Impact of Employee perception towards Organizational CSR initiatives on positive work attitudes: A Comparative Analysis of Private and Public Sector Employees in India

Dr. Trupti Dave
Professor IPER, Bhopal

Dr. Navneet Khanuja
Assistant Professor, OCM Bhopal

Dr. Jyoti Vyas Bajpai
Associate Professor PIMR Indore

ABSTRACT

Purpose – The present Research paper seeks to analyze the impact of Employee perception towards CSR initiatives of Organization on positive work attitudes like Organizational commitment and Job satisfaction for employees working in Indian Public and Private sector Companies.

Methodology – Primary data from 250 employees working at different levels from a Private Sector and a Public Sector Company in India was collected using Survey. The effect of employee perception about CSR initiatives of their Company, on employee Job satisfaction and Organizational commitment and Intention to Stay has been studied. The data obtained was analyzed by Smart PLS 3.0 using a Moderated mediation model.

Findings – The major finding of the study is that employee perception towards Organizational CSR initiatives positively effects both the Job satisfaction and Organizational Commitment of employees

Practical implications – The Importance Performance Analysis of PLS SEM provides important managerial implications for Organizations which suggests that improving Positive work Attitudes for employees in both Public Sector and Private Sector can be attained through Company's participation in CSR initiatives.

Originality/value – This research is one of its kind that studies and compares the effect of employee perception of CSR initiatives of Organization on Job Satisfaction along with Organizational Commitment of Private Sector and Public Sector employees.

Keywords: Corporate Social Responsibility, Job Satisfaction, Organizational Commitment, Intention to Stay, Public Sector , Private Sector, PLS SEM

Introduction

Corporate Social Responsibility has been a subject of immense interest since last several decades in the domains of Business Research. The concept has been majorly dealt with from a multiple stakeholder perspective. Many past researches have studied the impact of CSR initiatives on external stakeholders such as investors ((Flammer, 2013; Mackey et al., 2007; Renneboog et al., 2008), Customers (Luo & Bhattacharya, 2006; Peloza & Shang, 2011), Government or legal framework (Jo & Harjoto, 2011). In the recent decades there has been a growing need to understand the concept of Micro-CSR, meaning, the psychological study of the effect of corporate social responsibility (CSR) upon individuals, particularly employees (Rupp & Mallory, 2015). Past studies suggest that CSR practices of Organization influences the employees by changing their attitude towards Organization and towards Society ((Rodrigo & Arenas, 2008). While CSR practices of Organization influence employee's overall respect towards the Organization and creates a sense of trust and identification with the Organization (Farooq et al., 2017), the influence of CSR practices on Employee's work attitudes also needs to be investigated.

On the basis of employee's attitudes towards CSR practices of Organization, they can be defined as the committed worker - who identify with the social responsibility of the Organization and in turn are positively influenced by it to improve their individual performance at work, the indifferent worker – who are more concerned with their own careers and regard CSR practices of Organization simply as a new business model, and the dissident worker – who are more interested in their personal goals such as increasing salary levels and are skeptical about the need to contribute to the society through CSR

practices ((Rodrigo & Arenas, 2008). Research also proves that the employees belonging to Public sector have different employee attitudes such as Work Motivation compared to employees working in Private Sector Organizations. Corporate Social Responsibility was administered as a philanthropic activity, earlier in India

