

# THE INFLUENCE OF CSR PERCEPTION ON EMPLOYEE ORGANIZATIONAL SUPPORT AND TURNOVER INTENTION EXAMINING THE MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION

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## ABSTRACT

The augmented numbers of corporate scandals in organizations in the recent past and societal concerns over the corporate actions have sparked interest from practitioners' as well academic researchers in corporate social responsibility. Most of the large organizations incorporate CSR as a core strategic component and because of this reason it has received substantial attention from researchers. Studies on macro-CSR are manifold; however, micro-CSR or employees' perception of organizational engagement in CSR received a very little attention from researchers. Employees' CSR perception looks at how employee perceives the CSR initiatives of organization and thus, how it affects employee behaviors and attitudes. The goal of this study is to go deeper into the concept of CSR perception and its relationship to various employee outcomes. For this purpose, this study looks into the link between employee perceptions of CSR and important employee outcomes (i.e., willingness to support organization (WSO) and turnover intention). Further, to understand that how and why CSR perception can affect employee outcomes, this study aims to explore underlying mechanism to provide additional comprehension. So, for this purpose this study examined organizational identification as possible mediator. This study proposed that CSR perception effect on employee outcomes is through organizational identification. Data were collected from those firms in Pakistan that mention CSR as the company core component. Data were analyzed through bootstrapping procedure using process macro in SPSS. According to the findings, a positive relationship exists between CSR perception and WSO and negatively with the employee's turnover intention. Furthermore, the results indicated that the link between the perceived CSR with WSO & turnover intention was via organizational identification. In last, this study discussed the study theoretical and managerial implications for the organizations in detail.

**Keywords:** CSR perception, Willingness to Support Organization (WSO), Organizational Identification, Turnover Intention, Pakistan

## INTRODUCTION

Organizational responsibilities towards all stakeholders are always highly voiced by international and philanthropic organizations and that's why organizations have been stressed to fulfill their responsibilities towards these stakeholders (Aguinis, 2011; Glavas, 2016). Consequently, governments and the general

public pressurized firms to involve in more sustainable and environment-friendly businesses (Gond, El Akremi, Swaen, & Babu, 2017). Corporate social responsibility (CSR) is referred to that concept where by organizations "integrate social and environmental concerns in their business operations and in their interaction with

their stakeholders on a voluntary basis” (Commission, 2001; Commission., 2001). The concept of corporate social responsibility has been investigated by researchers extensively in the recent past, however, the focus was mostly at organizational-level (Macro-level) CSR (Aguinis & Glavas, 2012). Recently researchers have shifted and expanded the focus of CSR to the concept to such that how employees perceive the organizational engagement in CSR and how employees’ CSR perception can influence their behaviors and attitudes towards the organization (Glavas, 2016). It leads to the conceptualization of the employee’s perception of organizational CSR or micro-CSR, and further how this perception of CSR affects employee’s different behavioral and attitudinal outcomes towards the organization (Aguinis & Glavas, 2013; El Akremi et al., 2018). This conceptualization of micro CSR ignite further research in this field and thus received substantial attention in the field of OB/HR (Aguinis & Glavas, 2012). Recent empirical studies on employee’s perception of CSR shows its effectiveness on employee’s different outcomes such that employees positive perception of organization CSR enhances positive outcomes such as organization commitment, OCB, Innovative work behavior, organizational identification and mitigate negative outcomes such as deviance, unethical behavior and turnover intention (Afridi et al., 2020; M. Farooq, Farooq, & Jasimuddin, 2014; Farooq, Rupp, & Farooq, 2017; Hansen, Dunford, Boss, Boss, & Angermeier, 2011; Wang, Yang, Cao, & Lee, 2019).

Although studies on perceived CSR are increased manifold and progressed well, however, there is important employee outcomes that are no or very less investigated. This study aims to link employees’ CSR perception with important employee outcomes that are employee’s willingness to support organization, and turnover intentions. It has been pointed out in recent reviews that it is very important to understand that how organization engagement in CSR can influence employees’ attitude and the behavior towards organization (Glavas, 2016; Gond et al., 2017) and thus following these argumentations the current study attempts to unearth the role of employees’ CSR perception in enhancing their willingness to support organization and wish to

remain part of the current organization and thus less likely to leave the organization. Researchers in their recent works argued that there are very less understanding and explanation about how and why CSR perception can enhance and/or mitigate employees outcomes (El Akremi et al., 2018; Gond et al., 2017). For further more clear understandings, these studies argued for the need to explore further the mediating links through which CSR perception linked with different employees’ outcomes (Hur, Moon, & Ko, 2018; Ng et al., 2019). Thus, based on the previous literature, this study will investigate that how and why employee’s perception of organizational engagement in CSR can affect their attitude and behavior towards their organization and job as well the mediating link to explain how CSR perception effect these outcomes.

