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Exploring the Nexus “between” “Corporate Social Responsibility” Persuasion and “Organizational Citizenship Behavior”: Evidence from Public Sector Employees

ABSTRACT

“Corporate Social Responsibility (CSR)” has become a focal point of interest in contemporary times. While much research has focused on the impact of “CSR” on consumers, there remains a gap in understanding its effects on Organizational Citizenship Behavior (OCB) amongst public sector employees. This study examines how “Employees’ CSR persuasion (ECP)” influences job felicity and Responsive Assurance (RA) on “OCB” in the public sector. By considering the four dimensions of CSR—economic, legal, ethical, and philanthropic—we explore the relationships amongst ECP, job felicity, RA, and OCB. Many countries are implementing public sector reforms to enhance government employees’ OCB, which is vital for program success. We categorize “citizenship behavior” into “altruism, conscientiousness, courtesy, civic virtue”, and “sportsmanship”. Our findings indicate a positive link between ECP and OCB ($B=0.199, p<0.01$), a negative association with External Job Felicity (EJF) ($B=-0.412, p<0.01$), and a substantial negative impact of EJF on OCB ($B=-0.158, p<0.01$). Additionally, RA ($B=0.274, p<0.01$) and Inbuilt Job Felicity (IJF) ($B=0.261, p<0.01$) are positively and significantly related to OCB amongst public sector employees in Pakistan. These results highlight the importance of CSR initiatives for public sector employees, as they have the potential to promote positive workplace behaviors.

Keywords: “Corporate Social Responsibility”; “Responsive Assurance”; “Inbuilt Job Felicity”; “External Job Felicity”; “Organizational Citizenship Behavior”

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Introduction

Corporate Social Responsibility (CSR) has emerged as a focal point for scholars and business leaders globally, with fast growing body of research highlighting its intricate connection with Organizational Citizenship Behavior (OCB). Diverse interpretations of CSR by notable scholars such as (Chen, 2020; Mihalache, 2013; Sammi Caramela, 2013) have paved the way for organizations of all scales, from multinational corporations to small and medium-sized enterprises, to integrate CSR into their policies, decisions, and operations. This surge in empirical studies emphasizes the strategic implications of CSR on organizational behavior (Khan et al., 2023).

Amidst increasing organizational complexity, particularly in uncertain environments, enhancing the job felicity of internal stakeholders, notably employees, becomes imperative for improving responsive assurance in OCB (Aziz et al., 2021). OCB, defined as voluntary commitments surpassing legal job responsibilities, signifies the need to explore factors promoting such behavior (Koirala & Charoensukmongkol, 2020). Recognizing CSR as a potential catalyst, organizations are now attuned to its value beyond legal compliance, acknowledging its role in shaping overall reputation and image (T. Fatima & Elbanna, 2023). In this context, the research targets to delve into the influence of Employees' CSR Persuasion (ECP) on job felicity and Responsive Assurance (RA) on OCB amongst public sector employees.

Global trends in CSR encompass heightened transparency, investments in green technology, community involvement, and responsive assurance (Bu et al., 2023; Chu et al., 2022). As organizations navigate ecological concerns and the depletion of natural resources, CSR initiatives increasingly align with sustainable practices. Notably, a substantial segment of the workforce, particularly millennials, deems CSR essential when choosing employers (Miethlich, 2022). CSR policies emerge as significant predictors of employee perspectives, fostering engagement, and enhancing the company's image (Panta, 2018).

Moreover, empirical evidence from Booking.com and the American non-profit organization Final Effect underscores the workforce's preference for companies actively participating in CSR initiatives (Hopkins, 2020). This sentiment is particularly strong amongst millennials, who prioritize jobs that allow them to contribute to social and environmental causes (Sondhi et al., 2023).

While extensive research has explored the impact of CSR on external stakeholders, its effects on internal stakeholders, especially employees, remain a relatively unexplored territory. Studies in this realm, such as those by (Cao et al., 2023; H. Tian, 2023), highlight the correlation amongst employees' persuasion of CSR and their job felicity, commitment, and loyalty.

In Pakistan, previous studies (M. Fatima, 2017; Hamid et al., 2020; Yunis et al., 2017) have highlighted the positive link amongst Corporate Social Responsibility (CSR) & employee assurance and job felicity in the financial sector. However, despite increasing awareness of CSR, its influence on employee behavior, attitudes, and commitment in Pakistan's corporate sector has not been extensively studied. This research seeks to cover this gap by examining connection amongst employees' persuasions of "CSR", "responsive assurance", "job felicity", and "Organizational Citizenship Behavior (OCB)" in the Pakistani perspective.

This paper makes a significant contribution to the existing literature by investigating these relationships, particularly in light of the limited research on these factors amongst Pakistani employees. By exploring the intervening role of responsive assurance, inbuilt and external job felicity, the study aims to offer insights that can be beneficial for organizations involved in CSR activities. Using a quantitative approach, data was collected from employees in Pakistan's public sector, adding valuable insights to the limited literature on CSR outcomes in developing countries.

The subsequent sections will delve into a comprehensive examination of employee CSR persuasions, theoretical frameworks, research methodologies, findings, and their implications. The study concludes by discussing both theoretical and practical implications, acknowledging the research's limitations, providing guidelines for forthcoming exploration.