Conceptual Framework

The core of our research framework (figure 1) are the Employee perceptions towards CSR (CSR) initiatives. We posit that the Employee's perception about Organization's CSR initiatives has an implication on the level of Job Satisfaction and this in turn has an impact on the Organizational Commitment of the employees. Organizational Commitment further has an impact on Employee's intention to stay.
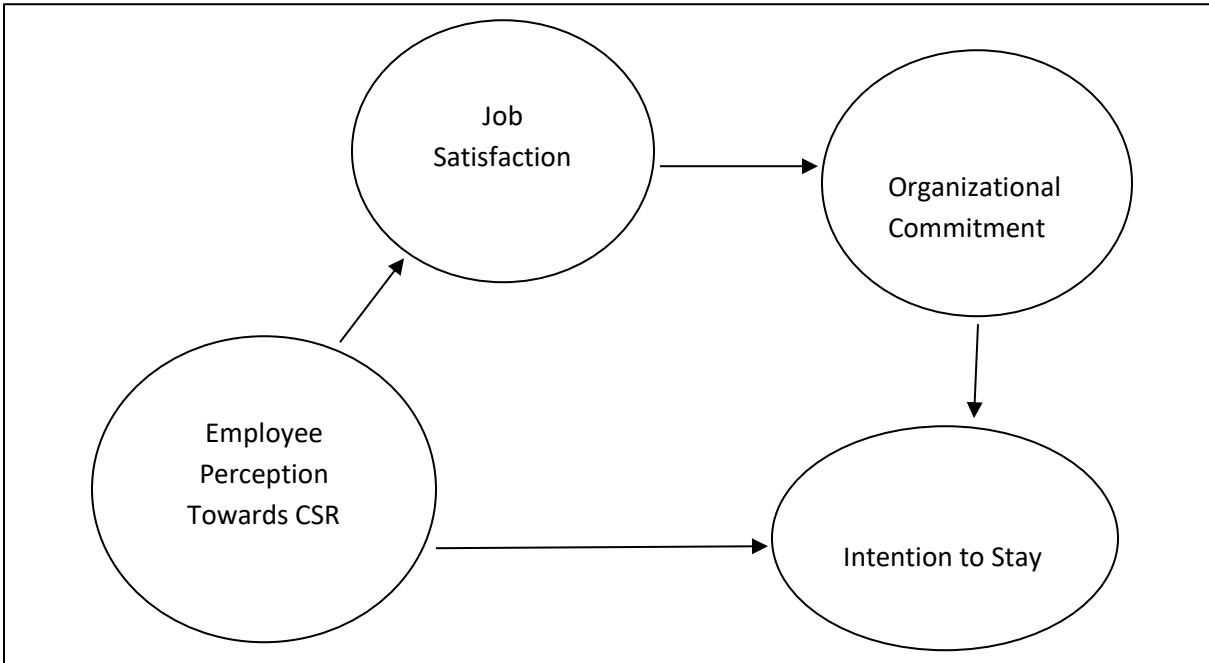

Figure 1: Conceptual Framework

Definition of Corporate Social Responsibility Construct

Historically, there have been several definitions proposed for the term Corporate Social responsibility. In order to be called a socially responsible Organization, a Business should cater to the legal, economic, ethical and discretionary categories of business performance (Carroll, 2017). For the current research, we define Corporate Social responsibility as corporate behaviors aiming to affect various stakeholders such as Society, Customers, Government and Employees in a positive manner and go beyond its economic interest(Turker, 2009a).

Job Satisfaction

Job Satisfaction may be described as the positive emotional state, resultant of one's work experience (Evans, 2001). It is also the level to which an employee is content with the rewards (in terms of intrinsic motivation) for his/her services for the organization (Statt, 2004). As per Olorunsola (2012), it is associated with personal feelings of achievement. It includes certain aspects of work experience, i.e. working conditions, workload, career opportunities, social environment, compensation, and relationship with supervisor along-with nature of work. Higher job satisfaction leads to enhanced performance at individual as well as organizational levels (Judge et al., 2001), and its role in efficacy, performance and effectiveness is determined (Judge and Bono, 2001). For example, involvement in various activities and decision-making increases employees' job satisfaction (Kim, 2002; Hansen and Host, 2012). The effective leadership behavior also enhances employees' job satisfaction (Kim, 2002; Tsai, 2011).

Organizational Commitment

Organizational Commitment happens to be one of the most frequently researched variables in Organizational Behavior field. Commitment has been treated as a three-dimensional construct involving three components, affective, continuous, and normative components (Allen and Meyer, 1990; Gilliland and Bello, 2002; Meyer and Herscovitch, 2001; Verhoef et al., 2002). Studies investigating the relationship between CSR performance and commitment have typically focused on affective commitment (Brammer et al., 2007), defined as ''an emotional attachment to, identification with, and involvement in the organization'' (Allen and Meyer, 1990, p. 21).

Employee Intention to Stay

The intention of employees to stay back in organization relates with many key organizational behavior and management domain like employee relations, work ethics, organizational culture, motivation, policies, leadership and commitment. These factors vary from one organization to another. Wang, L. et al., (2012) explores and identify the relationship among level of job satisfaction, occupational commitment and intention to stay of nurses.

