR given by Sareela 2008. In the following section, I examine how OCB is defined and discussed in the literature.

2.2 Conceptualisation of OCB

Organ (1988, p. 18) is known as the 'father of OCB', who expanded the original work of Katz (1964). For Organ (1988), OCB is an 'individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the efficient and effective functioning of the organization' (p. 4). Organ (1988) established five dimensions of OCB: altruism, courtesy, civic virtue, conscientiousness and sportsmanship. Altruism involves helping other people in their work and tasks. Courtesy involves encouraging co-workers if they are disappointed or feeling down. Civic virtue involves working for the betterment of the company, working to bring positive change and improvements in a company. Conscientiousness relates to activities such as arriving on time, working long hours and undertaking work beyond one's usual duties. Sportsmanship refers to behaviour in which one makes compromises in order to benefit others. According to Organ's (1988) definition, OCB is voluntary behaviour that extends beyond the enforceable job description and contributes to the effective performance of the organisation.

Organisational behaviour may be categorised as in-role behaviour and out-role behaviour (Katz, 1964). For in-role behaviour, the activities of the individual are non-discretionary and are directed to the formal reward system. A person is paid for these activities. In contrast, out-role behaviour is discretionary and no incentives are attached. For some researchers, the boundaries between in-role and out-role behaviour are unclear (Paine & Organ, 2000) and it is often difficult to differentiate between the two (Mackenzie et al., 1998). Building on Organ's (1988) studies, Williams and Anderson (1991) revised the dimensions with which OCB could be categorised into two broad categories, which they

named ‘OCB—individual’ (OCBI) and ‘OCB—organisational’ (OCBO). OCBI is related to individuals, meaning working for the betterment of the other employees in the organisation. OCBI comprises altruism and courtesy. OCBO is related to the organisation and working for the betterment of the entire team. OCBO consists of conscientiousness, sportsmanship and civic virtue.

In 1994, VanDyne, Graham, and Dienesch (1994) proposed three new dimensions of OCB: obedience, loyalty and participation. Obedience relates to fulfilling tasks and undertaking work at the individual and organisational level. Loyalty refers to promoting the organisation and remaining fair with organisation and co-workers in every situation. Participation refers to helping others and being involved in governance. Further, Podsakoff, MacKenzie, Paine, and Bachrach (2000) proposed seven typical dimensions for OCB, as follows:

1. voluntary action—to help others
2. sportsmanship—the ability to deal with challenging situations
3. organisational loyalty—being true to the organisation even in adverse circumstances
4. organisational compliance—fulfilling tasks according to procedures and policies
5. individual initiative—to work for the betterment of the company beyond one’s approach
6. civic virtue—helping other in completing their tasks and sharing others work load
7. self-development—improving one’s skills for the betterment of the company’s performance and one’s job.

In 2005, Kim and Moon (2005) proposed that OCB be based on one’s own individual choice to work for the progress of the company by undertaking activities that are discretionary and spontaneous. All the above different dimensions of OCB have been used by a variety of researchers to measure OCB. However, the conceptual definitions of OCB used by researchers differ from study to study.

The concept of OCB has increased in popularity over the years, with many factors contributing to this. First, although OCB is not linked to reward, employers do base their decisions regarding promotion, training and advancement on employees’ extra-role behaviour. Second, extra-role behaviour enhances organisational performance (Organ &

Ryan, 1995; Podsakoff & MacKenzie, 1994). For example, as employees are ready to share others work load and working to achieve organisational objectives, this enhances overall performance and productivity of the organisation. Third, studies have shown that extra-role behaviour influences attitudes towards the job and enhances satisfaction and commitment (Dunlop & Lee, 2004). Employees who demonstrate a high level of OCB are often categorised as top performers in an organisation (Neilsen, Hrivnak, & Shaw, 2009). Research has found that OCB leads to positive outcomes, such as increased job satisfaction, motivated employees and (above all) encouraging teamwork (Deer & Chompookum, 2004; Jung & Hong, 2008). To better understand the relationship between OCB and employee satisfaction, it is useful to determine which particular dimension of CSR is most significant for enhancing the OCB of employees.

The following section examines the existing research specifically related to CSR and employees. The research in the following section was conducted on current employees, potential employees, or both, and studied the relationship between CSR and work-related attitudes, including job commitment, job satisfaction and job attractiveness.

2.3 Assessment of the Studies of CSR and Employees

Traditionally, researchers were interested in understanding the effect of CSR on business profitability, firm image and competitive advantage (Orlitzky, Schmidt, & Rynes, 2003). Much of the research sought to understand how companies can attain a financial advantage by practising CSR (Margolis et al., 2011). Subsequently, researchers have also considered how a company may gain advantage from practising CSR towards other stakeholders (Carmeli, Gilat, & Waldman, 2007; Greening & Turban, 2000), such as employees and customers (Wood, 1991). A limited number of studies have investigated the relationship between corporate social performance, current employees and work attitudes (Aguilera et al., 2006). Empirical studies related to individual level CSR and its phenomena are perceived to comprise less than 4% of the entire studies on CSR (Aguinis & Glavas, 2012).

Strand, Levine, and Montgomery (1981) analysed the effect of company policies on prospective employees, and found that entry desirability for employees can depend on firms' social and environment policies. Employees wish to enter businesses that have high social and environmental policies. Corporate social performance is positively related to corporate reputation and organisational attractiveness. Employees with high

and low job choices react differently to CSR—job seekers with greater career options consider the social behaviour of firms, while job seekers with few job choices do not. Thus, corporate social performance is understood as a tool to attract competitive employees in the market (Albinger & Freeman, 2000). CSR is a good tool to attract job seekers, CSR enhances intentions of employees to stay with the organisation and employees like to accept offers from the socially responsible organisations (Greening & Turban, 2000). Firm familiarity is a mediating factor for organisational attractiveness and corporate social performance. More well-known CSR companies are more attractive to potential employees. Social determinant of CSR (philanthropy and relation with community) is more important determinant of corporate social performance in enhancing firm familiarity than the other three employee relations, product quality and environment factors determinants of corporate social performance (Luce, Barber, & Hillman, 2001).

Studies have also shown that, during economic downfalls and unemployment, job seekers pay less attention to firms' CSR practices (Maignan & Ferrell, 2001). For most job seekers, diversity (giving equal job opportunities) component of CSR is an important factor for making career choices (Turban & Greening, 1997). Employees prefer to work for companies that have equal opportunities for men and women, and diversity is considered an important component of CSR related to employees. One study found that affirmative actions of organisations are more attractive than diversity management (Smith, Wokutch, Harrington, & Dennis 2004). Affirmative actions are related to legal responsibility and diversity management related to ethical responsibility of the firm. Employees attracted towards organisation high on legal or affirmative actions. Other research has shown that diversity management is critical, and that staff prefer to work for companies that have a real diversity management portfolio. Moreover, women and minorities preference companies with diversity management when making job choices (Ng & Burke, 2005), with women having a greater preference for diversity than men (Backhaus, Stone, & Heiner, 2002). All these studies revealed that job seekers are anxious 'about the broad corporate social behaviour of the firm', and consider it a necessary element when making career choices (Backhaus et al., 2002).

Despite the above documented interest of potential employees in organisations' social behaviour, only a relatively small amount of research has studied the effect of CSR on current employees (Maignan & Ferrell, 2001). One study found that CSR enhances

employees' job commitment and performance, whereby employees' job performance increases if they consider their organisation to be responsible (Aguilera et al., 2006). Some studies considered corporate image as a function of organisational signals that determine various stakeholders' perceptions of an organisation's actions. Another study found a positive relationship between corporate image and job satisfaction, and a negative correlation between corporate image and turnover intentions (Riordan, Gatewood, & Bill, 1997), where corporate image was studied as an indicator of the social performance of the company. The study by Maignan et al., (1999) found a positive influence of corporate citizenship and employee commitment among managers. It showed that the ethical dimension of CSR was stronger than economic, legal and philanthropic factors of the Carroll model for enhancing employee commitment (Maignan & Ferrell, 2001). Research has also found that organisational CSR plays a significant role in employee attraction, retention and motivation (Peterson, 2004).

An interesting study in the field of CSR related to the authenticity of CSR programs. According to this research, CSR programs' authenticity can be displayed in the form of resource commitment, alignment between external and internal factors, emotional engagement, justice in the organisation and embeddedness. Qualitative research on CSR program authenticity revealed the significant finding that if companies involve employees in their programs and offer openness and free communication, this enhances employees' CSR beliefs and thereby increases their satisfaction with, commitment to and trust in the organisation (McShane & Cunningham, 2011). Another interesting finding was that employees' CSR perceptions were affected if a 'psychopath' was in the leadership position (Boddy, Ladyshewsky, & Galvin, 2010). Workers lost their faith in the organisation and became less motivated and dissatisfied with their jobs. This indicates that CSR is vital for shaping employees' desirable behaviour, yet CSR can be reduced by poor leadership.

A small number of studies have examined the effect of CSR on negative employee behaviour (Sheel & Vohra, 2015) and found that CSR has a negative influence on cynicism—if employees found their team to act responsibly, they were involved in less negative behaviour. Hence, perceptions of CSR and cynicism are negatively correlated. Moreover, the volunteering activities of employees have no moderating effect on the relationship between CSR and cynicism.

Studies on CSR perceptions and organisational commitment have found that employee training, procedural justice and community factors have a strong relationship with organisational commitment and job satisfaction. Employees are more satisfied if involved in CSR practices (Brammer, Millington, & Rayton 2005). Likewise, research has indicated that CSR plays a significant role in developing employees' ethical attitudes, and the company's ethical standards (code of conduct and reward system) are the mediating factor for these relations (Valentine & Fleischman, 2008). Combining the findings from these previous studies indicates that employees' motivation, organisational commitment, job satisfaction, turnover intentions and attitude towards work may be enhanced by a company's participation in CSR activities. Having examined previous studies discussing the link between CSR and employees in general, I now turn to consider studies that provide an explicit link between CSR and OCB.

2.4 CSR and OCB

A limited number of studies have examined the relationship between CSR and OCB. Mostly conducted in China, these studies have indicated that CSR has a direct effect on employee citizenship behaviour (Lee, Song, & Kim, 2015; Newman et al., 2015; Zheng, 2010). Employees are concerned with their company's social policies, and their citizenship behaviour is influenced by social business obligations (Newman et al., 2015). OCB is enhanced if employees consider their business to be fulfilling social attributes.

CSR has been found to have an effect on both in-role and extra-role behaviour. The legal and ethical responsibility of the firm has an effect on extra-role behaviour (Zheng, 2010). If employees are satisfied with their jobs and committed to their organisation, they are likely to be involved in more extra-role behaviour (Zheng, 2010). According to a previous study, the affective commitment of employees is enhanced if their company is involved in a charitable or discretionary component of CSR, and they are subsequently more likely to engage in OCB (Lee & Kim, 2013).

Lee and Kim (2013) shifted the focus from organisational factors to employees' innate traits. Among the two type of corporate citizenship (OCBI and OCBO), CSR activities impact both OCBI and OCBO. Organisations should inform their employees about their CSR activities. Because better the knowledge employees have about CSR activities of the organisation more they will be involved in OCB. As CSR activities and OCB are interlinked. Conscientiousness had a mediating effect on OCBI, but no effect on OCBO

(Lee et al., 2015). The only effect of conscientiousness was boosting OCBI as conscientiousness and OCBI both related to individual attributes. Another study has found CSR influential in enhancing OCB. Among five dimensions of CSR (government, employees, society, customer and environment). Three dimensions of CSR significant in enhancing OCB. OCB is most influenced by a firm's environmental accountability, followed by employees' and customers' responsibility. CSR towards government and employee were not significantly related to OCB (Abdullah & Rashid, 2012). An important implication is that, if employees perceive their organisation to be socially responsible, their affective commitment to the organisation is enhanced—they feel emotionally attached, which leads to increased OCB (Lee & Kim, 2013).