Literature Review

Contextual Background

Internal (CSR) plays a pivotal part in shaping company performance by influencing employee efficiency. The management's treatment of employees, as per social exchange theory, results in perceived organizational support and trust, which reciprocally lead to favorable behavioral outcomes (Amani, 2023; X. Bu & Chen, 2023). Failure in the reciprocate phase can generate conflicts and stress. Substantial research underscores the significance of CSR (Paul & Parra, 2021) in shaping employees' persuasions and behaviors towards the organization, with internal CSR perceived as an expression of care and consideration. An ethical work environment fosters positive behavior, and employees' CSR persuasion fulfills the psychological needs of the workforce (Sexton & Frankel, 2023).

Employees' persuasions of their employer as helpful, ethical, fair, and just can significantly impact their behavior. The observation of ethical conduct within the organization cultivates optimism amongst employees, resulting in increased corporate citizenship activity (Mo, 2023). Beyond the

CSR research realm, the importance of internal CSR has garnered attention (J. Kim et al., 2023; Nejati & Shafaei, 2023).

Social Identity Theory (SIT)

Scholars widely recognize the Social Identity Theory (SIT) as a foundational framework for understanding how employees' perceptions of Corporate Social Responsibility (CSR) relate to their behavior (Davis et al., 2019; Mangum & Block, 2018; Stets & Burke, 2000). This theory, first proposed by Tajfel (1978), suggests that an individual's sense of self is shaped by their identification with a particular group or organization (Ashforth & Mael, 1989). SIT delves into the demonstrative connotation and value that individuals associate by their membership in a cluster or business.

As per (Jung et al., 2022), the Social Identity Theory (SIT) scrutinizes how a company's CSR efforts influence employees' perceptions and behaviors, regardless of whether these efforts are explicitly aimed at employee welfare. This comprehensive theory delves into the emotional underpinnings of inter-group individuality, enabling folks to classify with specific-groups that align perceptions of accomplishment and displeasure with structural aims (Hornung et al., 2019; Kish Bar-On & Lamm, 2023; Stets & Burke, 2000; Wang et al., 2022). The positive image of a company resulting from its social initiatives fosters a psychological attachment amongst employees, promoting extra-role behavior beneficial to the organization (Vora & Kostova, 2020). Empirical studies (H. Ali et al., 2023; Oo et al., 2018; Tang et al., 2023) consistently validates the impact of employees' CSR perceptions on Organizational Citizenship Behavior (OCB). Thus, this study utilizes the Social Identity Theory to examine the current relationship amongst these factors and their mediating roles.

Development of Hypothesis

Employee CSR Awareness

Persuasion, as a psychological motivator, plays a pivotal role in driving individuals' actions. In the realm of internal Corporate Social Responsibility (CSR), persuasion encompasses an individual's cognitive understanding of activities and policies that impact their physical and mental well-being. Employees' attitudes towards CSR exert a significant influence on their behavior, and variations in persuasion may exist amongst employees. In this particular context, employees' perceptions of CSR reflect their evaluation of an organization's dedication to participating in initiatives that benefit not just the company but also society overall (Al-Ghazali & Sohail, 2021; Kumar Roy & Psychogios, 2023).

Positive CSR perceptions have consistently been associated with favorable outcomes for both internal and external stakeholders. This

persuasion has demonstrated links to employee responsive assurance, job felicity, and Organizational Citizenship Behavior (OCB) across various settings (Ahn & Kwon, 2020; Hur et al., 2020, 2021). The persuasion of organizational social responsibility contributes to enhancing the company's psychological public image. Employees with a positive organizational impression are more likely to experience contentment, commitment, and engagement in extra-job activities that benefit the organization (Kunda et al., 2019).

Employee's CSR Persuasion and Organizational Citizenship Behavior

Companies in contemporary times face increasing pressure to align with stakeholder expectations by embracing socially responsible practices (Nicolaidis, 2018). Recent years have witnessed a surge in micro-level CSR research, exploring the impact of CSR on employee attitudes and behavior (AlDhaen, 2022; Low & Memon, 2023; Low & Spong, 2022). Organizational Citizenship Behavior (OCB) encompasses employees' voluntary engagement in extra-role activities that transcend their contractual obligations, aligning with the organization's objectives (Q. Tian & Robertson, 2019).

Investigating the relationship amongst employees' CSR persuasion and OCB becomes crucial, as positive CSR persuasions may inspire employees to contribute beyond their formal job requirements (Farid et al., 2019; Ong et al., 2018). Research indicates that active participation in CSR activities by an organization correlates with increased discretionary behavior amongst the workforce, ultimately benefiting organizational performance (Park, 2020; Singh et al., 2023). Multiple studies have explored the connection amongst employees' CSR persuasion and OCB, consistently finding a positive correlation amongst the two (Co, 2022; Laub, 1999; Soliman & Saad, 2021). Building upon this scholarly discourse, the authors propose the following hypothesis:

H1: A positive relationship exists amongst employees' CSR persuasion and their participation in OCB.

This hypothesis posits that employees who are persuaded by their organization's CSR initiatives are likely to exhibit a higher propensity for engaging in organizational citizenship behavior. The subsequent sections of this study will empirically assess and analyze this hypothesis to validate its potential implications.

Employee's CSR Persuasion and Responsive Assurance

The concept of Responsive Assurance (RA), as articulated by (Moorman et al., 1992), delineates the enduring desire of individuals to maintain a valued connection. Beyond fulfilling their self-identity needs, employees' persuasions of their organization's efforts to benefit stakeholders are integral, as emphasized by (He et al., 2022). Responsive Assurance entails an

employee's emotional attachment to their organization, fostering a sense of pride in their association with it. According to (I. Ali, 2017) individuals evaluate organizations akin to how they assess individuals—based on attributes, image, and reputation. Hence, employees, perceiving a positive reputation of their employer in the marketplace, are inclined to experience a heightened sense of pride in their organizational affiliation.