Method

The current study analyses the impact of Employee's perception towards Company's Corporate Social responsibility initiatives on Job Satisfaction and Organizational Commitment. Using a survey method, 350 questionnaires were distributed directly to employees and managers from both public sector and private sector Organization. Out of a total of 350 questionnaires, 300 filled responses were obtained, 30 questionnaires were not filled completely. After checking missing values, biased forms and removing outliers among data, 250 questionnaire results were included in the analysis.

Instrument

There were three constructs in the current study: Employee's perception towards CSR initiatives of Organization (CSR), Job satisfaction (JS) and Organizational Commitment (OCQ). Among these three constructs, Job satisfaction is considered here as a mediating variable, between CSR and Organizational Commitment. Thus the construct of CSR is the main exogenous variable, the construct Job satisfaction is the mediator, and Organizational Commitment is the endogenous variable. We have used the existing scales to operationalize all of the constructs in this research work.

To measure employee's perception towards CSR practices of Organization we have used the CSR scale (Turker, 2009b), which measures Employee's perception towards four different stakeholders which are customers, employees, society and government. Out of the 18 original items, CSR towards government has been deleted since it signifies legal obligation. Also, previous research states that CSR towards government has the weakest explanatory power between the four components of CSR(Turker, 2009b). Thus, the total number of statements included in the study is 15. The reliability value of this scale was $\alpha = 0.904$. A sample item for this scale is "My Company encourages its employees to participate in voluntarily activities".

Likewise, we used the Organizational Commitment (OCQ) scale (Meyer et al., 1993)which has three dimensions, continuance commitment, affective commitment, and normative commitment. In our study we have used the 8 items of affective commitment for measuring Organizational commitment (OCQ). The OCQ items are measured on a five (5) point likert scale ranging from (1), denoting "strongly disagree" to (5), denoting "strongly agree". A sample item of the scale is "My current organization has a great deal of personal meaning for me". The Cronbach's alpha of this scale in our study was 0.802.

For measuring Job Satisfaction, we used the Job satisfaction scale (Schriesheim and Tsui.,1980). It uses six items to form an index that describes overall job satisfaction at a scale of 1 = strongly disagree and 5 - strongly agree. A sample item of this scale is "How satisfied are you with the nature of the work you perform?"The Cronbach's alpha of this scale for our study was 0.857.

Intensity to Stay:

Intention to stay scale developed by Porter et al. (1974) was used for this study. The scale uses two items (''I desire and intend to remain at the company.'' and ''How long do you intend to continue working at the company? (The scale for responses are 1= 1 year or less; 2= 5 year or less; 3= 10 year or less; 4= 11 or more years; and 5= the rest of my career or until retirement)''. All items of the construct were scored on a five-point Likert -type scale from strongly disagree to strongly agree where 1= strongly disagree and 5= strongly agree. The Cronbach's alpha of this scale for our study was 0.860.

Research Model

The research model illustrates the variables underlying the hypotheses. This model is designed to test the effect of CSR on JS, OC and IS. As designed in this model, CSR have three underlying dimensions consisting of CSR towards employees, customers and social and non-social stakeholders

Figure 3.1: Research Model
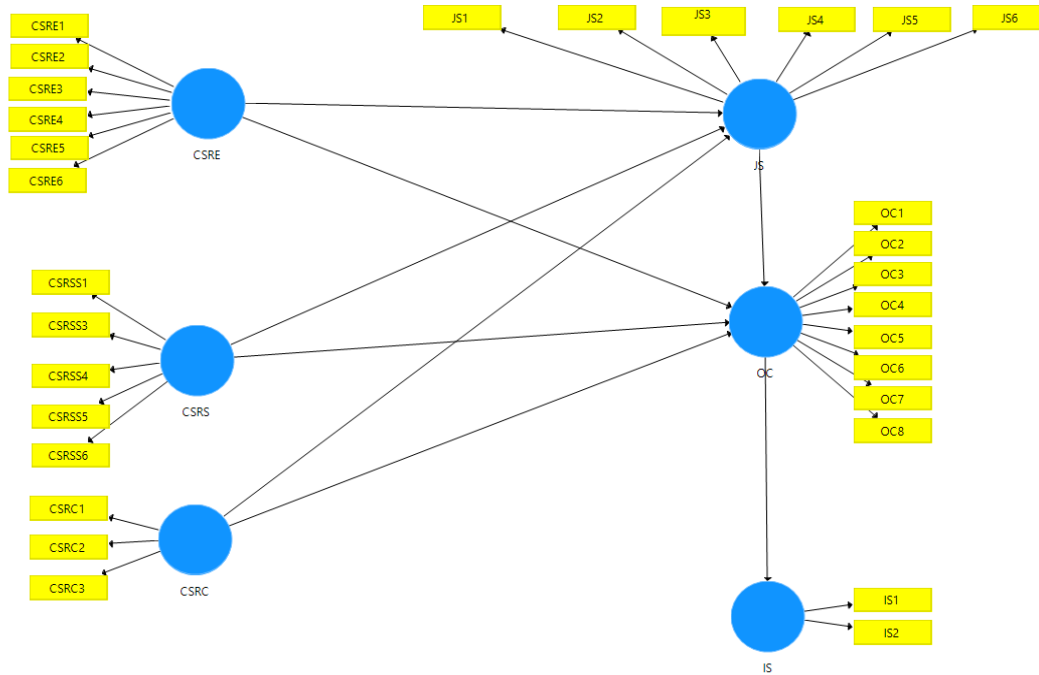
Hypotheses of the Study

