

EXPLORING THE ROLE OF CSR AND ORGANIZATIONAL CULTURE IN SHAPING EMPLOYEE COMMITMENT IN MALAYSIAN PRIVATE UNIVERSITIES

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ABSTRACT

This study examines the influence of Corporate Social Responsibility (CSR) and organizational culture on employee commitment. Over the years, the developmental importance of CSR has grown up due to awareness of the firms' roles in society. It is defined as the broader concept of voluntary business actions in relation to society and the environment, which has positive impacts to business' image and relations with its stakeholders. Another concept relevant for the study is the organizational commitment which is defined as a set of attitudes the employee has towards his/her organization and it is very important for accomplishing high levels of performance and organizational turnover. The study aims to establish the ways through which CSR programs contribute to the improvement of organizational commitment by helping match the employee's values with the organizational values of the firm. Additionally, the study investigates the role of organizational culture, defined by shared values, norms, and beliefs, in shaping employees' attitudes and behaviours. An excellent and moral organizational culture can also enhance workers' dedication through the provision of an organizational culture that helps to clarify organizational objectives and goals. The study's findings reveal a positive correlation between robust CSR practices and higher levels of employee commitment. Furthermore, a solid organizational culture amplifies the positive effects of CSR on commitment. Therefore the research notes that there are increased chances of an organization to have a committed and productive workforce in case both CSR and supportive culture indicators are embraced. These findings offer managerial implications for the firms and institutions that seek ways to improve their socio-interactional responsibilities and employee commitment to achieving superior organizational performance outcomes. Overall, this research contributes to understanding the dynamic interplay between CSR, organizational culture, and employee commitment, offering valuable strategies for businesses to enhance their social responsibility and internal cohesion.

Keywords: Corporate Social Responsibility, Organizational Culture, Employee Commitment.

INTRODUCTION

In recent decades, Corporate Social Responsibility (CSR) has become increasingly important as companies acknowledge their broader societal responsibilities beyond just making profits. CSR comprises activities that organizations undertake proactively to address social, environmental and ethical issues in operations and management of relations with stakeholders (Carroll 1979). Businesses that integrate CSR approach are considered to be responsible and socially responsible businesses that contribute a lot to

enhancing the liveliness of their regions (Licandro et al., 2023). Implementing CSR initiatives is linked to various benefits, including enhanced brand reputation, greater stakeholder trust, improved risk management, and potentially higher levels of employee commitment. Therefore, organizational commitment can be defined as the level of employee's identification with, and emotional attachment to, a given organisation (Ahmad et al., 2021). It is one of the major organizational determinants of behavior at the

workplace and has a direct bearing on organizational success and productivity. Such employee commitment leads to enhanced performance, proactivity, organizational citizenship behavior, lower turnover intention and therefore, organizational success (Suman & Srivastava, 2024). The intersection between Corporate Social Responsibility (CSR) and organizational commitment garners increasing attention from researchers and practitioners. There is literature evidence suggesting that organizational commitment to social responsibility interacts with the commitments exhibited by its employees in a circular manner. By proving that the organizations care for society's well-being, they have an opportunity to create the work environment with positive outlook leading to focalization of personal values of individuals in an organization achieving better organizational commitment among them.

Moreover, organizational culture plays a pivotal role in shaping employees' perceptions, attitudes, and behaviours within the workplace (Piwovar et al., 2024). Serving as the embodiment of an organization's values, norms, and shared beliefs, the organizational culture profoundly influences the reception and integration of CSR initiatives within the organizational framework (Batool et al., 2024). A supportive and ethical organizational culture emerges as a critical facilitator in augmenting employees' commitment by instilling a sense of purpose and shared identity, thereby predisposing them towards embracing the organization's CSR endeavours.