Previous research has shed light on which CSR dimensions affect citizenship behaviour. For example, Newman, Neilson, and Miao (2014) found that firms' responsibility towards society affects employees; however, responsibility towards employees, the government and customers was found to have no definite effect on employee OCB (Newman et al., 2014). In contrast, Zheng (2010) found that all dimensions of CSR had a considerable effect on employee OCB. Thus, findings on this issue remain inconclusive to date.

OCB is enhanced if employees trust their organisation; thus, trust plays a mediating role in improving the relationship between CSR and OCB. When workers perceive their organisation as trustworthy, they build a positive perception of corporate performance, which affects their attitude towards the organisation (Hansen, Dunford, Boss, Boss, & Angermeier, 2011). They become more involved in voluntary work, which heightens their job commitment and satisfaction. A high moral identity influences OCB—employees feel proud to work for companies with a good corporate image, which increases their OCB.

To summarise the literature review to this point, I can say that most previous work has focused on potential employees, rather than internal employees. Further, the relationship between CSR and OCB has been studied mostly in collectivist cultures. Most previous studies have examined organisational level OCB, while some have shed light on individual level OCB, and there are relatively few studies that have examined both OCBI and OCBO. The studies have used organisational justice and social identity theory in their frameworks, and linked employees' perceptions of CSR with these theories. Most

of these studies have used job satisfaction, affective commitment and personal traits as their intervening variables. Thus, this study sought to fill the gaps in the literature by exploring the relationship between CSR and OCB in a different national and cultural context (Pakistan) and determining whether previous studies' results are applicable in a different contextual framework. I aimed to examine both individual and organisational level OCB, whereas most previous studies have focused on organisational level OCB. In addition, I sought to explore further which component of CSR (customer, the government, employee or social and non-social stakeholders) is most significant in enhancing OCB.

In addition, previous studies have only considered the positive aspects of CSR. However, according to critical researchers, there is also a downside to CSR. In the following section, I examine the range of arguments that are critical of CSR.

2.5 Criticisms of CSR

2.5.1 'CSR is all about appearance'. The first critical argument is presented by those who view CSR as a branding exercise that lacks credibility and authenticity. CSR is viewed as being solely focused on gaining competitive advantage in the market. It acts as a means for obtaining a good company image, but fails to genuinely fulfil the stakeholders' expectations (Laufer, 2003). Researchers have argued that codes of conduct are merely for appearance and to legitimise firms' position among stakeholders (Adams, Armen, & Shore, 2001). CSR is only a means for gaining a good company image and reputation in the eyes of stakeholders and interested parties (Helin & Sandstrom, 2010, p. 588). Being socially responsible is criticised as an image-based practice—a document to show external parties that the firm is socially accountable and acting ethically in a globalised world (Roberts, 2003). John Hawkins (1998), the managing director of consultancy Russell Reynolds, sees society 'evolving to a situation where there will be issuing of codes of conduct all over the world' (p.109). Because this issuance of the codes depicts positive image of the company responsible behaviour. Thus, lead to gain popularity among the external and internal stakeholders of a company. Some existing research in the field of CSR has argued that CSR is merely an instrumental attempt to achieve a positive image in the market (Sims & Brinkmann, 2002, p. 243).

Further, Levinas (1991), believed that CSR is a 'narcissus' for gaining profit. The main agenda behind CSR is extreme selfishness, and CSR only involves acting socially when

firms can gain some benefit from doing so. The ethical programs in organisations are seen as empty but productive construction of ethical appearance. In addition, some critics believe that companies use their CSR programs to distract the public from asking ethical questions about their harmful business practices. An example of this is McDonald's, who use Ronald McDonald House to position themselves as a CSR company, while simultaneously encouraging poor eating habits (McKibben, 2006).

2.5.2 'CSR as a mechanism of control'. For some critics, CSR initiatives are worse than mere inauthentic branding—they are said to represent new forms of control. CSR is used as a tool against public criticism and has nothing to do with social situations. It is a mean for controlling employees in an organization. As according to an article in the *Australian Financial Review* stated that 'ethics, values, and reputation ... are becoming an important part of the corporate planning processes, with management needing 'to use more sophisticated ways of controlling (their) employee(s)' (Marshall, 1998, p. 56). Saul (1997) claimed that firms are busy making 'a conformity society which is a new form of feudalism' (p. 94). With the help of corporate codes, these codes are an effective way to guide the behaviour of everyone in CSR. The organisations are trying to control the behaviour of their employees and the policies made under these CSR conduct reflect the values of those who made it (Etzioni, 1990).

Moreover, it is debated that policies—including CSR practices—are an unwanted form of scrutiny of employee behaviour and views, with policies being an efficient mechanism for strengthening management control over employees (Helin & Sandstrom, 2010). CSR is not for employees to understand and practice, but to be 'read, signed and accepted' (Helin & Sandstrom, 2010, p. 599). As Farrell and Farrell's (1998) study suggested, the language of the corporate policies can reduce employees' authority, instead of them giving free moral resources.

2.5.3 'CSR lacks satisfaction and free communication'. Another set of criticisms goes beyond controlling and branding to argue that CSR programs are not properly communicated or implemented. CSR programs in the form of corporate policies limit the thinking process of employees. As employees abide to follow policies made by management, instead of using their own thinking process in different situations. Some argue that organisation CSR policies are made by influencing parties in the organisation, without any consent from other members of the group—they flow as a top-down

communication. Thus, it is said that corporate rules are purpose oriented and based on the set goals of the committed parties. These rules are transferred from top to bottom, without any involvement of other parties in the organisation (Morris & Lancaster, 2006).

For some, CSR programs in the form of organisation CSR policies creates indoctrination (Stansbury & Bary, 2007; Tan, 2004). Indoctrination is the process in which ‘the mind become closed on those issues which are fundamentally open, and the inability to imagine things as they do not imprison the human beings in the world of things as they are’ (Laura, 1983, p. 45). This happens because employees are taught what to do instead of letting them do what they want to do. Jones (2003) described ethics as ‘a relation of openness to the others’ (p. 236) who are ‘entirely different from me’ (p. 227). Thus, when a company defines certain limits and forces its employees to behave in this context, researchers argue that employees are prevented from choosing their own values, which is paramount for critical thinking and reasoning (Stansbury & Bary, 2007).

2.5.4 ‘CSR related to power and politics’. Some critics claim that CSR is related to politics and power. They argue that politics is involved in implementing and creating policies, and that people in authority use policies for their own advantage. Politics exist whenever we have to choose between finite resources (Stansbury & Bary, 2007), and ‘involves those activities taken within organizations to acquire, develop, and use power and other resources to obtain one’s preferred outcomes when there is uncertainty or dispenses about choices’ (Pfeffer, 1981, p. 7). Therefore, it is argued that, whenever an ethics program is developed, it is influenced by politics and often contains the views of those who are in authority (Sims & Brinkmann, 2002; Stansbury & Bary, 2007).

Further, because policies and practices flow down from senior management, CSR principles are modified according to the preferences of the upper members of organisations (Morris & Lancaster, 2006) and amended according to the person in power (Czarniawska & Sevón, 1996). Leadership decisions relating to spending money and time on CSR activities are taken by the individual managers in the company (Robbins, 2008; Thomas & Simerly, 1994) and made by a self-selecting group of managers, who may lack desirable local knowledge about social and environmental policies and are not representative of the wider community (Robbins, 2008).

Moreover, companies are also involved in politicising CSR. As organisations are saying something else and in practise, doing differently. An example of this is the disaster that occurred in 1993 at the Kadar Industrial Toy company in Thailand, in which more than 200 workers died because a fire broke out and the workers were locked in the factory. This plant was producing toys for US companies, such as Toys ‘R’ Us, Fisher-Price and Hasbro (Arnold & Bowie, 2003)—all these companies are big supporters of CSR.

2.5.5 Summary of CSR criticisms. To summarise these arguments, critics of CSR suggest that companies are making CSR policies without giving their employees freedom of speech, autonomy and the right to participate. CSR is viewed as a control mechanism that is implicated in organisational politics. Further, organisations are not doing what they say they are doing, and are limiting their employees’ ability to reason. These are some of the theoretical criticisms of CSR.

2.6 Discussion and Research Gaps

Based on the above literature review, I have identified some of the gaps in the literature. First, there is a need to examine the relationship between CSR and employees, given that empirical studies on the relationship between CSR and internal employees comprise less than 4% of all CSR studies (Aguilera et al., 2006). Second, there is a need to further explore the relationship between firms’ CSR activities and employees’ work attitudes. Studies on the relationship between CSR and OCB remain limited (Lee et al., 2015) and there is a need to explore this issue more systematically (Newman, Miao, Hofman, & Zhu, 2015).

Third, previous studies have revealed a need to analyse the dimensions of CSR more thoroughly in order to determine which dimensions have the greatest direct effect on OCB (Lee & Kim, 2013). Fourth, none of the existing research examining the effect of CSR on OCB has considered the criticisms of CSR. Fifth, previous studies of the relationship between CSR and OCB were mostly conducted in China, and the context of Pakistan has not yet been empirically investigated. Having identified these research gaps, in the next chapter, I discuss the theoretical framework and research hypotheses for this study.

Chapter 3: Theoretical Framework and Hypotheses

This chapter builds on the research gaps identified in the previous chapter—I discuss the research's theoretical framework and develop the study hypotheses. This chapter comprises two sections. In Section 3.1, I discuss the development of the theoretical framework. In Section 3.2, I discuss how I developed the hypotheses.

3.1 Development of the Theoretical Framework

Figure 3.1 presents the hypothesised causal model tested in this study. The proposed model depicts the relationship between the variables of CSR, POP, CS and employees' OCB. I expected that perceptions of organisational social responsibility would be related to OCB, and that CS & POP would be mediated the relationship between CSR and employees' feelings of corporate citizenship behaviour. As previously noted, perceptions of CSR are related to employees' organisational performance (Aguilera et al., 2006) and OCB (Hansen et al., 2011). Subsequently, I hypothesised that employees' perceptions of organisational politics and CS would be related to employees' citizenship behaviour. The variable of CSR can be regarded an indicator of emotional attachment to the organisation, and the variable of OCB can be regarded the indicator of cognitive attachment as a result of the company's socially responsible behaviour. For ease of understanding, this study's model is discussed in three parts:

1. OCB as an outcome of the perceptions of CSR
2. POP and CS as antecedents of the perceptions of CSR
3. employees' citizenship behaviour as an outcome of POP and CS.

Below, I discuss the theoretical rationale for each of these paths. In this study, I assumed that CSR perceptions would affect employee-related OCB, with the inclusion of two mediating variables: CS and POP.

The model in Figure 3.1 is based on the assumption that employees' perceptions of CSR arise from their interpretations of the actions of POP and CS. POP and CS are critical determinants of building perceptions of CSR in an organisation. As noted previously, a high level of communication strategies leads to a better corporate image, and a company's social responsibility is enhanced if the company has good communication

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strategies (Schmeltz 2012). For example, a previous study found that companies with a liberal political ideology advance more CSR activity than do companies with a conservative political ideology (Gupta, Briscoe, & Hambrick, 2016). Based on these findings, I hypothesised that the relationship between CSR perceptions and OCB would be mediated by POP and CS.