Employees, when positively influenced by their organization's CSR initiatives, are inclined to contribute passionately to the attainment of organizational objectives (Gangi et al., 2019). Conversely, a company lacking in social responsibility tends to cultivate negative persuasions amongst its workforce, potentially leading to higher turnover rates when employees' ethical principles clash with organizational goals (Murshed et al., 2021). This underscores the profound impact of an employee's CSR perspective on their emotional connection to the organization.

Employee persuasions of an organization's commitment to Corporate Social Responsibility (CSR) significantly influence their emotional attachment to the organization, ultimately impacting their behavior and contributions.

H2: The positive influence of employees' CSR persuasion extends to Responsive Assurance.

H3: Responsive Assurance positively influences OCB.

H4: Responsive Assurance serves as a intervening factor in the association amongst employees' CSR persuasion & OCB.

It is hypothesized that Responsive Assurance acts as a mediator in the connection amongst employees' CSR persuasions and their active involvement in Organizational Citizenship Behavior (OCB). The anticipated positive impact of CSR persuasions is expected to manifest in Responsive Assurance, which, in turn, contributes to employees' engagement in OCB. Together, these hypotheses seek to illuminate the cascading effect of CSR persuasions on employee behavior, highlighting the mediating role of Responsive Assurance in influencing OCB.

Employee's CSR Persuasion & Inbuilt Job Felicity

When employees identify with a socially responsible organization and perceive themselves as integral members of a business engaged in Corporate Social Responsibility (CSR), they are more likely to act in accordance with the values associated with group membership. Inbuilt job felicity (Aziri, 2011) refers to the level of satisfaction and contentment employees experience in their work due to the tasks and responsibilities assigned to them. Job felicity is defined by (Loke, 2001) is an individual's enjoyable expressive condition ensuing from their work experiences. According to the literature, being socially responsible as a business can increase employee job

felicity (Aziri, 2011; Katebi et al., 2022) since it enhances the establishment's standing as a worthy business amongst existing and upcoming personnel. Furthermore, (Stankovska et al., 2017) found a clear link amongst exterior CSR insights and presentation, with occupation felicity partially mediating this relationship. In addition, internal CSR persuasion are linked to improved performance through job felicity, suggesting complete mediation (Khaskheli et al., 2020). Thus, the authors of this study expect that inbuilt job felicity would mediate the association amongst employee CSR persuasion and OCB. Based on above explanation, this study make the following assumptions:

- H5:** Inbuilt Job Felicity is positively influenced by employees' CSR persuasions.
- H6:** Organizational Citizenship Behavior is positively influenced by Inbuilt Job Felicity.
- H7:** Inbuilt Job Felicity serves as a mediator in the association amongst employees' CSR persuasion and their engagement in OCB.

These hypotheses collectively aim to unravel the complex interplay amongst CSR persuasions, inbuilt job felicity, and the subsequent impact on OCB.

Employee's CSR Persuasion and External Job Felicity

Term External Job Felicity refers to an employee's satisfaction with various external aspects of their job, such as the work environment, pay, and co-workers (Coughlan et al., 2014). This aligns with the commonly used definition of job felicity by (Locke, 1976) as an employee's positive attitude resulting from their work experiences. Research indicates that organizations committed to social responsibility can enhance employee satisfaction, resulting in positive work behaviors and organizational outcomes. Additionally, (Ertekin & Avunduk, 2021) discovered that instructors who possess a strong sense of self-reliance and inherent pleasure incline to be more creative and focused on achieving outcomes.

External job felicity, influenced by Inbuilt Job Felicity, which is a critical component. According to (Aziri, 2011) , employee job felicity can be enhanced by the organization's efforts, particularly with respect to CSR initiatives. On the other hand, an organization's negative effects can harm an employee's external job felicity (Coughlan et al., 2014).The CSR perspective of employees will impact their job felicity as supported by several empirical studies (Bouchareb & Kerrouche, 2021; Krémer, 2019; Shin et al., 2016). Based on earlier discussions, it is assumed that there is a positive correlation amongst employees' persuasion of Corporate Social Responsibility (CSR) and job felicity.

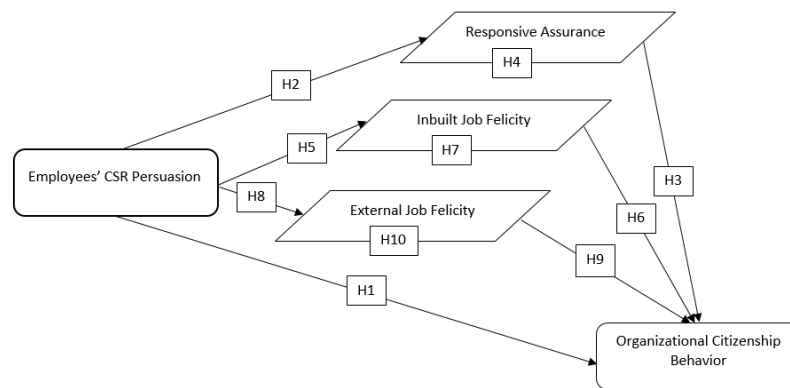
- H8:** Employees' CSR persuasion positively influences external job felicity.