Based upon the purpose of this study, following hypotheses were framed:

H_{01}:   There is no significant relationship between CSR towards Employees and Job Satisfaction.

H_{02}:   There is no significant relationship between CSR towards Society and Job Satisfaction.

H_{03}:   There is no significant relationship between CSR towards Customers and Job Satisfaction.

H_{04}:   There is no significant relationship between CSR towards Employees and Organizational Commitment.

H_{05}:   There is no significant relationship between CSR towards Society and Organizational Commitment.

H_{06}:   There is no significant relationship between CSR towards Customers and Organizational Commitment.

H_{07}:   There is no significant relationship between Job Satisfaction and Organizational Commitment.

H_{08}:   There is no significant relationship between Organizational Commitment and Intention to Stay.

MEDIATION HYPOTHESIS

The study proposes to check the impact of Job Satisfaction whether it mediates the relationship between the three domains of CSR and Organizational Commitment. In order to obtain a better understanding of the role of Job Satisfaction (JS) our model's potential mediating effect on the linkage between CSRE and OC , CSRS and OC and CSRC and OC are examined in the research. For this, the researcher tests the significance of Indirect Effect and Direct Effect for relationship of variables. Therefore on the basis of purpose of this study, following hypotheses were tested:

Mediation hypothesis for the study were:

H_{09}:   Job Satisfaction does not significantly mediate the relationship between CSR towards Employees and Organizational Commitment.

H$_{010}$: Job Satisfaction does not significantly mediate the relationship between CSR towards Society and Organizational Commitment.

H$_{011}$: Job Satisfaction does not significantly mediate the relationship between CSR towards Customers and Organizational Commitment.

MODERATION HYPOTHESIS

This study proposes to check whether the moderating effect of Type of Employment results in changing the strength and direction of relation between the two constructs in the model, Job Satisfaction being the independent variable and Organizational Commitment as a dependent variable. Past researches done by Gruen et al. (2002) and Andersen and Kjeldsen (2013) investigated that the association between user orientation and job satisfaction is stronger for private sector employees than for public sector ones, whereas there seems to be no consistent sector difference in the relationship between public sector motivation and job satisfaction. Therefore on the basis of purpose of this study, following hypothesis was tested:

Moderation hypothesis for the study was:

H$_{012}$: There is no significant moderating effect of Type of Employment on the relationship between Job Satisfaction and Organizational Commitment.

Sample Size and Data Collection

To calculate the sample size the researchers used the PLS SEM method. According to Hair et al. (2011), the study used the G power software to determine the sample size by means of power analyses based on the part of model with the largest number of predictors and thus the sample size for the study is calculated. With the use of GPower software minimum sample size came to 98 and the study has taken more than twice of it. The aim was to collect the information from 300 respondents by filing the structured questionnaires. After checking missing values, biased forms and removing outliers among data, **250 questionnaire results** were included in the analysis.

The researchers collected data from two Organizations in Central India, one was a Public sector undertaking and another was a private sector company. A survey was distributed to employees of these Organizations.

Data Analysis

The percentage distribution of the demographic variables is as given in table 3.1.