### **Problem Statement**

Organizational engagement in corporate social responsibly activities has always been advocated. CSR has been linked with organizational performance at macro level (Becchetti, Di Giacomo, & Pinnacchio, 2008). It has been also found to be associated with organization prestige and customer loyalty and retention (C.-Y. Lee, 2019; van Doorn, Onrust, Verhoef, & Bügel, 2017). Recently, organizational behavior researchers has stressed the need to investigate that how employees’ perception of organizational engagement in CSR activities effects their attitude and behaviors (Gond et al., 2017).

Literature on employees’ CSR perception highlighted that how it is associated with different employees’ outcomes such as commitment, OCB, organizational identification, creativity, deviance, intent to quit and others (Ng et al., 2019; Reklitis, Trivellas, Mantzaris, Mantzari, & Reklitis, 2018). However, in recent review papers, some scholars suggested that there is unclear and less understanding of the descriptions for how employee’s perception of CSR may affect their outcomes (El Akremi et al., 2018; Glavas, 2016; Gond et al., 2017). Thus, the problem addressed in the present study is to investigate the association between employee’s CSR perception and two important employee outcomes; employees’ WSO & turnover intention. Previous studies argued that when individuals think that their firms are genuinely

engaged in the CSR activities, employees usually positively respond to such activities (Ballinger & Schoorman, 2007; Ng et al., 2019). It has been argued by Ng et al. (2019) that employees will feel more positive about the organization and pride to be associated with it when they observe that the organization is doing something great beyond what average firms can do. In similar line, it has been expected in this study that employees would likely to support the organization and less likely to show intention to leave their organization. To understand how employees' CSR may perception related to different outcomes, it is also essential to know the underlying mechanisms. Hence, it is vital to inspect the intervening mechanisms through which these effects occurs (Hur et al., 2018). Thus, the present study contends that when employees perceive positively about their organizational CSR activities, it may lead to high organizational identification which consequently leads to high WSO and less likely to turnover intension. Hence, center to this study is the idea that when organizational CSR activities is perceived genuine by employees, they feel proud to be associated and identified with such organizational and thus show more willingness to support their organization and stay committed to it.

### **Purpose of the Study**

The study aims to investigate the relationship between employees' perceptions of Corporate Social Responsibility (CSR) and their attitudes and behaviors towards the organization.

Specifically, the research will:

- Examine the impact of perceived CSR on employee well-being and turnover intentions.
- Explore organizational identification as a potential factor influencing the relationship between perceived CSR and employee outcomes.
- Contribute to the existing literature by studying this relationship in a Pakistani context, assessing the generalizability of findings from Western research.

Essentially, the study seeks to understand how employees perceive their company's CSR efforts, and how this perception affects their job

satisfaction, likelihood of leaving the company, and overall connection to the organization.

### **Research Questions**

1. Does employees' CSR perception affect WSO?
2. Does employees' CSR perception affect turnover intention?
3. Is organizational identification mediating the relationship between employees' CSR perception and its WSO?
4. Is organizational identification mediating the relationship between employees' CSR perception and turnover intention?

### **Research Objectives**

1. To analyze the effects of employees' CSR perception on WSO & turnover intention.
2. To study the mediating role of organizational identification in the relationship between employees' CSR perception and its willingness to support organization.
3. To study the mediating role of organizational identification in the relationship between employees' CSR perception and turnover intention.

### **Significance of the Study**

This study aims to expand on existing research about how employees' perceptions of Corporate Social Responsibility (CSR) affect their job satisfaction and likelihood of leaving the company. It will do this by investigating the relationship between employee perceptions of CSR and their well-being and turnover intentions. Additionally, the study will explore how organizational identification influences this relationship, providing deeper insights into the process through which CSR impacts employee outcomes.