- H9:** External job felicity positively influences organizational citizenship behavior amongst employees.
- H10:** External job felicity mediates the association amongst employees' belief in Corporate Social Responsibility (CSR) and their involvement in (OCB).

Conceptual Framework

Drawing on well-established theories related to organizational behavior and social responsibility, the study builds its theoretical foundation. It discusses how CSR, as the predictor variable, is expected to impact OCB, the desired outcome. The introduction of Responsive Assurance, Inbuilt Job Felicity, and External Job Felicity as mediators is grounded in existing literature that suggests these factors may play crucial roles in explaining the CSR-OCB relationship.

Figure-1 Conceptual Framework



Methodology

The study presents an integrated model to explore the connections illustrated in Figure-1. It investigates how employees' beliefs in Corporate Social Responsibility (CSR) relate to their sense of responsive assurance, as well as their levels of inbuilt and external job felicity, and their engagement in Organizational Citizenship Behavior (OCB). The research also examines whether inbuilt and external job felicity works as mediators in the association amongst employees' CSR beliefs & OCB. Responsive assurance, inbuilt job felicity, and external job felicity are identified as mediating variables. This approach aims to provide insights into whether responsive assurance and job felicity can bridge the gap amongst CSR and OCB, and suggests strategies to enhance these factors amongst employees. The study's focus on mediating variables addresses a gap in existing research, as prior studies have not

explored these mediators, making this research a valuable addition to the body of work.

Data Gathering and Arrangement

Data for the study was collected using a “5-point Likert scale” survey, with reply choices extending from “strongly disagree” to “strongly agree”. A total of 50 items were adapted from existing literature to create the data collection instrument. To evaluate Organizational Citizenship Behavior (OCB), the ten questions from (Podsakoff et al., 1990) were used. The questions for assessing Responsive Assurance and Employees’ CSR Persuasion were adapted from (Lee et al., 2012). Lastly, items to measure Inbuilt and External Job Felicity were adapted from (Abugre, 2014 and Weiss et al., 1967).

For this study, quantitative data was obtained through online survey questionnaires distributed amongst public sector employees in Pakistan, using the “convenience sampling” method. The researchers opted for quantitative research as they applied statistical methods to analyze measurable data, which can be easily generalized. “Convenience sampling involves selecting elements from the populace grounded on their suitability and approachability”. In contrast, “random sampling ensures that every unit in the sampling frame has an equal chance of being included in the sample”. In this study, “convenience sampling” was used because data was collected from employees who were readily accessible. A total of 559 respondents contributed in the survey, with 41 responses excluded during data examination because of missing or incomplete values.

The study's closing sample comprised 518 individuals, a size determined based on the criteria outlined in previous research (Raza & Hanif, 2013); (Comrey & Lee, 2013);(Raza et al., 2015);(Sharif & Raza, 2017). These studies suggest that a sample size of 50 is measured poor, 300 is deemed adequate, 500 is considered excellent, and 1000 is viewed as exceptional for factor analysis. The researchers chose a big sample-size for several reasons. Primarily, a larger sample provides a more accurate representation of the population. Moreover, it helps mitigate the impact of outliers or unusual findings. Finally, an adequately large sample size is crucial for yielding statistically significant findings amongst variables.

Demographics Characteristics:

After conducting a demographic analysis of the collected data, Table 1 presents the following findings: 55.21 percent of were male, and 44.79 percent were female. From the age component, 18.33 percent were amongst 20 and 30 years old, 41.25 percent were amongst 31 and 40, 26.25 percent were amongst 41 and 50, 11.04 percent were amongst 51 and 60, and 3.13 percent were over 60 years old. Regarding academic and professional qualifications, 9.38 percent held an intermediate degree, 40.42 percent got

a bachelor's degree, 36.25 percent held a post-graduate degree, and the remaining 13.96 percent had qualifications in other fields.

In conclusion, only 12.50 percent of the respondents reported having a salary within the PKR20-30K range, while 15.83 percent had a salary within the 31K-40K range. A higher percentage of respondents, specifically 26.88 percent, reported having a salary within the 41K-50K range, while 26.04 percent reported having a salary within the 51K-60K range. A smaller percentage of respondents, specifically 14.38 percent, reported having a salary within the 61K-70K range, while only 4.38 percent reported having a salary above 70K.

Table-1 Demographic Characteristics (N = 480)

Items	Frequency	%age
Gender		
Male	265	55.20%
Female	215	44.80%
Age		
20-30	88	18.33%
31-40	198	41.25%
41-50	126	26.25%
51-60	53	11.04%
Above (60 years)	15	3.13%
Education		
Intermediate	45	9.38%
Bachelor	194	40.42%
Master	174	36.25%
Others	67	13.96%
Income		
PKR 20-30,000	60	12.50%
PKR 31-40,000	76	15.83%
PKR 41-50,000	129	26.88%
PKR 51-60,000	125	26.04%
PKR 61,70,000	69	14.38%
Above 71,000	21	4.38%

Ethical Consideration

To start, prior to data collection, we focused on building trust and credibility with participants to ensure their comfort. Additionally, we considered the specific needs of vulnerable populations and ensured their anonymity. Confidentiality was maintained regarding individuals, job titles, and events discussed in the study and assignments.

In conclusion, we have correctly cited sources and prior literature.