This research addresses the pressing need to thoroughly understand how Corporate Social Responsibility (CSR) practices and organizational culture influence organizational commitment. Even though CSR agenda is steadily emerging as organizations embark on their efforts to respond to social challenges, the exact changes in the levels of commitment remain far from firmly established. Additionally, the pivotal role of organizational culture in shaping the relationship between CSR and commitment needs further investigation. Recognition of this comprehension is significant for the companies that would like to improve the performance of their functioning and for the society as well. The research on CSR and culture may open the supporting perspectives to explore the factors influencing the employee commitment,

which should be useful for the formation of the corresponding strategy and wise decision-making. This study seeks to illuminate the interplay between CSR practices, organizational culture, and organizational commitment. Organizations face with challenges of how to incorporate CSR into their operations and at the same time create an organizational culture that promotes high employee commitment. However, more significant and relevant to the focus of the study is further investigation of CSR programs and the awareness of employees while examining the extent of authenticity in organizational commitment (Suman & Srivastava, 2024). Meeting this need is critical to firms that are dedicated to creating a positive impact on the world, strengthening their employees, as well as increasing organizational performance. By elucidating the underlying dynamics of CSR, organizational culture, and organizational commitment, companies can tailor strategies to cultivate a favourable work environment, bolster employee engagement, and foster enduring sentiments of purpose and loyalty among their workforce.

The study objectives include examining CSR organizational commitment, the relation between organizational culture and commitment, effective means for improving commitment through CSR with an appropriate culture, and the conclusions about how such a study might prove useful for those bodies wishing to further positive organizational commitment and societal goodwill. Research has highlighted that both CSR and organizational culture and organizational commitment have significant and multifaceted dynamics that are vital of interest to academics and practitioners since this relationship has major implications in the improvement of organizational performance and social impact, improved organizational and employee well-being, visually enriched strategic decision-making and potential academic contributions. However, there is a literature gap in understanding specific dimensions of OC and context-specific research, especially in culturally distinct and developing contexts such as Cyberjaya, Malaysia, which form the main research gap of this study.

Literature Review

Corporate Social Responsibility and Organizational Commitment

Over the years, Corporate Social Responsibility (CSR) has evolved from merely charitable acts to becoming an integral part of business strategies. Carroll's CSR pyramid (1979) lays the groundwork, outlining four key dimensions: economic, legal, ethical, and philanthropic responsibilities. This framework suggests that organizations should focus on profitability and compliance with laws, ethical operations, and contributing to societal well-being. Stakeholder theory (Freeman, 1990) further emphasizes that organizations have responsibilities not just to shareholders but also to various stakeholders like employees, customers, and communities. Proactive engagement with stakeholders through CSR initiatives can enhance reputation and long-term sustainability (Lougee & Wallace, 2008). Legitimacy theory (Zenisek, 1979) underscores the importance of organizations aligning with societal norms to gain social legitimacy. CSR serves as a means for organizations to demonstrate their commitment to social and environmental concerns. Environmental sustainability involves energy efficiency and responsible sourcing, while ethical business practices entail upholding moral standards across operations (Galhoz et al., 2024). Research has shown a positive association between CSR and organizational performance, including benefits like improved reputation and stakeholder relations and reduced risk (Wang, 2024).

Various theoretical perspectives, such as Social Identity Theory (Awan & Abbas, 2024), suggest that employees' identification with an organization's CSR efforts can enhance their commitment. Empirical studies, however, offer mixed evidence. While some support a positive link between CSR initiatives and employee commitment (Yassin & Beckmann, 2024), others highlight the importance of perceived authenticity and alignment with core values (Park, 2024). Overall, the relationship between CSR and organizational commitment hinges on the sincerity and relevance of CSR efforts to organizational values.

H₁: Corporate social responsibility has a significant impact on Organizational commitment.

Impact of Organizational Culture on Organizational Commitment

In this context, positive attitudes prevalence means organization cultures make employees' feeling related and embraced. If the employees are attuned to the existing organizational values, or if they develop passion in their respective organization, they will be committed to their work. From the literature, enterprise culture has a direct relation with employee job satisfaction, through which it is related to the organizational commitment (Glavas & Kelley, 2014). Creating an organizational culture that actually cares and invest time and effort into the welfare and development of an employee usually leads to high levels of job satisfaction and organizational commitment amongst employees. It refers to values, attitude, beliefs, and standards embraced by employees in an organization and which determines the organizational behaviors (Piwowar et al., 2024). There is a number of authors describing factors like flexibility, stability, internal and external orientation defining the environment people experiences at work, for instance, Cameron & Quinn (2006). Organizational commitment is defined as the force that attaches employees to its organizations or workplace (Meyer & Allen, 2001). Meyer and Allen's model of organizational commitment differs between affective, continuance and normative commitment. These findings show that higher level of commitment is positively related to retention and behaviours that are useful for the organization. Literature evidence shows that in organizations that have an encouraging or healthy environment for employees, high levels of organizational commitment are exhibited (Kucharska, 2024). This paper identifies antecedents of affective commitment which include a strong positive work culture involving Leadership, Employee involvement, Open communication and support. Employees are deeply committed and regenerated when they get value and support from the organization, so normative commitment is increased (Alam et al., 2024).