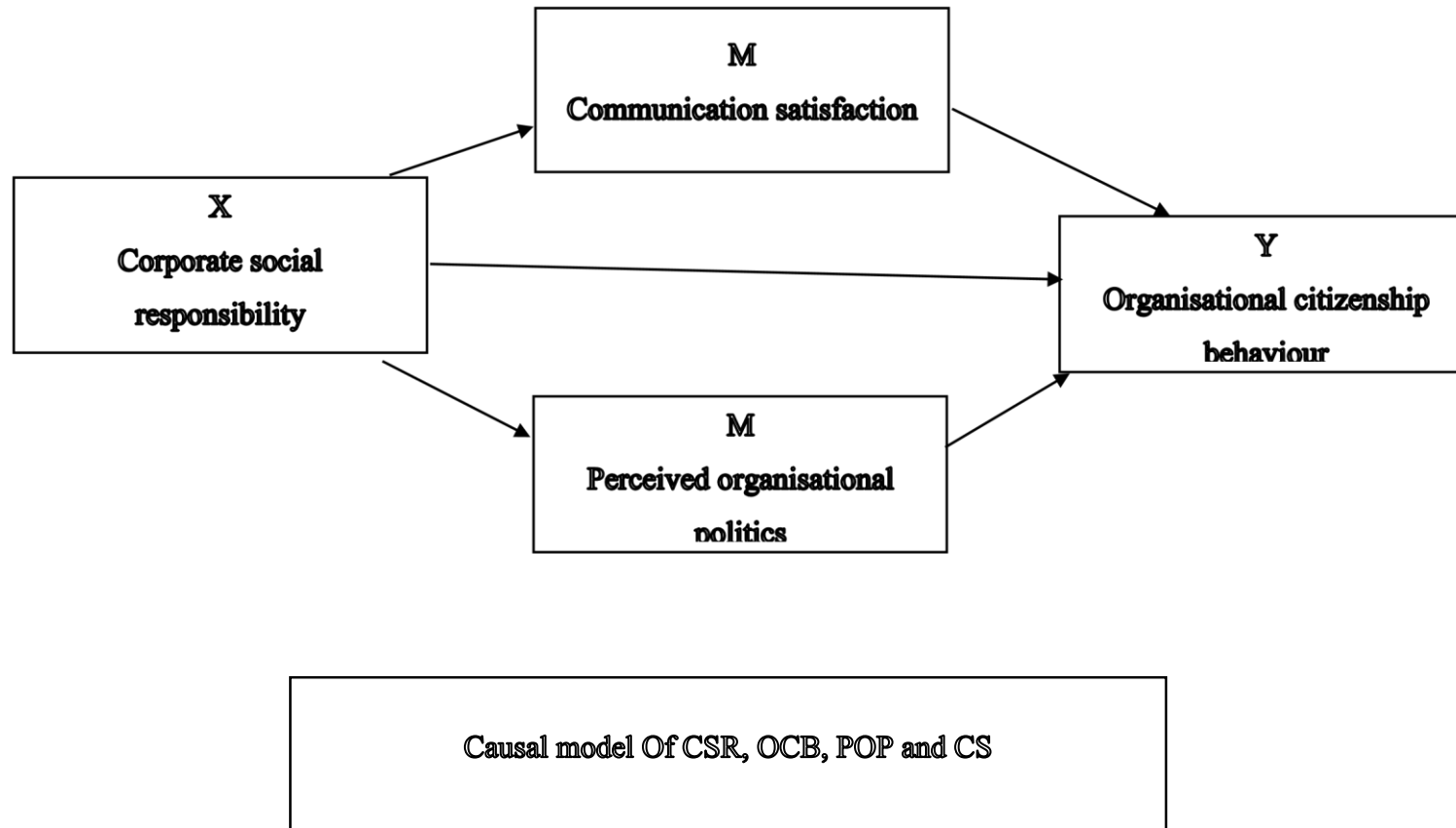


Figure 3.1. Proposed study model.

3.2 Variables in the Framework and Hypotheses

3.2.1 Antecedents of CSR and OCB. In this study, I linked CSR perceptions with OCB. Perceptions are different from actual practices and are based on the emotional ability of individuals. CSR perceptions refer to individuals' opinions about company activities. I examined employees' perceptions of CSR activities, and associated these perceptions with employees' OCB.

Previous studies have shown a positive link between CSR and OCB (Hansen et al., 2011; Rupp, Shao, Thornton, & Skarlicki, 2013; Zheng, 2010). OCB refers to the voluntary behaviour of employees to work for the benefit of the company and other employees. The reasons for OCB can include satisfaction, attachment, affiliation, and motivation to work for the organisation and other people. OCB enhances job satisfaction (Dunlop & Lee, 2004) and encourages teamwork (Deer & Chompookum, 2004) (see Section 2.2). No previous research has examined the popular concept of OCB and CSR perceptions in the Pakistani context. Thus, this study examined employees' CSR perceptions and linked them to employees' work-related attitude (OCB) in Pakistan. Thus, the first proposed hypothesis was:

H1: Employees' perceptions of CSR are positively and directly related to employees' work-related OCB.

Further, in this study, I considered CSR towards primary stakeholders (the government, employees and customers) and secondary stakeholders (social and non-social stakeholders) based on Turker (2009). Although there has been much work conducted on CSR and work-related behaviour and attitude, few studies have examined the particular dimensions of CSR. Previous research has examined the relationship between CSR towards customers and OCB, and found a positive correlation (Zheng, 2010). One study found that the legal dimension has no effect on employee OCB (Newman et al., 2015), while another concluded that all components of CSR affect OCB (Zhang, Fan, & Zhu, 2013). Previous studies have shown that employees' CSR perceptions are positively related to their job satisfaction, commitment and decision to stay in an organisation (Valentine & Fleischman, 2008). There is a need to investigate further which dimensions

of CSR are important for enhancing OCB. In addition, studying the components of CSR from the perspective of a developing nation in the geographical context of Pakistan may help shed new light on this relationship. Therefore, in this study, I examined whether CSR towards employees, customers, the government, and social and non-social stakeholders is significantly linked to employee OCB. This led to the following hypotheses:

H2: Employees' perceptions of CSR towards customers will be positively related to employees' OCB.

H3: Employees' perceptions of CSR towards the government will be positively related to employees' OCB.

H4: Employees' perceptions of CSR towards employees will be positively related to employees' OCB.

H5: Employees' perceptions of CSR towards social and non-social stakeholders will be positively related to employees' OCB.

3.2.2 Mediators: POP and CS.

3.2.2.1 POP. In this study, I chose POP as the mediating variable after reviewing the criticisms of CSR. Critics have argued that CSR programs are modified and created according to the person in power in an organisation. Subsequently, a previous study found that politics in organisation affect perceptions of CSR (Gupta et al., 2016). In conservative political workplace organisations, CSR activities are less strongly promoted than in liberal political organisations. In this study, I sought to determine whether POP mediates the relationship between CSR and OCB.

According to Mintzberg (1983), politics in an organisation can be defined as behaviour intended to promote self-interest, even at the cost of organisational goals. A specific definition of organisational politics is 'phenomena in which organizational members attempt either directly or indirectly to influence other members by means not sanctioned by formal standard operating procedures or informal norms, to achieve personal or group objectives' (Drory & Romm, 1990). Most scholars have considered organisational politics as a neutral factor that does not affect organisational activities (Ferris & Kacmar, 1991), yet most have viewed POP as a self-serving mechanism for employees or organisations

by involving in which, one can achieve its own objectives. (Parker, Dipboye, & Jackson, 1995).

Researchers have found that the relationship between POP and individual work-related attitude can lead to high level of anxiety, high stress, low job satisfaction and low job commitment (Kacmar & Baron, 1999). Thus, greater organisational politics lead to lower job satisfaction and engagement, and higher anxiety and stress among workers. Politics in the workplace is often perceived in the organisation when there is no clear direction and guidelines for employees. The corporate policies are not communicated properly among employees. Employees in the organisation are left on their norms or ways. There are no proper guidelines as what to do in different situations. So, when making decisions employees chose the way which is more beneficial for them and their career (Pfeffer, 1981).

Ethical programs are designed in a way that involves politics. Politics in the workplace cause conflicts and create dysfunctional activities, if policies are based on self-interest instead of the betterment of the organisation (Cropanzano et al., 1997). From a research perspective, politics in an organisation lead to higher turnover intentions (Cropanzano et al., 1997). In this study, POP was an important variable to look at because it is part of the criticism of CSR that policies based upon politics may impact CSR perceptions among employees and their work related behaviour. There is not much work related to CSR and organisational politics but one study has also found that politics in the workplace is linked with CSR activities (Gupta et al., 2016). In addition, no previous studies have considered the role of POP when examining the relationship between CSR and OCB, including whether POP affects the relationship between the two variables of CSR and OCB. Thus, this study linked employees' perceptions of CSR with OCB by considering the mediating role of POP in the relationship. This led to the following hypothesis:

H6: POP will mediate the relationship between employees' perceptions of CSR and OCB.

3.2.2.2 CS. In this study, I used CS as the mediating variable after reviewing the criticisms of CSR. It is viewed in literature review, that there are few arguments relating to CSR in organisational internal environment as CSR policies are not communicated properly and lack free communication. Critics argue that CSR programs are created without involving

employees and are communicated via a top-down approach. Thus, in this study, I sought to analyse whether CS mediates the relationship between CSR and OCB.

Communication is defined as the process of interacting and building relationships (Duncan & Moriarty, 1998). It plays a major role in organisations' failure and success (Orpen, 1997). Organisational communication has been of interest to researchers for many years because effective communication is crucial for building CSR perceptions and enhancing employee behaviour. Communication is the process through which information flows in the organisation, which can be formal or informal. In this study, I examined employees' overall CS with the organisational policies. CS can be defined as individuals' happiness with the information flow and relationship variable within an organisation (Nakra, 2006). Communication is a multidimensional process that is related to individuals' satisfaction with the amount and quality of information flow in the organisation (Downs, 1990).

My rationale behind using this variable was twofold. First, it is a criticism of CSR that policies are created in organisations as a top-down process. Employees are not involved in making CSR policies and ethical guidelines, and organisations implement corporate policies without properly informing employees about these policies. However, it is necessary for stakeholders at all levels to participate in order for organisations to implement policies appropriately (Morris & Lancaster, 2006). According to this argument, I propose that CS is necessary for planning, implementing and evaluating effective CSR programs, and may help build CSR perceptions. Second, in this study, I examined how CS mediates the relationship between CSR and OCB—whether CS intervenes in the relationship between CSR and OCB. This study linked employees' perceptions of CSR with OCB by considering the mediating role of CS in the relationship. Therefore, I developed the following hypothesis:

H7: CS will mediate the relationship between employees' perceptions of CSR and OCB.

Table 3.1 presents all the hypotheses discussed above.

Table 3.1 Hypotheses of the Study

H1	Employees' perception of CSR positively and directly related with employees' work-related OCB.
H2	Employee perception of CSR towards customers will be positively related to their OCB.
H3	Employee perception of CSR towards government will be positively related to their OCB.
H4	Employee perception of CSR towards employee will be positively related to their OCB.
H5	Employee perception of CSR towards social and non-social will be positively related to their OCB.
H6	Perceived organizational politics will mediate the relationship between employees' perception of CSR and OCB.
H7	Communication satisfaction will mediate the relationship between employees' perception of CSR and OCB.

In this chapter, I have discussed this study's theoretical framework and hypotheses. In addition, I have discussed how I developed the theoretical framework of this study by reviewing the literature, which led to the study hypotheses. In the next chapter, I discuss the methodology used to test my hypotheses.

Chapter 4: Methodology

This chapter outlines the details of the methodology adopted in this study. In Section 4.1, I discuss the research techniques and procedures adopted in this study. In Section 4.2, I discuss the questionnaire design, while, in Section 4.3, I examine the independent, dependent and mediating variables and the scales used in this study. In Section 4.4, I detail the study sample and, in Section 4.5, I discuss the data collection procedure. In Section 4.6, I discuss the data analysis method used for this study. Finally, in Section 4.7, I summarise this chapter.