Data Examination and Outcomes

In this study, we employed “Structural Equation Modeling (SEM)” to examine the data. According to “Ringle, Wende, and Will (2005)”, SEM is a statistical method that utilizes empirical data to assess the validity of a hypothesis. To evaluate our theoretical model, we employed the “Partial Least Square (PLS)” approach in the variance-based method. We selected “PLS-SEM” for two reasons: first, it is considered to be the most accurate method for measuring a multidimensional system, and second, it can effectively evaluate the system (Hair et al., 2011; Henseler et al., 2015). PLS-SEM was proposed by (Wold, 1975, 1980) and (Boomsma, 1982) as a tool for describing the relationship amongst latent variables (LVs), which are constructs that are not directly observable but are responsible for the relationship amongst other measured paradigms (Aibinu & Al-Lawati, 2010). (Chinn, 1998) highlights the capability of Structural Equation Modeling (SEM) in handling latent variables and identifying measurement errors in the development of hidden structures.

Measurement Model:

Effectiveness of model in this study was assessed by examining “construct reliability”, “individual item reliability”, “convergent validity”, and “discriminant validity”.

“Table-2 Measurement Results”					
	“Items”	“Loadings”	“Cronbach's Alpha”	“Composite Reliability”	“Average Variance Extracted”
	ECP2	0.894			
	ECP3	0.941			
	ECP4	0.875			
	ECP5	0.841			
	ECP6	0.868			
	ECP7	0.872			
	ECP10	0.893			
	ECP11	0.941			
ECP	ECP12	0.876	0.993	0.995	0.770
	ECP13	0.841			
	ECP14	0.871			
	ECP15	0.876			
	ECP17	0.896			
	ECP18	0.939			
	ECP19	0.871			
	ECP20	0.837			
	ECP21	0.868			

	ECP22	0.874			
	EJF2	0.911			
EJF	EJF3	0.921	0.911	0.941	0.779
	EJF4	0.921			
	EJF5	0.791			
	IJF1	0.878			
	IJF2	0.896			
IJF	IJF3	0.914	0.929	0.948	0.721
	IJF4	0.786			
	IJF6	0.838			
	IJF7	0.804			
	OCB3	0.768			
	OCB4	0.875			
OCB	OCB5	0.723	0.862	0.904	0.636
	OCB7	0.848			
	OCB10	0.787			
	RA3	0.877			
RA	RA5	0.913	0.874	0.928	0.796
	RA6	0.902			

“Notes: OCB=Organizational Citizenship Behavior, RA=Responsive Assurance, EJF= External Job Felicity, IJF= Inbuilt Job Felicity, ECP= Employee’s CSR Persuasion”

Table 2 displays that all constructs have a “Cronbach's-alpha” number more than 0.7, meeting benchmark endorsed by (Hair et al., 2011). Table 2 demonstrates that the conditions for composite reliability, as suggested by (Gefen & Straub, 2005) to be greater than 0.7, have been met. According to (Churchill, 1979) criteria for individual-item reliability, which stipulate that each loading should exceed 0.7, Table 2 shows that all variables meet this requirement

“Convergent validity” was assessed expending the “Average Variance Extract (AVE)”, following the criterion established by (Fornell & Larcker, 1981) which suggests that each-variable must have a least-value of 0.50. Table 2 shows all AVE values exceed 0.50, indicating that the measurement model is convergently valid. Additionally, Table 3 demonstrates that the discrete components of individual elements are loaded more heavily in their related concept than in other-constructs, as their “cross-loading” variance exceeds the required criterion of 0.1 advocated by (Gefen & Straub, 2005), confirming “discriminant validity”.

"Table-3 Loadings and Cross Loadings"

	Items	ECP	EJF	IJF	OCB	RA
ECP	ECP2	0.894	-0.287	0.674	0.492	0.554
	ECP3	0.941	-0.346	0.718	0.553	0.665
	ECP4	0.875	-0.375	0.583	0.513	0.531
	ECP5	0.841	-0.217	0.667	0.543	0.593
	ECP6	0.868	-0.422	0.553	0.564	0.498
	ECP7	0.872	-0.475	0.677	0.599	0.661
	ECP10	0.893	-0.290	0.676	0.489	0.554
	ECP11	0.941	-0.350	0.724	0.552	0.666
	ECP12	0.876	-0.374	0.581	0.513	0.531
	ECP13	0.841	-0.220	0.669	0.55	0.596
	ECP14	0.871	-0.428	0.558	0.577	0.506
	ECP15	0.876	-0.474	0.672	0.607	0.665
	ECP17	0.896	-0.286	0.671	0.498	0.557
	ECP18	0.939	-0.356	0.725	0.558	0.67
	ECP19	0.871	-0.386	0.587	0.518	0.536
	ECP20	0.837	-0.226	0.672	0.547	0.597
	ECP21	0.868	-0.438	0.562	0.574	0.506
	ECP22	0.874	-0.481	0.678	0.602	0.666
EJF	EJF2	-0.478	0.911	-0.443	-0.434	-0.401
	EJF3	-0.383	0.921	-0.380	-0.409	-0.308
	EJF4	-0.352	0.921	-0.449	-0.375	-0.339
	EJF5	-0.164	0.791	-0.324	-0.353	-0.137
IJF	IJF1	0.641	-0.420	0.878	0.641	0.562
	IJF2	0.584	-0.365	0.896	0.582	0.592
	IJF3	0.598	-0.414	0.914	0.551	0.645
	IJF4	0.677	-0.420	0.786	0.474	0.642
	IJF6	0.635	-0.289	0.838	0.475	0.543
	IJF7	0.630	-0.403	0.804	0.575	0.479
OCB	OCB3	0.422	-0.393	0.382	0.768	0.421
	OCB4	0.460	-0.291	0.578	0.875	0.494
	OCB5	0.359	-0.310	0.454	0.723	0.395
	OCB7	0.477	-0.421	0.426	0.848	0.493
	OCB10	0.688	-0.361	0.678	0.787	0.627
RA	RA3	0.578	-0.272	0.598	0.531	0.877
	RA5	0.624	-0.316	0.602	0.527	0.913
	RA6	0.598	-0.353	0.620	0.612	0.902