Additionally, it creates low perceived costs about leaving resulting to continuance commitment according to Cameron & Quinn (2006). As a result, committed employees express higher levels of job satisfaction as well as lower levels of turnover intentions and enhance the performance of the organization (Mathieu & Zajac, 2000). A

committed workforce is more likely to display over and above expectations performance and indicate more commitment towards the goals of the organization hence improving on the performance of the organization.

H₂: Organizational culture has a significant impact on Organizational commitment.

Corporate Social Responsibility, Organizational Culture and Organizational Commitment

What emerges from the literature is that organizational culture plays a central role in determining the mental states of employees concerning their commitment to the organization. The Organisation Culture Profile developed by Fulmore et al., in 2024 identifies 4 culture types, with a more integrate Architecture Type achieved significantly higher organizational commitment levels of the employees. Hamidi et al. (2024) have also confirmed this by noting that organizations with resilient, and fungible, cultural systems see increased levels of employee commitment coupled with happiness levels. The management cultures that support transparency and employees' health and are good at cultivating the loyalty and commitment from the employees (Hartley et al., 2024).

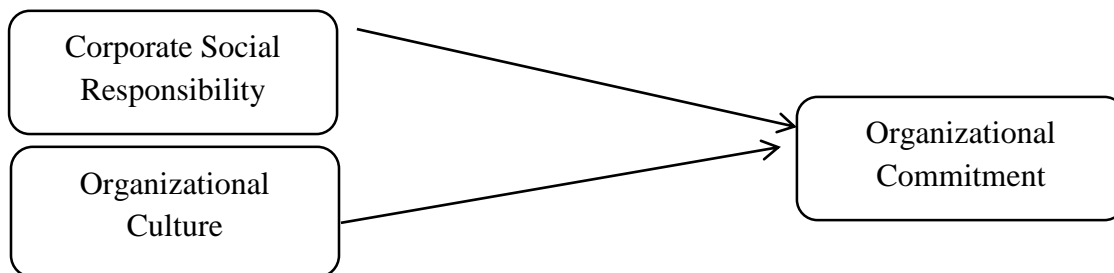
There are various distinct approaches to defining the present day concept of CSR, which reflects trends in the ongoing development of CSR, corresponding to the changing attitudes framed by communities and the roles of corporations in

addressing social and typically environmental challenges. Carroll's (1979) model prescribes four generic CSR types while the author later added environment and stakeholder. Analytical works have also analyzed the relationship between CSR and operational performance, inasmuch as it has elicited a positive link with financial performance leading to 2024, and its impact on brand image and customer patronage as spelt-out by Sen and Bhattacharya (2001). In addition, through risk management, CSR programs are valuable at strengthening relationship with counterparts, and overall organizational readiness in the face of disaster (Waddock & Graves, 2002).

The employees play a central role in ensuring that the CSR programs achieved are achieved to the highest level. Human resource management Practices which align with organizational and employee values and motivational targets enhance employee utilization and identification (Glavas, & Kelley, 2014). Organization empathy leads to positive employee reactions which include enhanced job satisfaction, positive organizational citizenship behaviors and other related desirable behaviors (Rupp et al., 2013). In addition, CSR has a tremendous impact on consumers' choices since consumers prefer goods with CSR stamps and buy from companies that act ethically and sustainably (Creyer & Ross Jr, 2021). CSR programs strengthen the brand image and trust hood and thus give competitive advantage to the organization.