### **Literature Review**

The importance of CSR for the organization reputation and success has been well-recognized in the management literature (Aguinis & Glavas, 2019). The concept of CSR takes into

consideration all the possible stakeholders attached with the organization. Human resource is considered an important stakeholder for the organization (DeCenzo, Robbins, & Verhulst, 2016) and therefore, it is vital to understand how employees perceive organizational engagement in CSR activities and subsequently influences their behaviors (Aguinis & Glavas, 2012). The organizational researchers have argued that people make sense of the environment, and therefore reasoned the need to understand how they make sense of it and how its assessment can influence their behaviors (Aguinis & Glavas, 2019; Davis-Blake & Pfeffer, 1989; Ng et al., 2019). Similarly, present study is trying to advance our understanding on how employees make sense of corporate social responsibility activities and how it effects their WSO and more likely to stay in the organization. For this purpose, this chapter (Chapter 2) provides to date relevant literature review on perceived CSR, organizational identification, willingness to support organization, and turnover intention. Further, this chapter presents the rationale for the proposed relationship as well the theoretical basis for the current study. Final portion of this chapter will discuss the hypotheses development based on the previous relevant literature

### **Corporate Social Responsibility**

CSR is an distinguished academic term that is referred to “context-specific organizational actions and policies that take into account stakeholders’ expectations and the triple bottom line of economic, social, and environmental performance” (Aguinis, 2011), p.855).The notion of CSR is very important for organization as most of the organizations claims to be engaged in CSR activities at some extant (Glavas, 2016). The concept of CSR covers many types of stakeholders; that includes members inside the organization as well as those outside the organization (Aguinis & Glavas, 2019). CSR has long history and therefore, been studied in the field of management and organization. However, most of the work on CSR has focused on macro-level or referred as organizational-level (Glavas, 2016).

### **Organizational Identification**

Individuals define oneself in term of a social group with which they feel to be connected (Conroy, Henle, Shore, & Stelman, 2017). With reference to the organizational setting, individual as part of the organization places very high value on organizational membership and establish an emotional connection with the organization (Ashforth, Harrison, & Corley, 2008). There can be many reasons responsible for this connection between employee and organization as suggested by previous studies such as organizational setting, organizational environment, and leadership etc. while organization CSR initiative has been also pointed out that could generate employee-organization Identification (W. Wang, Fu, Qiu, Moore, & Wang, 2017). Such concept where an individual feel oneness and identify themselves with the organization is referred to organization identification. However, before explaining this association between CSR and organizational identification it is important to elucidate this concept in detail as well

### **Dependent Variables of the Study**

Present study aims to examine two important employee’s outcomes as outcome/dependent variables; employee turnover intention and employee willingness to support organization. The following section of this chapter provides recent literature about these variables.

### **Employee Turnover Intention**

Employee turnover especially voluntary turnover is a topic of great interest for the organizational scholar as it represents a substantial cost, disturb organizational functionality and success (Griffeth & Hom, 1995). It has been argued by scholars that turnover represents both financial (monetary) cost as well as intellectual capital lost and thus very important to understand reasons employee turnover (Hom, Allen, & Griffeth, 2019; Shaw, Duffy, Johnson, & Lockhart, 2005). Turnover has been argued to incur billions of dollars lost for companies in US only, and therefore it is vital to understand reasons for turnover so that organization can devise strategies to promote retention and thus, can save huge dollar amount for the organizations (Shaw et al., 2005). Turnover has been argued one of the important sources that negatively effects

organizational performance and low turnover has been linked with organizational performance

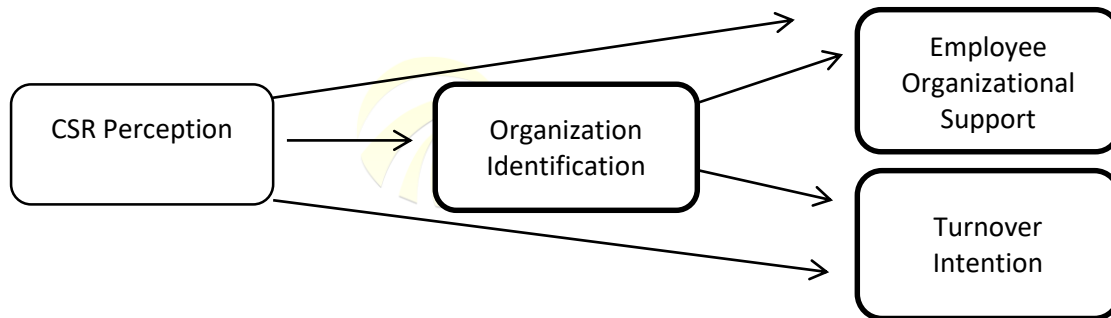
**Employee Willingness to Support Organization (WSO)**