Table 4 displays the outcomes of the discriminant validity examination using the cross-loading method and Average Variance Extract (AVE). The diagonal values, which represent the square root of AVE, meet the criteria outlined by (Fornell & Larcker, 1981), suggesting that the AVE value should be bigger

than the association amongst factors. This indicates that the measurement model exhibits acceptable discriminant validity.

“Table 4-Fornell-Larcker criterion”

	RA	EJF	ECP	IJF	OCB
RA	0.898				
EJF	-0.357	0.888			
ECP	0.676	-0.415	0.882		
IJF	0.683	-0.462	0.744	0.854	
OCB	0.628	-0.453	0.629	0.654	0.802

In summary, Table 5 shows the “heterotrait-monotrait” ratio of correlations (HTMT), with all values under 0.85. This meets the measure established by Henseler et al. (2015) for the validity of “HTMT”.

“Table-5 Heterotrait-Monotrait Ratio (HTMT)”

	RA	EJF	ECP	IJF	OCB
RA					
EJF	0.410				
ECP	0.729	0.442			
IJF	0.768	0.527	0.781		
OCB	0.711	0.540	0.661	0.713	

The results of the analyses indicate that the dimension-model demonstrates both convergent and discriminant validity. Thus, it is suitable for establishing the main model.

Operational Model

Table 6 presents the results of the first-order analysis, which examined the standardized paths of the structural model corresponding to each hypothesis tested in this study. Additionally, Table 7 displays the results of the higher-order analysis.

Table-6 Results of Path Analysis (Significant Level: *p < 0.01)**

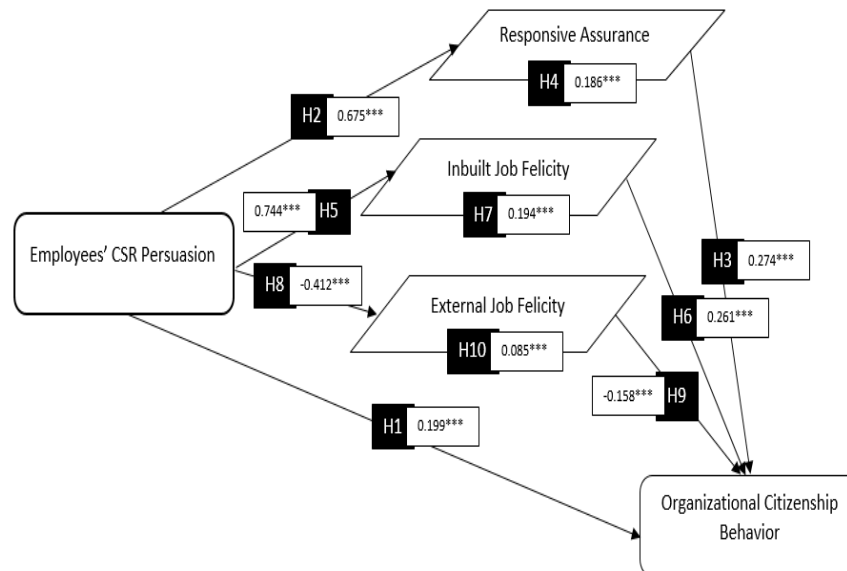
Hypothesis	Regression Path	Effect nature	SRW	Comments
H1	ECP → OCB	Direct Effect	0.199***	Sustained
H2	ECP → RA	Direct Effect	0.675***	Sustained
H3	RA → OCB	Direct Effect	0.274***	Sustained
H5	ECP → IJF	Direct Effect	0.744***	Sustained
H6	IJF → OCB	Direct Effect	0.261***	Sustained
H8	ECP → EJF	Direct Effect	-0.412***	Not Sustained
H9	EJF → OCB	Direct Effect	-0.158***	Not Sustained

Discussion

The outcomes of the path-analysis, as presented in Table 6, cover 10 hypotheses, three of which involve the mediation examination outlined in Table 7. The analysis reveals that 8-hypotheses demonstrate a affirmative and substantial relationship, while 2 were excluded due to indicating a negative correlation.

Analyzing the outcomes in Table 6, H1 (ECP → OCB) shows a significant positive relationship ($B = 0.199$, $p < 0.01$) amongst employees' CSR values and OCB. Similarly, H3 (RA → OCB) is supported, indicating that Responsive Assurance is positively and considerably related with OCB ($B = 0.274$, $p < 0.01$). Additionally, H6 (IJF → OCB) also demonstrates a positive and substantial correlation amongst Inbuilt Job Felicity and OCB ($B = 0.261$, $p < 0.01$).