4.1 Research Techniques

I collected the primary data for this study using a quantitative approach. Previous studies (Abdullah & Rashid, 2012; Lee & Kim, 2013; Zhang et al., 2013) have used a quantitative approach to study which dimensions of CSR (employees, social and non-social stakeholders, the government and customers) are significant in enhancing OCB. Using a similar quantitative approach in the Pakistani context of this study will help draw comparisons between different contexts.

I gathered data from employees working in a single organisation by using a structured survey method. Choosing a single organisation was useful because all the participants were working in the same organisational environment and culture; thus, their perceptions about CSR, POP, OCB and CS were all related to one another.

4.2 Questionnaire Design

The study questionnaire comprised four sections, each of which measured a key variable of this study: CSR, OCB, POP and CS. I developed the instrument for each of these variables from established scales in the literature. I designed the research questionnaire to test the effect of CSR perceptions on employees' OCB in a Pakistani organisation (Annex A) and developed the questionnaire using a five-point Likert scale, ranging from 5 ('strongly agree') to 1 ('strongly disagree'). The final part of the questionnaire concerned the participants' general background information, such as gender, age, occupation and work experience (Annex B).

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Section A.....CSR Questions: Questions relating to know about employees awareness about company's CSR behaviour.

Section B.....OCB Questions: Questions relating to know about employees work related behaviour and to see their organisational citizenship behaviour.

Section C.....POP Questions: Questions to know about level of political environment in the organisation.

Section D.....CS Questions: Questions to know about employees satisfaction with the communication process in the organisation.

4.3 Measures

4.3.1 Independent variable: CSR. There are many scales to measure CSR. In this section, I outline some of the common scales used in the literature and describe the scale adopted for this study. Maignan and Ferrell (2001) developed a scale based on Carroll (1991) that asks questions based on four dimensions of CSR. It comprises 18 items that measure firms' economic, legal, ethical and discretionary responsibilities. Albinger and Freeman's (2000) scale considers four dimensions of CSR: responsibility towards the natural environment, workplace rights and issues, diversity, and the community compliance of the firm. Shen and Zhu's (2011) scale measures CSR with three dimensions based on the firm's general compliance, legal compliance and employee compliance. Legal compliance consists of local and international labour laws, encompassing equal opportunities, health and security, minimum pay and working hours' regulations. Employee compliance relates to activities such as empowering employees and giving employees fair treatment, training, freedom of speech, involvement and power sharing. General compliance comprises community, environmental and social development.

The scale used by Dutton and Dukerich (1991) focuses on the community services performed by the organisation (Riordan et al., 1997). Social and personal policies are measured on four dimensions: pay policies, environmental policies, individual development prospects and fair employment procedures (Strand et al., 1981). Corporate social performance is also measured using Kinder, Lydenberg, Domini Research & Analysis (KLD) ratings—an independent agency that measures organisational

performance on four dimensions: community outreach, diversity, natural environment protection and workplace employee issues (Turban & Greening, 1997).

For this study, I adopted the scale from Turker (2009). Turker's (2009) scale measures a firm's CSR on four dimensions: employees, the government, customers and social/nonsocial stakeholders. The first three are primary stakeholders, while the latter is a secondary stakeholder. I used Turker's (2009) scale to measure CSR perceptions because this scale aligns with current definitions of CSR and is extensively used in the literature (Newman et al., 2014; Abdullah & Rashid 2012). In addition, this scale is useful for measuring perceptions of a firm's CSR performance. The scale used to measure four dimensions of CSR comprises of 42 items first but only 18 items were retained after the pilot study conducted by Turker (2009). From these 18 items scale I retain only 10 questions for measuring CSR two questions relating to each dimension. The main reason for choosing only 10 question is that these questions if properly structured and collected can fulfill the purpose of the study. These are very straight forward questions and will help to gauge the variable under study. The questions I used to measure CSR were:

Statements

- My company participates in activities that promote the natural environment.
 - My company invests in activities to promote future generations.
 - My company supports charitable organisations and donates in philanthropy.
 - My company supports employees to advance their skills and career.
 - My company's policies are sufficiently flexible to promote a work-life balance.
 - My company considers employees' needs and wants when making decisions.
 - My company provides full information about its products to its customers.
 - My company respects its customers beyond their legal rights.
 - My company pays all its taxes and payments on a regular basis.
 - My company complies with all its legal requirements.
-

4.3.2 Dependent variable: OCB.

Organ (1988) established five dimensions for measuring OCB: altruism, courtesy, civic virtue, conscientiousness and sportsmanship. This is a well-known scale in the literature and other scales have been developed from this scale. William and Anderson (1991)

established new scales based on individual and organisational level OCB, and named them OCBI and OCBO. In 1994, VanDyne et al. (1994) introduced a new scale based on obedience, loyalty and participation. After analysing the existing literature, Podsakoff et al. (2000) proposed a seven-dimensional scale for measuring OCB that included the factors of voluntary conduct, sportsmanship, organisational loyalty, organisational compliance, work for the betterment of the company, civic virtue and self-development. According to Lee and Allen (2002), OCBO can be measured using an eight-dimension scale. This scale is useful for measuring the voluntary activities of employees relating to an organisation via statements such as 'I defend my organisation when others criticise it', 'I take actions to protect the organisation' and 'I support my organisation'. These questions are useful to gauge OCB.

In this study, I employed Podsakoff et al.'s (2000) scale to measure OCB. I had two reasons for using this scale. First, it incorporates all the elements of the previous scale developed by Organ (1988) and Williams & Anderson (1991) and has a broader definition of OCB as Organ (1988) and Williams & Anderson (1991) defined five dimension for measuring OCB whereas, this scale includes seven dimensions for measuring OCB. Second, it has been used in earlier studies and has a good reliability measure (Hansen et al., 2011; Lee & Kim, 2013). Only few questions are selected from this scale to measure OCB because I am not looking at OCBI and OCBO individually. I am looking at overall employee OCB and if these questions properly administrated are good enough to measure my variable under study. These questions also have high Cronbach's reliability. The questions I used to measure OCB were:

Statements

- I volunteer for an extra workload.
- I promote a positive company image among others.
- I abide by all rules and regulations of the company.
- I like to share other employees' work duties.
- I save my company's resources (such as electricity, paper and equipment).
- I defend my organisation against disaster.
- I go out of my way to help new employees.
- I take initiative to organise programs and events for the company.
- I like to sacrifice my rewards for other fellow workers.

4.3.3 Mediating variables.

4.3.3.1 POP. In the literature and criticisms of CSR, it is argued that politics are involved in the implementation and enforcement of firms' policies. Politics exist whenever stakeholders must choose between finite resources (Stansbury & Bary, 2007). Therefore, critics argue that, whenever ethics or CSR programs are developed, they are not free from politics and often contain the views of those in authority (Sims & Brinkmann, 2002; Stansbury & Bary, 2007).

Therefore, I incorporated POP in my study to examine how the level of POP mediates the relationship between CSR and OCB. I used Kacmar et al.'s (1999) scale to measure POP in this study. This scale is based on three factors: general political behaviour, go along to get ahead (involve in political behaviour to get others' favour), and pay and promotion. These three factors comprise 12 questions relating to each factor. The factors measure POP relating to pay and promotion decisions, the right to voice an opinion, and the extent of openness and freedom of speech without political pressure in an organisation. However, for this study, I only included six questions in this scale—two from each factor. These questions are good enough to measure my variable under study as employees are asked to answer these questions based upon their knowledge. These are anonymous surveys so answering these questions properly will help to measure my variable accurately. The questions involved were:

Statements

In my organisation, it is best to agree with powerful others.

In my organisation, it is better to remain quiet than to fight against the system.

In my organisation, it is safer to do what you are told than make up your own mind.

In my organisation, it is better not to tell the truth.

In my organisation, salary increases are not consistent with organisational policies.

In my organisation, promotions are not based on fair policies.

The internal reliability of these items was more than 0.81. The reason I chose only six questions was that their reliability was greatest, and these questions were sufficient to measure this variable. This questionnaire is given in Section C of Annex A.

4.3.3.2 CS. The literature critical of CSR also argues that CSR programs may lack free communication. Policies on CSR may be developed by influential parties in the organisation, without the consent of all members of this group. To see whether CS mediates the relationship between CSR and OCB, I included this as a potential mediating variable. CS is measured in the literature with a variety of scales. The scale developed by Downs and Hazen (1977) consists of 40 items covering eight dimensions: communication climate, communication with supervisors, organisational integration, media quality, horizontal and informal communication, organisational perspective, personal feedback and communication with subordinates. Mueller and Lee (2002) divided these eight dimensions into three categories—interpersonal, group and organisational context. For them, personal feedback, supervisory communication and subordinate communication comprise the interpersonal framework of CS. Group context involves co-workers' communication and organisational integration, while organisational factors constitute corporate communication, communication climate and media quality.

For the current study, I used items drawn from Canary, Riforgiate, and Montoya's (2013) scale. This five-dimension scale comprises 20 questions specifically relating to communication about organisational policies. These elements relate to the disclosure in an organisation about policies during meetings, human resource communication, coworker interaction, supervisor/co-worker interaction, written instruction and personal expression (relating to freedom of speech employees have and to voice their opinion). Each of these five dimensions have different reliability. Only those questions are selected from 20 questions which have a high reliability and these questions if properly collected will fulfill the purpose of measuring variable under study. Section D of the questionnaire contained questions relating to CS. The questions for measuring CS were:

Statements

In my company, organisational policies are explained in meetings.

In my company, I receive written instructions about my job from Human Resources.

In my company, I receive verbal instructions about my job from Human Resources.

In my company, we often discuss company policies with co-workers.

I learn about my company policies by receiving a full explanation from my coworkers.

In my organisation, written instructions from my supervisor are communicated by emails.

4.4 Sample Design

4.4.1 Target and sample population. The target population for this study was Pakistan and the sample selected was from the services sector in the Punjab region—the regional hub and an area especially dominant in the services sector of Pakistan’s economy. The Punjab region is also major workforce contributor because it has the largest pool of professionals and the most highly skilled (technically trained) workforce in Pakistan.

For this study, I included one organisation operating in the services sector in Pakistan. The reasons for choosing the services sector were twofold. First, the services sector is the largest and fastest growing sector in the world’s economy. Its contribution to Pakistan’s GDP is increasing and accounts for 54% of GDP and over one-third of Pakistan’s total employment (Ayaz & Henna, 2011). Both local and multinational companies are operating in this sector, and the companies in this sector tend to voice commitment to CSR in their vision and mission statements. Second, employees in this sector are mostly educated to tertiary level or above, and may subsequently be better informed about their organisations’ CSR activities. The sector-wise occupation share indicates that, on average, services sector workers are more skilled than goods sector workers (Ayaz & Henna, 2011).

The company “Service Pakistan” chosen for study has high credentials in terms of CSR activities in Pakistan. It is a public limited company working in the services sector of Pakistan. Service Pakistan holds the largest share of its industry of all companies in that industry. The company’s policy, vision, mission and objective all voice a commitment

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towards their stakeholders and indicate a company working for the betterment of society. In addition, Service Pakistan has received annual CSR excellence awards. According to Service Pakistan's website, the below statements highlight the company's claims regarding its CSR activities.

Service Pakistan is operating in all regions of the country and has franchises all around Pakistan. The company offers a range of socially inclusive products and services dedicated to enhancing access to information. The company supports education, health and environmental initiatives and promotes sustainable business practices. The company offers exclusive and personalised plans that empower customers and cater to the needs of a diverse group of people, from individuals to businesspeople to corporations and multinationals.