H₃: CSR and Organizational culture both have a significant effect on organizational commitment

Figure 1:



Research Methodology

This research employs a cross-sectional survey research design to establish the correlations between CSR activities and organizational culture with organizational commitment. Data is gathered

from 496 participants; faculty members, administrative staff, and support personnel working in universities established in Cyberjaya, Malaysia using convenience sampling and structured questionnaires. The five Likert scale

questionnaire items are used to measure participants' perception and attitude towards the CSR practices, organizational cultures and organizational commitments. The CSR index in the current study used the questionnaire that was adapted from Lee and Lounsbury (2015) with few modifications. For organizational culture, the questionnaire was used (Cameron & Quinn, 2011). Furthermore, for the organizational commitment the questionnaire adapted from (Allen & Meyer,

1990). Drawing from the collected data, the data analysis is done systematically, using the statistical package of Social Sciences (SPSS) with computations of descriptive analysis, correlation to establish the relationship between variables and multiple regression analysis to test the practicality of CSR practices and organizational culture on the level of commitment, while controlling for potentially moderating demographic variables.

Data analysis

Table 1

		Statistics				
		Gender Of The Respondent	Age Of The Respondent	Education Of The Respondent	Designation Of The Respondent	Years Of Experience
N	Valid	496	496	496	496	496
	Missing	0	0	0	0	0
Mean		1.2843	1.9274	2.2077	1.9758	2.0685

Table 2

Age Demographic	Frequency	Percent
Under 25	129	26.0
26-35	274	55.2
36-45	93	18.8
Total	496	100.0
Total	496	100 %
Gender Demographic	Frequency	Percent
male	355	71.6
female	141	28.4
Total	496	100.0
Education Level	Frequency	Percent
Higher school	56	11.4
Bachelor's degree	261	52.6
Master's degree	155	31.3
Doctoral degree	23	4.7
Total	496	100 %
Designation of the Respondent	Frequency	Percent
Administrative staff	31	6.3
Faculty members	446	89.9
Support personnel	19	3.8
Total	496	100 %

Years of Experience	Frequency	Percent
less than 1 year	132	26.6
1-3 years	226	45.6
3-5 years	114	23.0
5-8 years	20	4.0
more than 8 years	4	.8
Total	496	100.0

The demographic details of the respondents are showing their age, gender, education level and designation have been captured in Table 2 below. Most respondents are 26-35 years old (55.2%), closely followed by the below 25 (26.0%) group and the 36-45 (18.8%) group. Gender distribution also shows that male respondents dominate at 71.6%, while female respondents make up only 28.4%. Regarding the academic level of the respondents, the majority of the respondents have a bachelor's degree (52.6%) followed by those with a master's degree (31.3%), higher school

education (11.4%) while those with a doctorate degree constitute only 4.7% of the respondents. Looking at the aspects of designation, the majoritarian of the respondents are the faculty 89.9%, followed by the administrative staff 6.3% and the support staff only 3.8%. Regarding experience number of years, most of the respondents have 1-3 years' experience (45.6%), less than 1 year (26.6), 3-5 (23.0) 5-8 (4.0) and very few have more (8 years or more) experience (0.8%).

Descriptive Statistics:

Table 3

	N	Minimum	Maximum	Mean	Std. Deviation
CSR	496	2.00	4.67	4.0303	.64511
organizational_culture	496	3.38	4.75	4.2519	.32779
organizational_commitment	496	2.20	4.80	4.2061	.64876

The descriptive statistics table offers a clear view of the raw data that we analyzed as indicated in the following table. For the variable CSR, respondents' perception towards the company's responsibility towards society was positive, with an average rating of 4.03. It scores from 2.00 to 4.67 which inflicts some variation, but the majority seems to have a positive perception. According to the findings, concerning the factor "organizational_culture" the respondents had a very good image with the average score of 4.25. The results are from 3.38 to 4.75, which mean that

the culture is evaluated as positive in general and participants are quite uniform in their views regarding this issue. Moreover, for the variable "organizational_commitment" the mean is approximately 4.21 which just mean that people are quite loyal to organization/ company. From 2.20 to 4.80 and therefore great variance, but still people are quite committed here. These insights have been obtained from 496 respondents to ensure that the study have clear understanding of how employees perceive these elements within the identified dataset.