“Figure-2 Results of Path Analysis”



Results indicate that employees in Pakistan are more inclined to engage in organizational citizenship behavior when they observe their business as normally accountable. Furthermore, personnel with higher ranks of Inbuilt Job Felicity and Responsive Assurance are more likely to participate in corporate citizenship activities. These findings suggest that organizations should prioritize implementing CSR policies and practices to enhance

employee commitment and job felicity, thereby encouraging organizational citizenship behavior. As awareness of CSR grows amongst the Pakistani public, employees are becoming more mindful of their organization's social responsibility, leading to increased citizenship behavior. These outcomes are consistent with preceding studies by (H. L. Kim et al., 2017; Kunda et al., 2019b; Zhang et al., 2014).

The study found support for H2 (ECP → RA), indicating a positive and substantial relationship amongst employees' CSR beliefs and Responsive Assurance ($B=0.675$, $p<0.01$). Similarly, H5 (ECP → IJF) showed a positive and substantial connotation amongst employees' CSR beliefs and Inbuilt Job Felicity ($B=0.744$, $p<0.01$), suggesting that Pakistani employees' persuasion of their organization's CSR has a positive influence on their Responsive Assurance and Inbuilt Job Felicity. This finding is consistent with prior research by (Closon et al., 2015; Fu et al., 2014; Lee et al., 2012).

However, H8 (ECP → EJJ) indicated a substantial undesirable relationship concerning employees' CSR beliefs and External Job Felicity ($B=-0.412$, $p<0.01$), which was supported by H9 (ECP → EJJ) ($B=-0.424$, $p<0.01$). H9 (EJJ → OCB) also revealed a negative relationship amongst External Job Felicity and OCB ($B=-0.158$, $p<0.01$). These findings differ from those of a study steered in Turkey by Kunda et al. (2019). Therefore, the study suggests that increased External Job Felicity amongst Pakistani employees may cut their OCB. Furthermore, the outcomes showed that employees' CSR beliefs have a negative impact on their External Job Felicity, which could be explained by employees who are inspired by external aspects such as salary may not involve in citizenship activities without remunerated.

Mediation Analysis

The research paper findings suggest that the hypotheses H4, H7, & H10, which investigated the intervening effect of workers' persuasion of (CSR), had a partially mediating result on the relationship. Indeed, it is essential to interpret these results within the specific context of the referenced study.

Table-7 Mediation Analysis (Significant Level: *** $p < 0.01$)

Hypothesis	Regression Path	Effect type	SRW	Remarks
H4	ECP → RA → OCB	Indirect Effect	0.186***	Partial Mediation
H7	ECP → IJF → OCB	Indirect Effect	0.194***	Partial Mediation
H10	ECP → EJJ → OCB	Indirect Effect	0.085***	Partial Mediation

Inbuilt Job Felicity (IJF) partially intervenes the relationship amongst employees' CSR persuasions and OCB ($B=0.194$, $p<0.01$) according to Hypothesis 7 (ECP → IJF → OCB), but the data show that a direct link is more effective ($B=0.199$, $p<0.01$). This suggests that workers are more

prospective to engage in “citizenship behavior” when they identify their company is deeply engaged in CSR efforts, rather than through inbuilt job felicity. However, when employees are satisfied with their work and employment, the connection amongst employees' CSR persuasions and OCB improves. Hypothesis 10 ($ECP \rightarrow EJP \rightarrow OCB$) demonstrates that external job felicity (EJP) partially mediates the association amongst employees' CSR persuasions and OCB ($B=0.085$, $p<0.01$). When compared to the direct relationship amongst employee CSR and OCB, it becomes evident that workers' CSR persuasion has a greater direct impact on their OCB behavior than the mediated association. This suggests that employees with external job felicity are linked to their CSR persuasion, which encourages OCB. Though, in a straight connection, the connotation is negative but substantial. Therefore, when employees obtain assistances and fair compensation, their citizenship behavior improves as a result of their employers' CSR initiatives. Overall, the findings support the idea that multiple processes underlie the association amongst CSR and OCB, as demonstrated in current literature (Carmeli et al., 2007; Fu et al., 2014; Islam et al., 2016; Jones, 2010; Lee et al., 2012).

Inferences and Significances

Conclusion

This study highlights the significant impact of “Corporate Social Responsibility (CSR)” on organizational conduct, specifically Organizational Citizenship Behavior (OCB), amongst employees. Based on the Social Identity Theory, the research adds to the current body of knowledge by examining different factors that influence OCB, with a particular emphasis on responsive assurance and job felicity—both inbuilt and external—as mediators. The objective is to determine whether CSR initiatives promote organizational citizenship behavior, especially in non-industrialized nations.

The study, based on survey responses from 518 employees in corporate sectors involved in CSR activities, utilizes Structural Equation Modeling (SEM) for data analysis. Amongst the ten hypotheses tested, eight are validated, highlighting the importance of CSR in shaping organizational behavior.

Key results include a positive and substantial relationship amongst Employees' CSR Persuasion and OCB, indicating that CSR enhances organizational citizenship behavior, especially in non-industrialized settings. Furthermore, employees' persuasion of CSR shows positive and significant links with responsive assurance and inbuilt job felicity, but a negative association with external job felicity. Additionally, responsive assurance and

inbuilt job felicity are positively related to organizational citizenship behavior, while external job felicity is negatively correlated.

The mediation analysis reveals that responsive assurance, inbuilt job felicity, and external job felicity collectively mediate the relationship amongst employees' CSR persuasion and organizational citizenship behavior. This underscores the proactive involvement of companies in CSR activities, emphasizing their impact on employee behavior and, more specifically, OCB.