Service Pakistan is running a Foundation to support community activities relating to education, health, environment and disaster reliefs. It is a registered non-profit organisation that provides support to the local community—both financial and voluntary support. Volunteerism is an integral part of the Service Pakistan Foundation and they encourage their employees to be engaged in community welfare work, and to support relevant causes. At Service Pakistan, there is a heightened focus on engaging employees in volunteering their time, effort and monetary donations for worthy causes. Being a philanthropic organisation, Service Pakistan operates purely based on employee volunteerism. No administrative costs or overheads are incurred at the organisation; thus, every dollar donated to the Service Pakistan Foundation goes directly to making a difference on the ground.

Service Pakistan aims to be the safest place to work in Pakistan. Service Pakistan 'care about their employees, the way they conduct business, the environment and their communities'. Service Pakistan aims 'to be the best employer' in Pakistan. The focal goal of this ambition is to provide their employees with a safe, healthy work environment and to provide their customers with accurate information about their products. The company uses its full resources to prevent any incidents in the workplace and to give correct information to its customers about pricing and products.

Service Pakistan's goals are 'to inculcate a culture of safe work practices'. They want to be the benchmark company in Pakistan, with a reputation for providing a unique, exciting,

safe and healthy work environment. Service Pakistan claims to be transparent in reporting, and constantly striving to minimise the risk of harm to their employees and damage to the environment. Service Pakistan claims to develop and sustain a world-class Occupational Health, Safety, and Security and Environment function.

4.4.2 Sampling unit and frame. The unit of analysis for this study was employees. The sampling frame was aimed at staff at the non-managerial level of the organisation. The employees had to be 18 years or older, and working for more than six months in the organisation as a full-time employee.

4.4.3 Sample size. The sample size for this study was 300. The sample size was determined by considering the population, research time and research budget. As research for the completion of a one-year Master of Research thesis, the study time was limited, and a sample size of 300 was considered feasible. This sample size was also academically credible. If properly collected and analysed, it would allow the aims of the study to be achieved.

4.5 Data Collection

Data collection began in September 2016 after obtaining permission from the Human Research Ethics Committee of Macquarie University. The ethics approval is attached in Appendix C. I used email to send the initial contacts and invitation letter to the organisation's management to participate in this study. The email explained the purpose of the survey and possible contribution to the study outcomes. Since the survey was to be conducted in Pakistan, I adopted an online data collection procedure, and sent the webhosted survey link to the organisation, which the organisation sent to its employees.

The survey was distributed to 300 randomly selected employees and was limited to nonmanagerial, full-time employees who had worked in the organisation for at least six months. To reduce potential biases, the identity of the respondents was protected in the survey. The employees were told that their identity would remain anonymous and confidential. The respondents were given a full month to complete the questionnaire. I sent a follow-up email reminder to the organisation in the middle of the month. The questionnaire was distributed to 300 employees, and 211 respondents completed the questionnaire—a response rate of 70%. Table 4.1 presents the respondents' personal information attained from the returned questionnaires.

Table 4.1 Profile of the Respondents

ATTRIBUTE	OPTIONS	PERCENTAGES
Sex	Male	67.0
	Female	33.0
Age	18-25	14.0 52.0
	26-35	26.0
	36-45	5.0
	46-55	4.0
	55+	
Work Experience	0-2 years	25.0 41.0
	3-5 years	20.0
	6-9 years	14.0
	10+ years	
Education	Secondary Diploma	3.0
	Bachelor's	5.0
	Postgraduate	20.0
	Other	61.0
Organizational level	Upper level	4.0
	Middle level	69.0
	Lower level	27.0

4.6 Data Analysis

I analysed the data using the Statistical Package for Social Sciences (SPSS, Version 22), based on the following methods.

4.6.1 Descriptive analysis. I used descriptive analysis to analyse the profile of the respondents. This measured the mean, variance, percentiles and frequencies of the characteristics. The characteristics included age, gender, work experience and position in the organisation.

4.6.2 Internal reliability. I assessed the internal reliability of the variables using Cronbach's α . According to social sciences theory, the value should meet 0.6 to consider all values appropriate.

4.6.3 Linear regression. I used linear regression analysis to examine how the variables were related and to check their significance to accept or reject the proposed hypotheses of this study.

4.6.4 Mediation regression analysis. I used mediation regression analysis to predict the relationship between the dependent, independent and mediating variables. In this study, I used Baron and Kenny's (1986) steps for mediation. Baron and Kenny (1986) discussed four steps in establishing mediation, as follows.

Step 1: 'Show that the causal variable is correlated with the outcome. Use Y as the criterion variable in a regression equation and X as a predictor (estimate and test path c). This step establishes that there is an effect that may be mediated' (Baron & Kenny, 1986).

Step 2: 'Show that the causal variable is correlated with the mediator. Use M as the criterion variable in the regression equation and X as a predictor (estimate and test path a). This step essentially involves treating the mediator as if it were an outcome variable' (Baron & Kenny, 1986).

Step 3: 'Show that the mediator affects the outcome variable. Use Y as the criterion variable in a regression equation and X and M as predictors (estimate and test path b). It is not sufficient just to correlate the mediator with the outcome because the mediator and the outcome may be correlated because they are both caused by the causal variable X. Thus, the causal variable must be controlled in establishing the effect of the mediator on the outcome' (Baron & Kenny, 1986).

Step 4: 'To establish that M completely mediates the X-Y relationship, the effect of X on Y controlling for M (path c') should be zero' (Baron & Kenny, 1986).

If all four of these steps are met, the data are consistent with the hypothesis that variable M completely mediates the X–Y relationship. If the first three steps are met, but Step 4 is not, partial mediation is indicated. The first step involved regressing OCB on CSR. The second step involved regressing the moderator on the independent variable—namely, POP and CS on CSR. The third step involved regressing the dependent variable on both the mediator and independent variable. In this case, regressing OCB on CS/POP and CSR to confirm that the mediator was a significant predictor of the dependent variable. Via

mediating analysis, I could check whether POP/CS mediated the relationship between CSR and OCB.

4.6.5 Sobel's test. Alongside the mediation regression analysis, I also performed Sobel's test to determine whether the relationship between the independent variable and dependent variable was significantly reduced after including the mediator variable. In other words, this test assessed whether the mediation effect was significant. It examined the relationship between the independent and dependent variables, compared to the relationship between the independent and dependent variables, including the mediation factor.

4.7 Summary

In this chapter, I have detailed the methodology adopted for this study. I have explained the reasons and basis for selecting the sample, and discussed the methods used to analyse the data. In the next chapter, I report on the study findings, analyse the data, and discuss the acceptance or rejection of the hypotheses.

Chapter 5: Findings and Analysis

In this chapter, I outline the study's findings and analysis. In Section 5.1, I present the findings using descriptive analysis (mean and sum), frequencies, reliability scale and correlations among the variables. In Section 5.2, I discuss the regression analysis to test the validity of the hypotheses, and discuss the values and significance of the observed data. In Section 5.3, I report the values of the mediation regression and employ a step-by-step process to accept or reject the hypotheses. In Section 5.4, I report and discuss the Sobel's test values, and diagrammatically present the mediation process with the values. In Section 5.5, I discuss the findings in the Pakistani context with relation to previous studies. Section 5.6, summaries the accepted and rejected hypotheses and, Section 5.7, summarise this chapter.

5.1 Internal Reliability

I assessed the internal reliability of the variables using Cronbach's alpha. Cronbach's alpha is:

a function of the number of items in a test, the average covariance between item-pairs, and the variance of the total score. These items are the questions which are used to measure a certain variable. The internal consistency among item considered to be highest or excellent if it is $\alpha \geq 0.9$, good if it is in $0.9 > \alpha \geq 0.8$, Acceptable if it is in $0.8 > \alpha \geq 0.7$, Questionable if it is in $0.7 > \alpha \geq 0.6$, below this the value is poor and Unacceptable. (George & Mallery, 2003)

For this study, α fell in the range between 0.996 and 0.772. The Cronbach's alpha for the independent variables (CSR towards social stakeholders, employees, the government and customers) was highest, with 0.9. For the mediators and dependent variables (CS, POP and CS), the value was between 0.75 and 0.8, which showed good reliability. The internal consistency for all the dependent, independent and mediating variables was acceptable.

Correlation analysis with two asterisks is significant at $p < 0.01$ and $p < 0.05$ in a two-tailed test. All the relationships were significant according to the p-value, and correlation was positive among all variables. However, the correlation coefficients among variables showed a strong relationship among a few variables and a weak relationship among a few variables. An r value of less than 0.3 was considered a weak correlation and a value of

over 0.5 was considered a strong correlation. Table 5.1 presents the correlation and alpha scale.

Table 5.1 Intercorrelation Matrix and Scale Reliability Analysis

	SD	OCB	SOCIAL	EMP	CUS	GOV	CS	Mean	CSR
									POP1
CSR	1.19	4.27	(.966)						
OCB	.803	3.79	.151*	(.797)					
CSR SOCIAL	1.16	4.47	.929**	.173*	(.923).				
CSR EMP	1.27	4.26	.922**	.086**	.837**	(.895)			
CSR CUS	1.33	4.09	.924**	.180**	.813**	.782**	(.913)		
CSR GOV	1.36	4.21	.912**	.165*	.790**	.775**	.874**	(.955)	
CS	1.03	3.67	.507**	.201**	.453**	.502**	.414**	.435**	(.831)
POP1	1.06	3.61	.384**	.361**	.410**	.389**	.306**	.297**	.425** (.772)

*, Correlation is significant at the 0.05 level (2-tailed).

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

() the alpha coefficient of reliability

5.2 Regression and Correlation Analysis

I conducted regression and correlation analysis to check the significance of H1 to H5. The hypotheses discussed in Chapter 3 were:

- H1: Employees' perceptions of CSR will be positively and directly related to their work-related OCB.
- H2: Employees' perceptions of CSR towards customers will be positively related to their OCB.
- H3: Employees' perceptions of CSR towards the government will be positively related to their OCB.
- H4: Employees' perceptions of CSR towards employees will be positively related to their OCB.
- H5: Employees' perceptions of CSR towards social and non-social stakeholders will be positively related to their OCB.

I concluded that OCB was (as expected) significantly and positively correlated to CSR ($r = 0.151$, $p < 0.05$)—see the values given in Table 5.1. OCB was positively and significantly related to the determinants of CSR towards the government ($r = 0.165$, $p < 0.05$), CSR towards employees ($r = 0.086$, $p < 0.01$), CSR towards social and non-social stakeholders ($r = 0.173$, $p < 0.05$) and CSR towards customers ($r = 0.180$, $p < 0.05$). Hence, the results of the correlation provided initial support for the study hypotheses.

I completed regression analysis to examine the effects of the independent variables on a dependent variable that was interval scaled. I ran the regression between the dependent variable (OCB) and independent variables (CSR, CSR towards employees, CSR towards customers, CSR towards the government and CSR towards social and non-social stakeholders). First, I ran the regression with CSR as the independent variable and OCB as the dependent variable. There was a significant relationship between the independent variable (CSR) and the outcome (OCB) when OCB was regressed on the CSR. In my analysis, CSR activity was positively and significantly related to OCB ($.023$, $p \leq .05$). The t-test found that both the intercept and variable were highly significant ($p < 0.05$); thus, I **accepted** H1—that employees' perceptions of CSR are positively and directly related to their work-related OCB.