WSO represent in important variable which capture the employee “intention to actively support their organization and contribute to organizational success even when this is uncomfortable for the self” (Nikandrou & Tsachouridi, 2015). Social exchange perspective had been mostly employed to elucidate the employer-employee relationship such that when organization is perceived to be treating better their shareholders; employees reciprocate it through positive and beneficial behavior towards

the organization. When employee is internally motivated, he/she shows an increase in extra-role behavior (Nikandrou & Tsachouridi, 2015). Extra-role behaviors have different forms in which employees volunteer to take on an additional assignment, serving the organization so to become more prosperous and putting forward additional effort on the work. Present study thus argues that WSO represents the extent to which employee is willing to abandon personal gain for the support of their organization by doing more extra-role responsibility and taking extra risks, and by doing additional sacrifices for the organization if necessary (Tsachouridi, 2016)

**Theoretical Framework**

Build on the literature review & hypotheses; present research work proposes the subsequent theoretical framework.



**Research Methodology**

**Research Design**

This is an empirical study using quantitative survey method to evaluate the proposed relationship and conduct the study. While for data collection a convenient sampling technique were used to gather the data from the population sample. Quantitative research methods are used to gather information through numerical data. It is used to quantify opinions, behaviors or other defined variables. These are predetermined and are in a more structured format. Some of the commonly used methods are survey, longitudinal studies, and polls (Hafner & Hafner, 2003). A

Likert-type scale were created with utilizing items from previous research (Choi & Mai-Dalton, 1999; F. A. Mael & Ashforth, 1995; Simmons, Cochran, & Blount, 1997; Turker, 2009) which are well-tested with number of studies with diverse population sample. Due to the current covid-19 related situation the survey was administered by mail. With instruments items four demographic variables were also included in the survey following previous related studies. Cochran’s Formula was used to calculate the appropriate size of sample to be collected from the targeted population.

**Participants and Sampling Procedure**

The nature of this study is empirical and therefore quantitative research methods are used. In such method information has been gathered through

numerical data. A questionnaire was used to obtain the data from the respondents. Participants were employed for this research from large firms who mention CSR as the company core

component in Pakistan. It is very important to choose such organizations so that the respondents have better understanding about organizational CSR activities and initiatives. Telecom sector companies in Pakistan advertised a lot about their CSR activities in Pakistan that's why this study chose to collect from these organizations. There are four main cellular companies in Pakistan that are; Mobilink Mobile Communications Limited, Telenor Pakistan, CM Pak Limited (Zong) and

Pak Telecom Mobile (Ufone). Number of employees was selected as a sample from these above mention companies located in the capital city Islamabad. The total number of employees in these four companies is 1482, as mentioned in below table 3.1, out of total population of 1482 a sample of 306 employees' need be considered, calculated on Cochran's Formula, as well as the same sample is determined through Morgan and Krejcie (1971) table.

Morgan and Krejcie (1971) table

$$n_0 = \frac{Z^2pq}{e^2}$$

Whereas:

- e represent the desired level of precision
- p is the (estimated) proportion of the population
- q obtained via 1 – p.

$$((1.96)^2 (0.5) (0.5)) / (0.05)^2 = 385$$

Further, to calculate sample size of known population, the following formula of Cochran is used:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Below is the table showing the population size of the selected organization for the study.

Population Size of Target Organization

S. No.	Name of Company	Total no of Employees
01	Mobilink Communications Limited Pakistan	461
02	Telenor Pakistan	334
03	CM Pak Limited (Zong)	325
04	Pak Telecom Mobile (Ufone)	362
	<b>Total</b>	<b>1482</b>

The above sampling formula was proposed by Cochran (1977). According to this formula the ideal sample size for the proposed population

would have be 271. The detail description of the Cochran (1977) formula is presented as below.

$$n_0 = z^2 * (1 - p) / e^2$$

Where;

n0 = sample size

Z= is the two tailed area under the normal curve

e = sampling error

p= is the population of a proportion with a desired attribute

Given these values and an acceptable sampling error of 6.5%, the sample size for this study has been determined. The formula calculated the

acceptable sample size for the study is to be around 271. However, request has been made to a total of 370 employees through management to

participate in the study. This study chooses to collect data from more participants as it has been observed in previous research work that some participants may not either return the response or return incomplete. The survey instrument through which data were collected consists of 31 items. In return, a total of 287 responses have been received fully complete after removing incomplete data. Thus, the final responses were to 287 that received from respondents making the response rate 77.56 %.