In summary, the findings offer valuable insights for Pakistani organizations, advocating for an active approach to CSR initiatives. Recognizing the positive organizational outcomes of CSR on employee behavior is not just theoretical but also has practical implications. The study promotes a deeper understanding and appreciation of the complex interplay amongst CSR and employee behavior, contributing both theoretically and practically to the organizational landscape in Pakistan.

Management Significances

Managers in Pakistani organizations hold a pivotal role in leveraging Corporate Social Responsibility (CSR) to enhance the organization's image and cultivate positive persuasions amongst employees. Such efforts, as highlighted by Jiang et al. (2012), can lead to improved Organizational Citizenship Behavior (OCB). Quinn (2013) emphasizes that employees actively seek socially responsible organizations when job hunting, reinforcing the need for organizations to participate in CSR actions that generate long-term significance and paybacks.

For optimal functionality and service quality improvement, organizations should proactively communicate CSR initiatives to employees, encouraging their participation in socially responsible behavior. Regular communication not only strengthens the emotional attachment of current employees but also fosters a positive work environment, attracting and retaining potential employees.

The study's findings underscore the impact of employees' persuasions of a company's commitment to CSR on job felicity, emotional attachment, and OCB. In response, organizations are advised to intensify their CSR initiatives, aligning them with employees' fundamental rights and well-being. CSR is framed as a company's responsibility to its employees, customers, society, and the government, emphasizing the need for a holistic approach to CSR that respects employees' rights.

In addition to societal contributions, organizations should involve employees in decision-making processes and encourage transparency in CSR activities. Effective internal CSR communication, combining benefits with technical strategies, is crucial, particularly in developing countries like Pakistan where employee responsive assurance is often driven by benefits.

Personalization of CSR initiatives is highlighted as a more effective approach, resonating with individuals' core beliefs. The study suggests that employees are more engaged when involved in meaningful, personalized CSR initiatives, emphasizing the importance of a tailored, rather than one-size-fits-all, approach.

Furthermore, the engagement of employees in CSR can be enhanced through top-level managerial support. Leadership should actively encourage and emphasize the importance of employees' participation in CSR programs, both for the benefit of the community and the organization.

The study proposes two CSR strategies for organizations: integrating CSR into core processes, products, and services, or adopting a parallel approach where employees embed CSR into their jobs through job crafting models. Managers, through practical strategies, can encourage corporate citizenship behavior amongst employees.

The creation of a welcoming environment that encourages open communication and the public recognition of committed employees is advocated. Responsive assurance, including public acknowledgment and linking such actions to rewards, is highlighted as a means to enhance employee citizenship behavior.

In conclusion, the study emphasizes the critical role of both inbuilt and external job felicity in fostering corporate citizenship behavior. Recognition and rewards for achievements lead to inbuilt job felicity, while job security, proper compensation, and benefits contribute to external job felicity. Pakistani organizations are urged to recognize the global importance of CSR, develop collaborative strategies with local communities, and prioritize CSR initiatives, as they contribute to increased productivity and efficiency, crucial for global competitiveness.

Academic and Practical Contributions

This study offers valuable insights into the complex interplay amongst Corporate Social Responsibility (CSR) and organizational behavior, particularly Organizational Citizenship Behavior (OCB), amongst employees. It examines how employees' beliefs in CSR relate to their sense of Responsive Assurance, inbuilt and external Job Felicity, and ultimately, their OCB. This investigation is particularly relevant in Pakistan's diverse business landscape, encompassing organizations of changing sizes, from Small to Medium-sized Enterprises (SMEs) to large Multinational Corporations (MNCs).

Furthermore, the study delves into the moderating role of affective commitment and both inbuilt and external job felicity in shaping the link amongst employee CSR beliefs and OCB. This nuanced approach enhances our understanding of how CSR influences organizational behavior, shedding light on the mechanisms at play. Additionally, the research contributes to the social-personality theory, revealing that CSR initiatives can foster OCB

amongst employees in developing countries, challenging assumptions about resource constraints. This insight extends the reach of CSR practices beyond resource-rich environments and underscores the strategic importance of CSR activities in enhancing both employee well-being and organizational performance.

Future Directions and Limitations

Though this research offers valuable understandings, there are several restrictions that future research could address to further enhance our understanding of the topic. Firstly, the study's focus was limited to Islamabad/Rawalpindi, Pakistan, which may restrict its broader applicability. Future studies could consider including a more diverse range of locations within Pakistan or even expand to international settings to provide a more comprehensive view of the relationship amongst Corporate Social Responsibility (CSR) persuasion and Organizational Citizenship Behavior (OCB).

Secondly, increasing the sample size and variety could reinforce the study's generalizability. A larger and more varied sample would offer a richer understanding of how CSR persuasion influence OCB across different organizational contexts and employee demographics.

Thirdly, while the cross-sectional design of the study provided valuable insights, future research could benefit from longitudinal studies to examine the long-term effects of CSR persuasion on OCB. This would help to capture the lively nature of these relationships over-time and provide a more robust understanding of their impact.

Additionally, future research could explore the potential mediating effects of other variables, such as ethical or environmental principles, on the relationship amongst CSR persuasion and OCB. This could help to uncover additional pathways through which CSR initiatives influence employee behavior and organizational outcomes.

In conclusion, addressing these limitations and exploring these future research directions could further enrich our understanding of how CSR persuasion influence OCB and provide valuable insights for organizations looking to enhance their CSR practices and employee commitment.

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