Based on the results presented in Table 5.2, according to the standardised beta coefficient (β), I **accepted** the hypotheses regarding CSR towards social and non-social stakeholders ($\beta = .119$; $p < 0.05$), CSR towards the government ($\beta = 0.98$; $p < 0.05$) and CSR towards customers ($\beta = 0.18$; $p < 0.05$). This result indicated that these three variables significantly and positively predicted OCB. Based on a statistically significant relationship, I **accepted** H2 (employees' perceptions of CSR towards customers will be positively related to their OCB), H3 (employees' perceptions of CSR towards the government will be positively related to their OCB) and H5 (employees' perceptions of CSR towards social and nonsocial stakeholders will be positively related to their OCB) in the context of Pakistan. However, CSR towards employees ($\beta = 0.055$; $p < 0.05$) was not a significant predictor of OCB ($p > .05$); thus, I **rejected** H4 (employees' perceptions of CSR towards employees will be positively related to their OCB) in the context of Pakistan.

Table 5.2 Regression Analysis Beta and Significance Value

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.349	.176		19.008	.000
	CSR CUSTOMER	.108	.041	.180	2.639	.009*
	(Constant)	3.389	.175		19.402	.000
	CSR GOVERNMENT	.098	.040	.165	2.424	.016*
	(Constant)	3.558	.194		18.341	.000
	CSR EMPLOYEE	.055	.044	.086	1.254	.211
	(Constant)	3.259	.216		15.054	.000
	CSR SOCIAL	.119	.047	.173	2.543	.012*

1. Dependent Variable: OCB

* significant at the 0.05 level (2-tailed).

5.3 Mediation Regression Analysis

I used multiple regression analysis to determine the significance of H6 (POP will mediate the relationship between employees' perceptions of CSR and OCB) and H7 (CS will mediate the relationship between employees' perceptions of CSR and OCB). I used the four-step process recommended by Baron and Kenny (1986) to examine the mediating effect of POP and CS on the relationship between CSR and OCB.

In order to establish the mediation effect, the following criteria need to be fulfilled. First, in Step 1, the independent variable must have a significant effect on the mediators (POP and CS on CSR). Second, in Step 2, the independent variable (OCB) must have a significant effect on the dependent variable (CSR). Third, in Step 3, the mediators (POP and CS) must have a significant effect on the dependent variable (OCB). When all the above conditions have been met, the effect of the independent variable on the dependent variable in Step 3 must be less than that in Step 2. In addition, when controlling for mediators, the full mediation effect is achieved if the independent variable has no effect on the dependent variable, and partial mediation is achieved if the independent variable

has a significant effect. Tables 5.3 and 5.4 present the results of the mediation regression analysis.

First, there must be a significant relationship between the independent variable (CSR) and the mediators (CS and POP) when the mediator is regressed on the independent variable. In my analysis, CSR activity was positively and significantly related to POP (.343, $p \leq .01$) and CS (.439, $p \leq .01$). Second, the independent variable (CSR) must be shown to significantly affect the dependent variable (OCB) when the dependent variable is regressed on the independent variable. I found that CSR activity was positively and significantly related to OCB (.102, $p \leq .05$). Third, when the dependent variable (OCB) is simultaneously regressed on both the independent variable (CSR) and the mediators (POP and CS), the mediator must affect the dependent variable. My results showed that OCB was positively and significantly related to POP (.268, $p \leq .01$) and CS (.130, $p \leq .01$). Finally, the effect of the independent variable on the dependent variable must be less when the dependent variable is regressed on both the independent variable and mediator than when the dependent variable is regressed on the independent variable alone. For this final analysis, the relationship between CSR activity and organisational citizenship dropped from .102 ($p \leq .05$) to .10 (*ns*) in the case of POP, and from .102 ($p \leq .05$) to .045 (*ns*) in the case of CS. This indicates complete mediation (Baron & Kenny, 1986) between the mediators and variables.

This finding supports my hypothesis regarding the mediating effect of POP and CS on the relationship between CSR and OCB. Thus, I **accepted** H6 (POP will mediate the relationship between employees' perceptions of CSR and OCB) and H7 (CS will mediate the relationship between employees' perceptions of CSR and OCB) in the context of Pakistan. Tables 5.3 and 5.4 present the results of the regression. A mediation model is a causal model. Figure 5.1 and 5.2 display the hypothesised causal flow between variables CSR, CS, POP and OCB and their results, as well as the mediation process with important values.

Table 5.3 Results of Multiple Regression Analyses between CSR, POP and OCB (N = 211)

Predictors	STEP 1	STEP 2	STEP 3	Support Mediation
Step 1:M on IV Perceived organizational Politics regressed on Corporate Social Responsibility	.343**			Yes
Step 2:DV on IV Organizational Citizenship Behaviour regressed on Corporate Social Responsibility		.102*		Yes
Step 3: DV on IV and M Organizational Citizenship Behaviour regressed on Perceived organizational Politics and Corporate Social Responsibility			.268** .010	Yes Yes
Step 4: Mediation effect Perceived organizational politics.				Full Mediation

Note: The level of analysis is the organization. Un-Standardized beta weights are reported.

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed). * $p < .05$. ** $p < .01$.

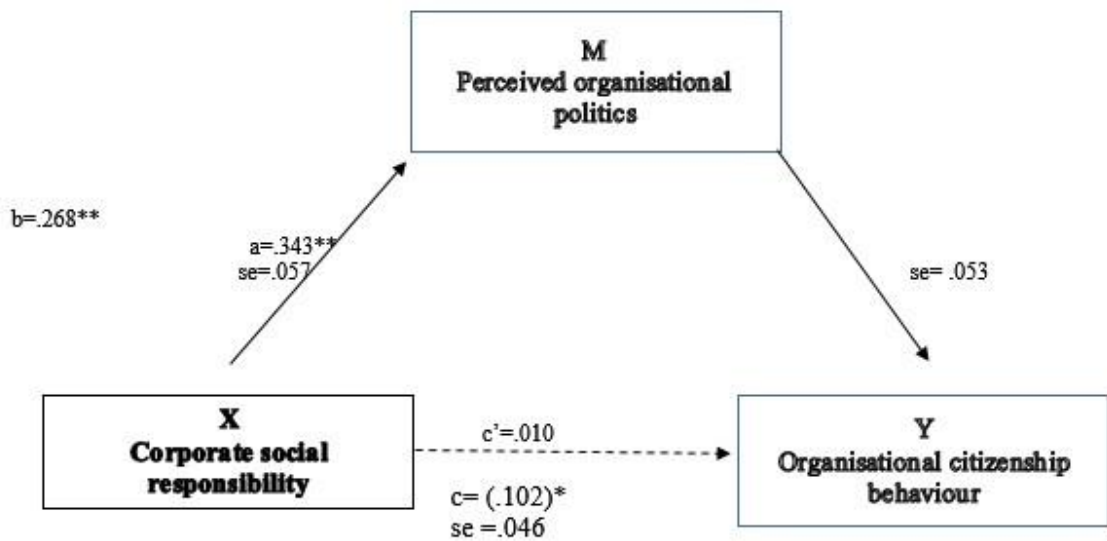
Table 5.4 Results of Multiple Regression Analysis between CSR, CS and OCB (N = 211)

Predictors	STEP 1	STEP 2	STEP 3	Support Mediation
Step 1:M on IV Communication Satisfaction regressed on Corporate Social Responsibility	.439**			Yes
Step 2:DV on IV Organizational Citizenship Behaviour regressed on Corporate Social Responsibility		.102*		Yes
Step 3: DV on IV and M Organizational Citizenship Behaviour regressed on Communication Satisfaction and Corporate Social Responsibility			.130** .045	Yes Yes
Step 4: Mediation effect Communication Full Satisfaction				Mediation

Note: The level of analysis is the organization. Un-Standardized beta weights are reported.

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* $p < .05$. ** $p < .01$.



* $p < .05$; ** $p < .01$.

Figure 5.4. Standardised effects of CSR and POP on OCB, with total effects shown in parentheses ($N = 211$)

a = regression weight on X when predicting M

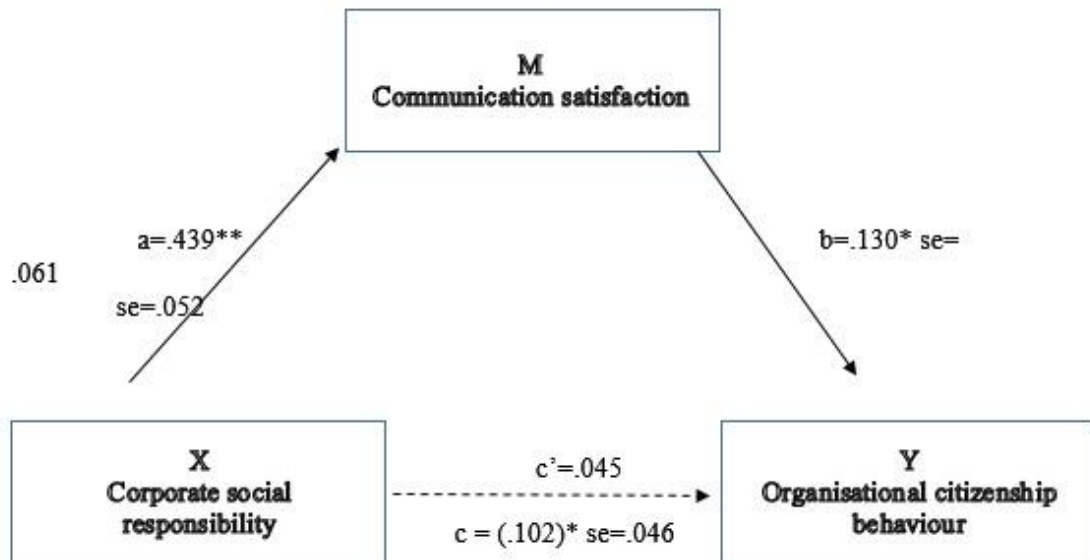
b and c' = regression weights on M and X, respectively, when both are used together to predict Y

c = regression weight on X when predicting Y

c = regression weight on X when predicting Y

Figure 5.1. Mediation of CSR, POP and OCB.

As shown in Diagram 5.1, the total effect of CSR on OCB was .102 (c) in the regression analysis. The direct effect of CSR on OCB was .010 (c'), which was the value computed when mediator POP was included in the regression analysis. The value of direct effect c' (CSR on OCB with the presence of POP: .010) was less than the total effect c (CSR on OCB: .102) because of the influence of the mediator POP in the relationship. The mediator POP was the indirect effect. It was computed as the total effect (.102) – direct effect (.010). In this study, the indirect effect was .092.



* $p < .05$; ** $p < .01$.

Figure 5.4. Standardised effects of CSR and CS on OCB, with total effects shown in parentheses ($N = 211$).

a = regression weight on X when predicting M

b and c' = regression weights on M and X, respectively, when both are used together to predict Y

c = regression weight on X when predicting Y

Figure 5.2. Mediation of CSR, CS and OCB.

As shown in Diagram 5.2, the total effect of CSR on OCB was .102 (c) in the regression analysis. The direct effect of CSR on OCB was .045 (c'), which was the value computed when mediator CS was included in the regression analysis. The value of the direct effect c' (CSR on OCB with the presence of mediator: .045) was less than the total effect c (CSR on OCB: .102) because of the influence of the mediator CS in the relationship. The mediator CS was the indirect effect. It was computed as the total effect (.102) – direct effect (.045). In this study, the indirect effect because of CS was .057.

5.4 Sobel's Test Results

I employed the Sobel (1982) test to determine the significance of the mediation variable. In this study, I hypothesised that the relationship between CSR and OCB would be mediated by POP and CS. As a result, when POP and CS were included in a regression analysis model with CSR, the effect of the CSR was reduced and the effect of the mediator remained significant, as shown in Tables 5.3 and 5.4.