As till now there is no such variables in our study that can cause self-biased from employees such as high rating for own performance etc., therefore, data will be collected from employees about their CSR perception and about their immediate supervisor leadership ethical behavior. Moreover, to avoid common method variance and any such methodological problems in our data collection researchers' recommendation will be followed (Morgan & Krejcie, 1971; Philip M Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Philip M. Podsakoff, MacKenzie, & Podsakoff, 2012)

**Reliability and Validity**

To check the validity and reliability of construct Cronbach's alpha ( $\alpha$ ) were calculated and checked. Further, to assess the properties of the latent variables a confirmatory factor analysis (CFA) was conducted by using AMOS. To assess the model fitness, this study checks for chi square, confirmatory fit index (CFI), Tucker-Lewis's index (TLI) and other indices

**Measures**

The present study has used the following research instruments developed by previous researches regarding the study variables and well-tested in various studies. Reliability and validity of these instruments has been checked and reported. A 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) has been used in this study to collect the data from the respondents.

**Data Analysis & Results**

**Descriptive statistics**

Prior of presenting statistical analyses of CFA and hypotheses testing, I presented some descriptive statistics of the study constructs which includes standard deviations, means, and correlations among variables. To generate descriptive statistics, this study used SPSS 21.0.0. These statistics are presented in table 4.1. The results for the correlations indicate that employee perceived CSR is significantly and positively correlated with employee organizational identification ( $r = 0.67, p = 0.01$ ), and WSO ( $r = 0.33, p = 0.01$ ). While employee perceived CSR is significantly and positively correlated with employee turnover intention ( $r = -0.34, p = 0.01$ ). Similarly, organizational identification is significantly and positively associated with WSO( $r = 0.33, p = 0.01$ ), while negatively but significantly correlated with employee turnover intention ( $r = -0.31, p = 0.01$ ). Thus, it provides initial support to our proposed relationship in this study. The table 4.1 presented the mean, standard deviations and correlations for the control and main variables.

**Mean, Standard Deviations, Reliability, and Correlations**

Variables	Mean	SD	Pearson Correlations							
			1	2	3	4	5	6	7	
1. Age	2.63	1.08	n/a							
2. Education	2.60	0.47	-0.02	n/a						
3. Gender	1.66	0.56	0.30**	0.00	n/a					
4. CSRP	3.84	0.57	-0.05	0.09	-0.04	(0.90)				
5. OI	3.77	0.46	0.05	-0.01	0.09	0.67**	(0.70)			
6. TI	2.15	0.47	0.12*	-0.08	0.01	-0.34**	-0.31**	(0.71)		
7. WSO	3.66	0.44	0.01	0.06	0.16**	0.33**	0.33**	-0.25**	(0.65)	

Notes: n = 287 and the reliability (Cronbach's  $\alpha$ ) of construct is in the parentheses. \*po0.05; \*\*po0.01, while SD= standard deviation, CSRP=corporate social responsibility perception, OI=organizational Identification, TI=Turnover Intension, and WSO=willingness to support the organization.