Correlation analysis

Table 4

	CSR	OCUL	OCOM
CSR	1		
organizational_culture	.761**	1	
organizational_commitment	.879**	.732**	1

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

The correlation table gives information about the relation between the variables “CSR” (Corporate Social Responsibility), “organizational_culture” (Organizational Culture) and “organizational_commitment” (Organizational Commitment). A significant and positive relationship of 0.761 was found between CSR and OC, which indicates that overall positive perception of CSR was associated with positive attitude concerning the organizational culture. Likewise there is a strong positive probability coefficient of 0.879 between CSR and organizational commitment which means that

when people perceive CSR positively they are likely to have higher organizational commitment. Also, a correlation analysis revealed that the higher the level of perceived organizational culture, the higher the level of organizational commitment, which is at 0.732. These Selected correlation coefficients have a 0.01 level (2-tailed) indicating that these relationships are not just co incidental but statistically meaningful. In line with these theoretical expectations, these results exemplify the significant link between CSR, organizational culture and organizational commitment, and support a focus on them in the context of this study.

Model Summary:

Table 5

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F	df1	df2	
1	.885 ^a	.783	.776	.30709	.783	113.551	2	63	.000

a. Predictors: (Constant), organizational_culture, CSR

The “Model Summary” table provides information highlighting the degree of the fitness of the regression model that contains predictors; “organizational_culture” and “CSR” (Corporate Social Responsibility) on the variation of the dependent variable “Organizational Commitment”. The coefficient of multiple determinations (R) is equal to approximately 0.885 and, therefore, the probability that the model explains the “Organizational Commitment” reaches 88.5 %. Moreover, the values of coefficient of determination (R Square) are 0.783, which means that about 78.3% of variability in “Organizational Commitment” can be explained by the predictors “organizational_culture” and “CSR.” Adjusted R Square is slightly more than 0.776 it is calculated by taking in to account the numbers of predictors in the model, and gives a better value for the model’s ability to explain the data. The standard error of estimate which is average of the actual ANOVA:

deviation between the observed and the predicted values of the ‘Organizational Commitment’ by the above model is 0.30709. Adjusted Ancillary Graphs illustrate that the proposed model improves comprehension over the null model (R Square Change between 0.783 and an F statistic of 113.551) though the associated significance level of Sig F Change is deficient at 0.000, meaning that the predictors meaningfully explain variance in “Organizational Commitment.” Specifically, using the regression equation with “organizational_culture” and “CSR” as independent variables, it is possible to enhance research explanatory capability, as evidenced by the high value of R Square. Altogether, the predictors engender a substantiate extent of variation in “Organizational Commitment” by virtue of the insignificance of the F Change statistic.

Table 6

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.416	2	10.708	113.551	.000 ^b
	Residual	5.941	63	.094		
	Total	27.358	65			

a. Dependent Variable: organizational_commitment

b. Predictors: (Constant), organizational_culture, CSR

The above table provides a clear summary of the results of the regression analysis done on the data obtained from the selected respondents. Using Model Sum of Squares of 21.416, the regression model with the “organizational_culture” and “CSR” predictors explains a considerable part of the variability in “Organizational Commitment.” The Regression df of 2 suggests that the number of predictors used in the model. The mean square obtained by using the Model Sum of Squares divided by the df is 10.708, which also underlines the role of the model. The F statistic of 113.551, a p value of 0.000, asserts the marked increase in fit in comparison with a null model thus asserting the significance of the research hypothesis that “organizational_culture” and “CSR “ play a crucial

role in determining “Organizational Commitment”. The Residual sum of Sq of 5.941 shows the values of “Organizational Commitment” that are not explained by the model and Residual df of 63 represents the freedom of these residuals. The Residual Mean Square is obtained to be approximately 0.094 which reveals the average divergence of observed from the predicted values. Finally, the Total Sum of Squares equal to 27.358 was established as the amount of variation of the dependent variable in general. Accumulating, these findings emphasize the importance of the organizational culture and CSR as the factors affecting and influenced by the levels of the employee commitment to foster better insights on the managerial and decision-making processes.

Coefficients:

Table 7

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.163	.539		-.302	.764
	CSR	.769	.091	.765	8.454	.000
	organizational_culture	.299	.179	.151	1.669	.100

a. Dependent Variable: organizational_commitment

This table gives information about the regression coefficients in the model which include predictors: organizational_culture and CSR (Corporate Social Responsibility) for the outcome variable: Organizational commitment. The constant, -0.163 show the predicted value of “Organizational Commitment” when all predictors are assumed to be equal to zero. The coefficient for the CSR which is estimated at 0.769 implies that a one unit change in CSR will lead to an estimated change of 0.769 on “Organizational Commitment” ceteris paribus. Likewise, it shows that when organizational_culture increases by one unit, then ‘Organizational Commitment’ would also increase by 0.299 units only if other variables remain constant. These unstandardized coefficients are interpreted as a one unit change in the predictor variable and is associated with, what change in the dependent variable.