In Steps 2 and 3 (Tables 5.3 and 5.4), I found that paths a and b were both statistically significant, which I took as evidence consistent with a mediating effect of POP and CS on the relationship between CSR and OCB. The Sobel test of the indirect path ab (Sobel, 1982) for POP, which is generally more conservative (MacKinnon & Dwyer, 1993), gave $z = 3.87$, two-tailed $p = .000$. The Sobel test of the indirect path ab (Sobel, 1982) for CS gave $z = 2.06$, two-tailed $p = .03$. Thus, based on the Sobel's test, I accepted H6 (POP will mediate the relationship between employees' perceptions of CSR and OCB) and H7 (CS will mediate the relationship between employees' perceptions of CSR and OCB).

5.5 Discussion of the Findings

The results of the regression analysis suggested that CSR is an important factor in enhancing OCB in this organisation in the Pakistani context, and that POP and CS fully mediate the relationship between CSR and OCB. Based on the findings of the regression analysis, it appears that the conceptual framework is applicable to CSR research and practice in Pakistan.

5.5.1 Relationship between CSR and OCB. Based on the findings from my study, it appears that CSR programs had a significant effect on OCB among the staff in this organisation. This result aligns with the results of a previous study by Morin, Ramalho, Neves, and Savoie (2009), where CSR practices were significantly correlated with OCB. This indicates that if employees have a more positive perception of their company's social responsibility image, they are more likely to be involved in OCB. As both activities (CSR and OCB) are discretionary and spontaneous, the more involvement between the two, the more benefits arise.

The results of this study also demonstrated a strong relationship between the two variables of CSR and OCB. This finding of the relationship between CSR and OCB in Pakistan correlates with the findings of studies conducted in Asian countries, such as China, Korea and Singapore (Lee et al., 2015; Newman et al., 2015; Zheng, 2010). In this study, OCB was affected by the firm's social responsibility; thus, my hypothesis of their relationship was supported. The research findings indicated that CSR is positively and significantly linked with employees' organisational work-related behaviour.

Further, looking at which dimensions of CSR are important in enhancing OCB, the results indicated that CSR towards the government, social and non-social stakeholders and

customers is important in enhancing OCB. However, CSR towards employees was not found to be influential. This contrasts with the findings of studies conducted in other cultural settings. According to research conducted by Zheng (2010) in a Chinese context, all determinants of CSR are significant in enhancing OCB. In the Malaysian context, a study found that CSR towards employees, the environment and customers was significant; however, CSR towards the government and society was not a significant predictor of OCB (Abdullah & Rashid, 2012). In addition, in the Korean context, CSR towards employees was significant in enhancing OCB (Lee et al., 2015). Thus, based on research conducted in different cultures and regions, the determinants of CSR may vary according to cultural context.

The findings of the present study indicated that CSR towards the government, social and non-social stakeholders and customers is important in enhancing OCB in Pakistan, while OCB is not affected by CSR activities towards employees. This finding warrants further consideration. This result may be because CSR is still a growing agenda in Pakistan, and companies may be initially developing philanthropic, social and non-social, and customer-level CSR. According to the findings of this study, I argue that the survey responses suggest that CSR towards employees is not well developed in this Pakistan company, and that the company may be lacking in this particular dimension. However, Service Pakistan does make explicit claims of accountability towards its employees. Service Pakistan states that they consider their employees and act to give them a safe and healthy work environment. Service Pakistan wants to be the benchmark company in Pakistan, with a reputation of providing a unique, exciting, safe and healthy work environment. However, despite these facts, CSR towards employees was not a statistically significant factor in enhancing OCB—a finding that suggests the need for follow-up research in the future.

5.5.2 Relationship between POP, CSR and OCB. In this study, I introduced the idea that POP may be a mediating factor in the relationship between CSR and OCB. Previous studies have not considered this variable when studying the relationship between CSR and OCB. Most studies have used firm familiarity, job satisfaction, affective commitment and organisational commitment (Lee et al., 2015; Newman et al., 2015; Zheng, 2010) as the mediating variables when studying the relationship between CSR and OCB. The findings of my study show that POP fully mediates the relationship between CSR and

OCB. According to this study finding, POP has an intervening relationship with CSR and OCB.

In the simplest mediation theory, the investigation of mediation specifies a chain of relations through which an independent variable affects a mediating variable, which subsequently affects a dependent variable. In this study, I tested whether POP mediates the relationship between CSR and OCB. This means that CSR affects POP, which subsequently affects employees' work-related behaviour (OCB). In this framework, a third variable (POP) was inserted into the analysis of the CSR ~ OCB relationship to improve understandings of this relationship—that is, to determine whether the relationship is mediated by third variable (POP), so that the causal sequences could be modelled, such as CSR causes POP, and POP causes OCB: CSR ~ POP ~ OCB. The results of this study indicated that this causal relationship was accepted—CSR affected POP, which subsequently affected OCB.

From the findings of the study, I can say that the CSR activities of a firm affect the level of POP. This change in POP is attributed to a change in employees' OCB. This is supported by the findings of the four-step regression process shown in Table 5.3. The findings demonstrated a full mediation process—the effect was 100% intermediated by POP. That is, in the presence of POP, the pathway connecting CSR to OCB is completely broken, so that CSR has no direct effect on OCB. This indicates that POP is an important variable between CSR and OCB. The mediation analysis revealed the causal relationship existing between the variables.

Moreover, when I studied the effect of CSR on OCB without involving the third variable of POP, the total effect c was higher at .102. When the mediator POP was included in the relationship, the value of the direct effect c' of CSR on OCB dropped to .010. This drop-in value was because of POP—POP weakened the relationship between CSR and OCB, and caused an intervening affect between CSR and OCB. This indicates that POP plays an important role in the relationship between CSR and OCB.

The mean result of the POP questions was 3.4. This indicates that most of the employees in the survey responded to 'neither agree nor disagree' (3) or 'agree' (4). As the data were gathered from a single organisation, based on the employee responses to the survey, I can assume that POP is moderate in this organisation. The statistical values showed full

mediation; thus, I argue that POP is a strong determinant in the relationship between CSR and OCB, and the level of POP affects the relationship between CSR and OCB. This is evidenced by the findings showing that the direct effect of CSR on OCB dropped when POP was introduced to the regression (see Diagram 5.1).

Previous researchers have found a relationship between POP and individual work-related attitude (Kacmar & Baron, 1999). However, the role of POP as the mediating factor in the relationship between CSR and OCB has not previously been studied. My research findings indicate that POP mediates the relationship between CSR and OCB. I reflect further on the implications and significance of the relationship between POP and CSR/OCB in the conclusion chapter.

5.5.3 Relationship between CS, CSR and OCB. In this study, I considered the idea that CS may be a key factor in determining the relationship between CSR and OCB. Previous studies have not considered this variable when studying the relationship between CSR and OCB. I found that CS fully mediates the relationship between CSR and OCB. ‘Fully mediates’ means that a causal affect is formed by CS. According to the findings, CS has an intervening relationship with CSR and OCB. The value of total effect denoted by c was higher (at .102) when CSR regressed on OCB. However, when mediator CS was included in the relationship, the value of the direct effect of CSR on OCB dropped to .045. This drop-in value was because of CS. This shows that CS mediates the relationship between CSR and OCB.

Based on the study findings, I can say that the level of CSR activities in the firm affects CS, which subsequently affects employees’ OCB. The three variables showed a casual affect, as presented in Figure 5.4. The findings of the mediation process showed that these three variables were connected, but how (positively or negatively) these variables affect each other need further explanation

The mean result of the CS questions was 3.5, which indicates that most employees in the survey responded to the questions with ‘neither agree nor disagree’ or close to ‘agree’. These responses showed that mostly employees agree to the statements relating to communication satisfaction in the organisation. Thus, showed that there is a satisfaction relating to communication process in the organisation. The employees discussed and talked about organisational policies with each other and management too is good in

communicating with their employees. The statistical values showed the full mediation; thus, I can say that CS is a strong determinant for studying the relationship between CSR and OCB, and the level of CS affects the relationship between CSR and OCB.

5.6 Summary of Accepted or Rejected Hypotheses

After conducting regression, correlation and other analyses on the survey responses, based on the statistical values and findings, I **accepted** H1—that employees' perceptions of CSR positively and directly relate to their work-related OCB in Pakistan. In order to analyse which dimension of CSR is important in enhancing OCB, I **accepted** H2 (employees' perception of CSR towards customers are positively related to their OCB), H3 (employees' perceptions of CSR towards the government are positively related to their OCB) and H5 (employees' perceptions of CSR towards social and non-social stakeholders are positively related to their OCB). After reviewing the findings of this study, I can say that CSR towards customers, the government and social and non-social stakeholders is significantly linked with OCB in the Pakistani context. However, employees' perceptions of CSR towards employees were not positively related to their OCB (in contrast to H4). Thus, I **rejected** H4 because this relationship was not statistically significant. Moreover, based on the four-step mediation analysis discussed in the previous chapter, I **accepted** H6 (POP mediates the relationship between employees' perceptions of CSR and OCB) and H7 (CS mediates the relationship between employees' perceptions of CSR and OCB). Based on the findings of this study, I can say that POP and CS mediate the relationship between CSR and OCB in Pakistani culture.

5.7 Chapter Summary

In this chapter, I have examined and discussed the findings relating to the study results. In the next chapter, I explore the conclusions, implications and limitations of this study.

Chapter 6: Conclusion

In this chapter, I offer a conclusion to my findings and research. In Section 6.1, I summarise the previous chapters, including the study's objectives, aims and findings. In Section 6.2, I discuss the implications of this study and, in Section 6.3, I discuss the study limitations. In Section 6.4, I present some final comments on this study.

6.1 Summary

The aim of this study was to explore the relationship between CSR and OCB in a Pakistani context. I sought to establish which dimensions of CSR were important in enhancing CSR and OCB, and whether POP and CS mediated the relationship between CSR and OCB. In Chapter 1, I discussed the motivations for the study. I discussed how much focus has been given to CSR, yet how most research focuses on stakeholders outside the organisation. Relatively little research has examined the relationship of CSR with the organisation's employees, with studies on CSR and internal employees comprising less than 4% of CSR studies (Aguilera et al., 2006). Moreover, the research that has been done has tended to focus on CSR's attraction for potential employees, rather than existing employees.

The previous research in the area of CSR and current employees has been limited in scope, context and theory. This study contributes to each field. No previous model has explored the effect of employees' CSR perceptions on employees' work-related attitudes (OCB) by considering the mediating variables of CS and POP. This study considered the relationship between CSR and OCB in an entirely new and different national, economic, social and cultural economy—that of Pakistan. Overall, in this study, I examined whether CSR and OCB are related, which dimension of CSR is critical for enhancing employees' OCB, and whether CS and POP mediate CSR and OCB.

In Chapter 2, I reviewed the literature relating to CSR, OCB and employees. Previous studies regarding CSR and OCB were conducted in China and other Asian countries. They were largely limited to a Chinese context, found varied relationships among CSR dimensions (employee, government, customer, social & non-social stakeholders) and OCB. Some of the criticisms of CSR were discussed and the more general issue of the 'imposition' of responsible and ethical organisational policies on employees, I determined

that it was necessary to examine the mediating effect of organisational politics and CS on CSR and OCB. Reviewing the literature helped highlight new variables for consideration.

In Chapter 3, I developed the theoretical framework of the study. I discussed all the variables of the study: CSR, OCB, POP and CS. CSR was considered the independent variable in the relationship, OCB was the outcome, and POP and CS were the mediating variables. The hypotheses were developed based on CSR being positively linked to OCB; CSR towards customers, the government, employees and social and non-social stakeholders being positively linked to OCB; and POP and CS mediating the relationship between CSR and OCB. In order to check the significance of these hypotheses, I developed a study methodology.