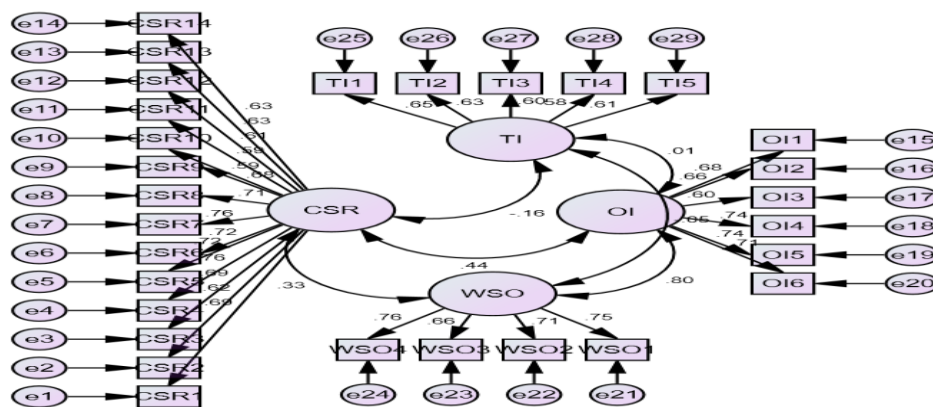
**Test of the Measurement Model**

For the purpose of checking convergent and discriminatory validity of instrument scales as well as to test factor structure of the model, CFA has been conducted. The current study run a series of CFAs. First, I tested for four-factor model (study hypothesized model) which included all the constructs in the proposed model. This theoretical model of four factors (M0) has been compared with a different alternative model (M1, M2, and M3). In three-factor model (M1) organizational identification and turnover intention has been combined. Similarly, in two-factor model (M2) organizational identification, turnover intention, and WSO has been combined. While finally, in one-factor model (M3) all the

variables have been combined so to test whether study hypothesized model captured distinctiveness or not. Study results for the confirmatory factor analysis shows that the study hypothesized model demonstrated better fit compared to all alternative models. All the indicators showed statistically significant ( $p=0.001$ ) loadings on their respective constructs, which indicate for the convergent validity of the construct. The fit indices for the study proposed model were  $\chi^2 (371, n = 387) = 524.79$ , CFI = 0.935, TLI = 0.929, IFI = 0.936, and RMSEA = 0.045, which surpass the cut-off value of 0.90. Table 4.2 Present the detail comparison of all the models against measurement model.

Models	$\chi^2$	df	$\Delta\chi^2$	$\Delta df$	CFI	TLI	IFI	RSMEA
A Hypothesized Model Four-factor Model (M0)	524.79	371	-	-	0.935	0.929	0.936	0.045
Alternative Models								
Three-factor Model (M1)	724.54	374	196.75	3	0.851	0.838	0.853	0.068
Two-factor Model (M2)	771.53	376	246.74	5	0.832	0.819	0.834	0.072
One-factor Model (M3)	1311.89	377	607.1	6	0.603	0.573	0.608	0.111

Notes: n = 287. All models including M1, M2, and M3 are compared to four-factor model. In M1 organizational identification and turnover intention were combined. In M2 organizational identification, turnover intention and WSO were combined, while in M3 all variables were combined.





**Factor loading of study model**

More, alternative models were compared against study measurement model. How alternative models were conducted, has been explained an above sentence. Alternative models showed worse fit against the measurement model such that; three-factor model fit indices were  $\chi^2$  (374, n = 387) = 724.54, CFI = 0.851, TLI = 0.838, IFI = 0.853, and RMSEA = 0.068, two-factor model fit indices were  $\chi^2$  (376, n = 387) = 771.53, CFI = 0.832, TLI = 0.819, IFI = 0.834, and RMSEA = 0.072, while one-factor model  $\chi^2$  (277, n = 387)

= 1311.89, CFI = 0.603, TLI = 0.573, IFI = 0.608, and RMSEA = 0.111. Thus, the fitness of the measurement model to all other alternative models provides further evidence for the discriminant validity of the scales. To check for the convergent validity, this study average variance extracted (AVE). The AVE for the constructs ranges from 0.51 to 0.58, thus exceeding the benchmark of 0.50 (Bagozzi & Yi, 1988).

	OI	OI	WSO	WSO	TI	TI
	M1	M2	M3	M4	M5	M6
1 Control variables						
Age	0.01	0.02	-0.01	-0.15	0.04	0.05
Gender	0.08	0.10	0.17	0.16	-0.03	-0.01
Education	-0.01	-0.06	0.02	0.03	-0.04	-0.05
2 Predictor						
PCSR		0.56***	.26***	0.17**	-0.27**	-0.17**
3 Mediator						
OI				0.16*		-0.17*
F	0.95	65.61	12.22	10.95	10.82	9.85
R <sup>2</sup>	0.01	0.48	0.14	0.16	0.13	0.14
$\Delta R^2$	-	0.47*	0.11**	0.01**	0.11**	0.01**

Notes: n = 287. n = 251, \*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001. PCSR = perceived corporate social responsibility, OI =organizational identification, TI = turnover Intention, WSO = willingness to support the organization.