Table 3.1: Demographic attributes with their percentage distribution

ATTRIBUTE	OPTIONS	PERCENTAGE
TYPE OF EMPLOYMENT/ ORGANISATION	Private	40%
	Public	60%
GENDER	Male	73.6%
	Female	26.4%
AGE	20-30	16%
	31-40	48.8%
	41-50	22.8%
	Over 50	12.4%
EDUCATION	High School	2.8%
	University	49.6%
	Masters	40%
	Others	7.6%
WORKING EXPERIENCE	Less than 2 years	2%
	2-5 years	5.6%
	5-10 years	38%
	10-20 years	31.2%
	Over 20 years	23.2%
TENURE IN CURRENT ORGANIZATION	Less than 2 years	5.6%
	2-5 years	8.8%
	5-10 years	42%
	10-20 years	22.8%

|	Over 20 years	20.8%
POSITION IN THE ORGANIZATION	Junior	31.2%
	Middle	62%
	Top	6.8%
DEPARTMENT IN ORGANISATION	Finance	19.2%
	Production	14.4%
	Admin/HR	27.6%
	Marketing	7.6%
	Others	31.2%

The analysis of the study was done by using statistical software IBM SPSS Statistics 20 and Smart PLS 3.0. Partial least squares structural equation modeling is a variance-based method to estimate path models with latent variables. The PLS SEM approach is singularly useful when the study focus is on the analysis of a certain target construct's key sources of explanation (Chin, 1998).

4.1   Testing of Hypothesis

I.   CONSISTENT PLS ALGORITHM

As researchers, we usually rely on the testing and validation of published works deploying same measurement models to theoretically test the structural path models. If the study constitutes both formative and reflective factors, then the researcher must use the regular PLS Algorithm. But, if all the factors are reflective in nature, then there is a need to run the Consistent PLS Algorithm.

Figure 4.21: PLS Path Model Estimation
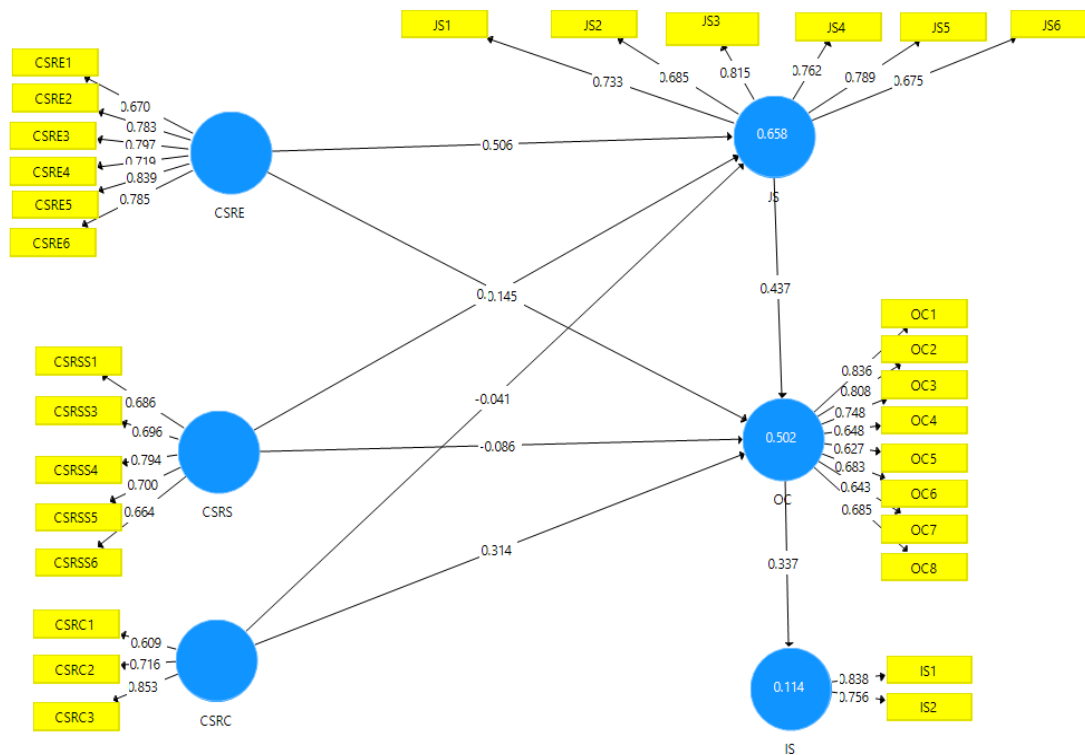
❖ **Internal Consistency Reliability and Convergent validity**