I developed the study methodology in Chapter 4. I justified the use of a quantitative approach, discussed some of the reliable scales developed in the past, and developed the scales used for this study. I outlined the data collection via an online survey procedure, and discussed the rationale for examining the organisation in Pakistan. I also outlined the CSR of the selected organisation, and summarised the study's analytical processes, such as the multiple regression procedure developed by Baron and Kenny (1986).

In Chapter 5, I analysed the findings of the study. CSR was found to be significantly related to OCB. Further, CSR towards customers, the government and social and nonsocial stakeholders was found to be related to OCB. However, CSR towards employees was not significantly related to OCB, and I discussed some explanations for this result. Additionally, I found that POP and CS mediate the relationship between CSR and OCB.

Overall, the aims of the study were achieved because the results indicated that CSR perceptions affect the work-related behaviour of employees, and employees' OCB is related to their company's responsible activities. This study found that POP and CS play a significant role in enhancing or reducing the relationship between CSR and OCB. The study opens new horizons for future research to examine this relationship in more depth, given that the findings demonstrated that these variables have full mediation effect.

6.2 Implications

6.2.1 CSR and OCB are related. The findings of the study suggest that CSR and OCB are related in this Pakistani organisation—the CSR activities of the firm affect employees' work-related behaviour. The findings of this study are similar to those from previous studies conducted in other areas of the world (Lee et al., 2015; Newman et al., 2015). Previous studies have also indicated a positive relationship between CSR and OCB; however, the precise relationship between CSR and OCB has varied across different cultural settings.

6.2.2 CSR towards employees not related to OCB. An interesting finding of this study was that CSR towards employees was not related to their OCB in the Pakistani context. CSR towards customers, the government and social and non-social stakeholders was related to OCB. I suggest that this may reflect the cultural differences among regions demonstrated in the existing research, and may be due to the relatively recent adaptation of CSR in Pakistan. CSR is a developing agenda in Pakistan that is appearing among philanthropic firms. Although companies and individuals have been participating in charity and philanthropic activities for some time, new trends relating to the rights of employees began developing in the 1990s. Thus, it seems that, even when a company such as Service Pakistan voices a commitment to employee welfare, the employees themselves are not necessarily recognising this is an aspect of CSR activities.

6.2.3 Other aspects of organisational culture are neglected. A final implication of the study was that POP and CS mediate the relationship between CSR and OCB. Thus, this study has taken a first step towards highlighting the important role of POP and CS in CSR programs. Given the significant influence of POP and CS on CSR and OCB, these results have both theoretical and practical importance in the field of CSR. My study demonstrates that POP and CS are important signals of employees' work-related attitudes, and should be included in CSR models when examining OCB and other work-related outcomes. My findings suggest that POP and CS are critical ingredients in CSR activities.

6.3 Limitations

As with any individual piece of research, this study had some limitations. First, the survey responses were collected from a single organisation in one geographic region of one

country, which presented a valuable snapshot of this location, yet limits the generalisation of the findings. Thus, this study could be extended to other geographic and industrial settings, both in Pakistan and cross-culturally. It would be of particular interest to establish whether these findings could be replicated in more developed Western economies, where there is a different historical context for POP and CS, and where CSR initiatives are more widespread.

A second possible limitation of this study is related to the self-reported nature of the OCB measure. The survey questions asked participants to report their own behaviour related to work. This raises the prospect of social desirability response bias. This could be reduced if future studies included both self-reports and supervisor ratings to assess OCB.

A third limitation of this study is that it only answers ‘what?’ questions, yet raises many ‘why?’ questions, since this study only discusses which CSR determinants are significant and which are not. Further research could seek to address questions regarding why only certain determinants affect OCB.

Finally, this study’s examined data were purely quantitative in nature. However, the results raised questions that require in-depth responses. Thus, in future, it may be preferable to use a combination of both quantitative and qualitative methods.

6.4 Final Comments

Notwithstanding the above limitations and suggestions for future research, this research offers significant contributions and value. This is the first study to consider the new variables of POP and CS when studying the relationship between CSR and OCB. Previous research was conducted by examining CSR and work-related attitudes; however, future research needs to consider this issue from the perspective of organisational culture—particularly considering the role of organisational culture in developing CSR activities and employee work-related attitudes. Thus, this study highlights new areas for future research to consider.

Further, the present study has extended existing studies of CSR and OCB to a Pakistani context. In addition, it has confirmed a number of previously suggested relationships between CSR items and OCB, and found intriguing variance from prior studies regarding the lack of connection between CSR towards employees and the OCB reported by those

employees. For each of the above reasons, this study makes a valuable and useful contribution to this field of research.

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Annex A: Questionnaire

Section A

Below are some statements relating to your perception about your organisational activities? Please indicate the extent to which you agree or disagree with the statements on the below scale:

1	2	3	4	5
Strongly disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly agree (SA)

STATEMENTS	SD	D	N	A	S A
My company participates in activities that promote the natural environment.	1	2	3	4	5
My company invests in activities to promote future generations.	1	2	3	4	5
My company supports charitable organisations and donates in philanthropy.	1	2	3	4	5
My company supports employees to advance their skills and career.	1	2	3	4	5
My company's policies are sufficiently flexible to promote a work-life balance.	1	2	3	4	5
My company considers employees' needs and wants when making decisions.	1	2	3	4	5
My company provides full information about its products to its customers.	1	2	3	4	5
My company respects its customers beyond their legal rights.	1	2	3	4	5
My company pays all its taxes and payments on a regular basis.	1	2	3	4	5
My company complies with all legal requirements.	1	2	3	4	5

Section B

Below are some of the statements relating to your involvement in helping other employees and your organisation. Please indicate the extent to which you agree or disagree with the statements on the below scale:

1	2	3	4	5
Strongly disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly agree (SA)

STATEMENTS	SD	D	N	A	S A
I volunteer for an extra workload.	1	2	3	4	5
I promote a positive company image among others.	1	2	3	4	5
I abide by all rules and regulations of the company.	1	2	3	4	5
I like to share other employees' work duties.	1	2	3	4	5
I save my company's resources (such as electricity, paper and equipment).	1	2	3	4	5
I defend my organisation against disaster.	1	2	3	4	5
I go out of my way to help new employees.	1	2	3	4	5
I take initiative to organise programs and events for my company.	1	2	3	4	5
I like to sacrifice my rewards for other fellow workers.	1	2	3	4	5
I volunteer for an extra workload.	1	2	3	4	5

Section C

Below are some of the statements relating to your organisation. Please indicate the extent to which you agree or disagree with the statements on the below scale:

1	2	3	4	5
Strongly disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly agree (SA)

STATEMENTS	SD	D	N	A	S A
In my organisation, it is best to agree with powerful others.	1	2	3	4	5
In my organisation, it is better to remain quiet than to fight against the system.	1	2	3	4	5
In my organisation, it is safer to do what you are told than make up your own mind.	1	2	3	4	5
In my organisation, it is better not to tell the truth.	1	2	3	4	5
In my organisation, salary increases are not consistent with organisational policies.	1	2	3	4	5
In my organisation, promotions are not based on fair policies.	1	2	3	4	5

Section D

Below are some of the statements relating to your organisation. Please indicate the extent to which you agree or disagree with the statements on the below scale:

1	2	3	4	5
Strongly disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly agree (SA)

STATEMENTS	SD	D	N	A	S A
In my company, organisational policies are explained in meetings.	1	2	3	4	5
In my company, I receive written instructions about my job from Human Resources.	1	2	3	4	5
In my company, I receive verbal instructions about my job from Human Resources.	1	2	3	4	5
In my company, we often discuss company policies with coworkers.	1	2	3	4	5
I learn about my company policies by receiving a full explanation from my co-workers.	1	2	3	4	5
In my organisation, written instructions from my supervisor are communicated by emails.	1	2	3	4	5

Annex B : Section E: Background Information

Sex	<ul style="list-style-type: none">▪ Male▪ Female
Age	<ul style="list-style-type: none">▪ 15–25▪ 26–35▪ 36–45▪ 46–55▪ 55+
Work experience	<ul style="list-style-type: none">▪ 0–2 years▪ 3–5 years▪ 6–9 years▪ 10+ years
Qualification	<ul style="list-style-type: none">▪ Secondary▪ Diploma▪ Bachelor Degree▪ Graduate Degree▪ Other
Position in organisation	<ul style="list-style-type: none">▪ Upper level▪ Middle level▪ Lower level

**THIS IS THE END OF THE QUESTIONNAIRE THANK
YOU FOR YOUR RESPONSES ☺**

Annex C: Ethics Approval

From: Alex Jackson on behalf of FBE Ethics
Sent: Wednesday, 31 August 2016 3:10 PM
To: Edward Wray-Bliss
Subject: Ethics application approved 5201600512

Dear A. Prof. Wray-Bliss,

RE: 'Exploring the relationship between Corporate Social Responsibility and Organizational Citizenship Behaviour' (Ref: 5201600512)

The above application was reviewed by the Faculty of Business & Economics Human Research Ethics Sub Committee. Approval of the above application is granted, effective "19/08/2016". This email constitutes ethical approval only.

This research meets the requirements of the National Statement on Ethical Conduct in Human Research (2007). The National Statement is available at the following web site:

http://www.nhmrc.gov.au/_files_nhmrc/publications/attachments/e72.pdf.

The following personnel are authorised to conduct this research:

A. Prof. Edward Wray-Bliss
Ms. Rabiha Hassan

NB. STUDENTS: IT IS YOUR RESPONSIBILITY TO KEEP A COPY OF THIS APPROVALEMAIL TO SUBMIT WITH YOUR THESIS.

Please note the following standard requirements of approval:

1. The approval of this project is conditional upon your continuing compliance with the National Statement on Ethical Conduct in Human Research (2007).
2. Approval will be for a period of five (5) years subject to the provision of annual reports.

Progress Report 1 Due: 31st August 2017
Progress Report 2 Due: 31st August 2018
Progress Report 3 Due: 31st August 2019
Progress Report 4 Due: 31st August 2020
Final Report Due: 31st August 2021

NB. If you complete the work earlier than you had planned you must submit a Final Report as soon as the work is completed. If the project has been discontinued or not

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commenced for any reason, you are also required to submit a Final Report for the project.

Progress reports and Final Reports are available at the following website:

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

3. If the project has run for more than five (5) years you cannot renew approval for the project. You will need to complete and submit a Final Report and submit a new application for the project. (The five year limit on renewal of approvals allows the Committee to fully re-review research in an environment where legislation, guidelines and requirements are continually changing, for example, new child protection and privacy laws).

4. All amendments to the project must be reviewed and approved by the Committee before implementation. Please complete and submit a Request for Amendment Form available at the following website:

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/forms

5. Please notify the Committee immediately in the event of any adverse effects on participants or of any unforeseen events that affect the continued ethical acceptability of the project.

6. At all times you are responsible for the ethical conduct of your research in accordance with the guidelines established by the University. This information is available at the following websites:

<http://www.mq.edu.au/policy/>

http://www.research.mq.edu.au/for/researchers/how_to_obtain_ethics_approval/human_research_ethics/policy

If you will be applying for or have applied for internal or external funding for the above project it is your responsibility to provide the Macquarie University's Research Grants Management Assistant with a copy of this email as soon as possible. Internal and External funding agencies will not be informed that you have approval for your project and funds will not be released until the Research Grants Management Assistant has received a copy of this email.

If you need to provide a hard copy letter of approval to an external organisation as evidence that you have approval, please do not hesitate to contact the FBE Ethics Committee Secretariat, via fbe-ethics@mq.edu.au or 9850 4826.

Please retain a copy of this email as this is your official notification of ethics approval.

Yours sincerely,

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Dr. Nikola Balnave

Chair, Faculty of Business and Economics Ethics Sub-Committee

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