In addition, the standardized coefficients (Beta) provide standardized mean difference of each predictor in the explanation of the dependent variable. For example, the standardized coefficient

for CSR is 0.765 which means that one standard deviation in CSR leads to 0.765 of a standard deviation in “Organizational Commitment.” The t-statistics and related significances (p-values) evaluate the significance of each coefficient. The statistical significance for CSR has been confirmed by the low coefficient of p = 0.000. However, collecting and analyzing data for the ‘organizational_culture’ indicator show that its impact on ‘Organizational Commitment’ is insignificant at the conventional level of p = 0.100. In sum, CSR has a moderate but highly significant relationship with “Organizational Commitment,” while the relationship of organizational culture with the same variable has a positive trend, but fails to reach.

Discussion and results

Impact of Corporate Social Responsibility (CSR)

The data provided very good support for the first hypothesis that we postulated, that CSR had a positive influence on organizational commitment.

The study equally found out that CSR has a positive relationship with organizational commitment; with correlation value of 0.879 and mean of 0.01 therefore meaning that organizations have higher levels of commitment if they have effective CSR programs. The level of significance was also confirmed by the standardized coefficient (Beta = 0.765) in the regression model of the current study which supports the argument that CSR has a solid and meaningful impact on organizational commitment. These findings are in support of other research works that address how CSR has virtues in helping organizations enhance the level of employee job commitment and retention (Reference). As conduits of societal welfare, the findings show that employees rated organizations highly and in turn achieve higher levels of commitment.

Organizational Culture and Commitment

The study's second hypothesis which integrated that there is a positive relationship between organizational culture and organizational commitment recorded significant support. The study also confirmed the hypothesis, whereby there emerged a strong positive correlation between organizational culture and organizational commitment, Correlation coefficient = 0.732, $P < 0.01$. The standardized coefficient (Beta = 0.151) of the dimension, organizational culture in the regression model was insignificant at conventional level ($p = 0.100$) however the direction of the effect was consistent with previous positive findings; a good organizational culture helps boost employee commitment. However, the study did not receive significant values as necessary in further research could also explore particular cultural characteristics that might possess significant relations.

Combined Effect

The regression analysis strengthened our third hypothesis, which postulated a moderated relationship of CSR and organizational culture on organizational commitment. The obtained value of R-squared (0.783) also demonstrates that including both predictors, the model captures about 78.3% of the total variability of organizational commitment, proving the entwinement of CSR practices and organizational culture in influencing the level of the employees' commitment. The combined effect

provide support to the arguments that organizations should ensure that CSR activities are aligned with positive organizational culture that promote higher levels of commitment among employees.

Practical Implications

The findings of this study are useful for organizations, which aim at increasing the level of employees' commitment. Thus, embracing all hypotheses underlines the importance of CSR activities and, more generally, a favourable company climate towards this target. CSR practices could be aligned to match employees' belief system and get the best from everyone in the organization in terms of support and healthy communication. This dual approach can be expected to enhance higher level of employee commitment and this will enable the organization to achieve and accomplish it better prospects and success.

Limitations and Future Research

Thus, it is crucial to recognize the limitation of this study so that the next research study can benefit from it. However, using cross-sectional data restricts making causal conclusions, and the possibility of the common method variance resulting from self-report data cannot be ruled out. Longitudinal as well as more extensive data could reveal further insights into these relationships. But examining specific cultural dimensions of organizations and their relationship to CSP could reveal even more.

Conclusion

Altogether, this study has established the related correlation between Corporate Social Responsibility and organizational culture to organizational commitment of employees of the organisation. Therefore, the accepted hypotheses and the statistically established manner in which the independent variables predicted the dependent variable place a strong emphasis on the measurable impression that may be made by effective efforts to promote commitment and engagement in the targeted employees. It is found that organizations, which integrate CSR practices with a favourable organizational climate are in a good position to foster a CRA workforce in consonance with the organizational virtues and objectives. The study adds to theory and practice of organizational

commitment by furthering the understanding of the model, theory and empirically based literature and offered implications for future investigations and management.

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