**Results for the Regression Analyses**

To further validate the hypotheses and regressions analyses, this study choose to use bootstrapping procedure by using PROCESS Macro (Hayes, 2013). As it has been argued as one of the most powerful and valid method for testing intervening effects(Zhao et al., 2010), therefore, I also check through this procedure my study hypotheses. 5,000re-sample was used in the bootstrap. The bootstrap results show that perceived CSR linked significantly positively with organization identification ( $\beta = .56$ , SE = .035, LLCI = .49-ULCI = .63), WSO ( $\beta = .17$ , SE = .058, LLCI = .05 - ULCI = .28), and negatively with turnover intention ( $\beta = -.17$ , SE = .063, LLCI = -.30 - ULCI = -.052). Thus, the bootstrapping results further support study hypothesesH1, H2,

and H3. For mediation analysis of H4 and H5, I run model 4 in PROCESSMacro as recommended by (Hayes, 2013).Result for H4 shows that the indirect effect of perceived CSR on employees' WSO via organizational identification was 0.09 while CIs for this indirect effect was [0.005, 0.184]. Thus, the indirect effect of perceived CSR on employees' WSO via organizational identification was significant; indicate that organizational identification acts as mediator in this relationship. Likewise, results for H5 shows that the indirect effect of perceived CSR on employees' turnover intention through organizational identification was -0.10, while CIs for this indirect effect was [-0.194, -0.0148]. This result confirms the organizational identification role of mediator between these relationships. Hence, these bootstrapping results further support study hypotheses H4 and H5. Results for bootstrapping procedure have been presented in table 4.4.

**Regression Results for Direct and Indirect Effect**

Variables	B	SE	t	p	LLCI	ULCI
Indirect effect						
PCSR-OI	<b>0.56</b>	<b>0.0365</b>	<b>16.03</b>	<b>0.001</b>	<b>0.468</b>	<b>0.638</b>
PCSR-WSO	<b>0.17</b>	<b>0.0588</b>	<b>2.90</b>	<b>0.01</b>	<b>0.021</b>	<b>0.302</b>
PCSR-TI	<b>-0.17</b>	<b>0.0631</b>	<b>-2.80</b>	<b>0.01</b>	<b>-0.326</b>	<b>-0.052</b>
Indirect effect						
PCSR-OI-WSO	<b>0.0922</b>	<b>0.044</b>	<b>6.14</b>	<b>0.001</b>	<b>0.005</b>	<b>0.184</b>
PCSR-OI-TI	<b>-0.100</b>	<b>0.045</b>	<b>-6.01</b>	<b>0.001</b>	<b>-0.194</b>	<b>-0.014</b>

Notes: n = 287. n = 251, \*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001. PCSR = perceived corporate social responsibility, OI = organizational identification, TI = turnover Intention, WSO = willingness to support the organization

**Conclusion**

In conclusion, present study highlights the benefits of employee CSR perception and consequently, thoroughly examined the relationship between perceive CSR, and two vital employees’ outcomes; employee’s WSO & turnover intention, as well as the mediating role of organizational identification in these relationships. Growing pressure from govts, civil societies, customers and international organizations has compelled organizations to adopt CSR activities. Because of these reasons CSR has become an important topic for the research for scholars, academicians, and industrial experts who consider CSR as a significant approach for developing long-standing associations with their customers and for creating positive image in the marketplace. Keeping in mind this important, this study proposed that perceive CSR has a positive and significant effect on employee willingness to support the organization; however, its effect on employee turnover intention was negative and significant. Moreover, organizational identification has a mediating role in the relationship between perceive CSR and turnover intention as well as in the relationship between perceive CSR and employee’s willingness to support the organization. The data has been gathered from the employees working in telecom firms. Data has been analyzed using SPSS, AMOS and PROCESS macro. Analysis of the data supported all the study hypotheses and proposed relationships. Because of the important of CSR on employee outcomes, it has been suggested to the organization to invest more in

CSR initiatives as well as managing employee perception about the CSR.

**Future Direction**

Future studies may need to explore the possible moderators that have effects on CSR perception-employee outcomes link. Overall, this study has certain limitations that should be considered in the future research studies while studying the effects of employee perceived CSR on its outcomes.

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