Table 4.20: Reliability analysis results

Composite Reliability and Validity				
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CSRC	0.766	0.792	0.774	0.537
CSRE	0.895	0.899	0.895	0.589
CSRS	0.833	0.838	0.835	0.503
IS	0.776	0.781	0.778	0.637
JS	0.881	0.884	0.881	0.554
OC	0.893	0.897	0.891	0.509

As the scales under study are reflective in nature, the researcher used the Consistent PLS Algorithm. The researcher at first checked the factor loadings which must be more than 0.708. After this, the internal consistency of each scale was examined by analyzing their Average Variance Extracted (AVE), Cronbach's Alpha and the Composite Reliability (CR). Table 4.20 summarizes the findings from the reliability analysis. The average variance extracted for CSRC, CSRE, CSRS, IS, JS and OC were 0.537, 0.589, 0.503, 0.637, 0.554 and 0.509 respectively, all higher than the suggested value of 0.50 and the corresponding Cronbach's Alpha values were 0.766, 0.895, 0.833, 0.776, 0.881 and 0.893 respectively, all higher than the suggested level of 0.70 as acceptable level of reliability. The Composite Reliability (CR) too was higher or close to 0.70 for CSRC, CSRE, CSRS, IS, JS and OC.

❖ **Discriminant Validity**

Discriminant Validity checks the relationship between all variables, i.e., both independent and dependent variables. It refers to the extent in which the construct is actually differing from one another empirically. It can be evaluated by using Fornell Larcker Criteria, Heterotrait Monotrait Ratio (HTMT) of correlation.

Table 4.21: Inter-construct Correlation

(a): Fornell-Larcker Criterion

Fornell Larcker Criteria						
	CSRC	CSRE	CSRS	IS	JS	OC
CSRC	0.733					
CSRE	0.597	0.768				
CSRS	0.722	0.807	0.709			
IS	0.152	0.136	0.006	0.798		
JS	0.532	0.784	0.754	0.118	0.745	
OC	0.571	0.606	0.587	0.337	0.653	0.713

Note: The square root of AVE values is shown on the diagonal and non-diagonal elements are the latent variable correlations (LVC).

The table shows that the discriminant validity is met for this study showcasing the square-root of AVE for CSRC, CSRE, CSRC, JS, IS and OC being larger than the corresponding LVC.

(b): Hetero-Trait Mono-Trait Ratio (HTMT)

Hetero-Trait Mono-Trait Ratio (HTMT)						
	CSRC	CSRE	CSRS	IS	JS	OC
CSRC						
CSRE	0.602					
CSRS	0.731	0.811				
IS	0.157	0.136	0.04			
JS	0.538	0.782	0.754	0.127		
OC	0.568	0.602	0.581	0.341	0.645	

HTMT is a measure of similarity between latent variables. According to HTMT criterion, discriminant validity is established between two reflective constructs if the HTMT value is below 0.85. Table 4.21(b) clearly shows HTMT values for the variables are less than 0.85. The lower values signify higher discriminant validity.

❖ **Coefficient of Determination (R^2)**

Table 4.22: Results of Coefficient of Determination (R^2)

R Square		
	R Square	R Square Adjusted
IS	0.114	0.11
JS	0.658	0.653
OC	0.502	0.494

From the PLS Path model estimation diagram (see Figure 4.21), the overall R^2 is found to be a strong one. Table 4.22 suggests that JS has the R^2 value of 0.658 which lies between 0.50–0.75, so it acts as a moderate explanation power and similarly OC has the R^2 value of 0.502 which lies between 0.50–0.75, so it also acts as a moderate explanation power.

❖ **F square**

Table 4.23: Results of effect size (F^2)

F Square						
	CSRC	CSRE	CSRS	IS	JS	OC
CSRC					0.002	0.095
CSRE					0.26	0.012
CSRS					0.107	0.003

JS						0.131
OC				0.128		

From the PLS Path model estimation diagram (see Figure 4.21), the overall R^2 is found to be a strong one. Table 4.22 suggests that IS has the R^2 value of 0.114 which is less than 0.25 so it acts as a weak explanation power, while JS has the R^2 value of 0.658 which lies between 0.50–0.75, so it acts as a moderate explanation power and similarly OC has the R^2 value of 0.502 which lies between 0.50–0.75, so it also acts as a moderate explanation power.
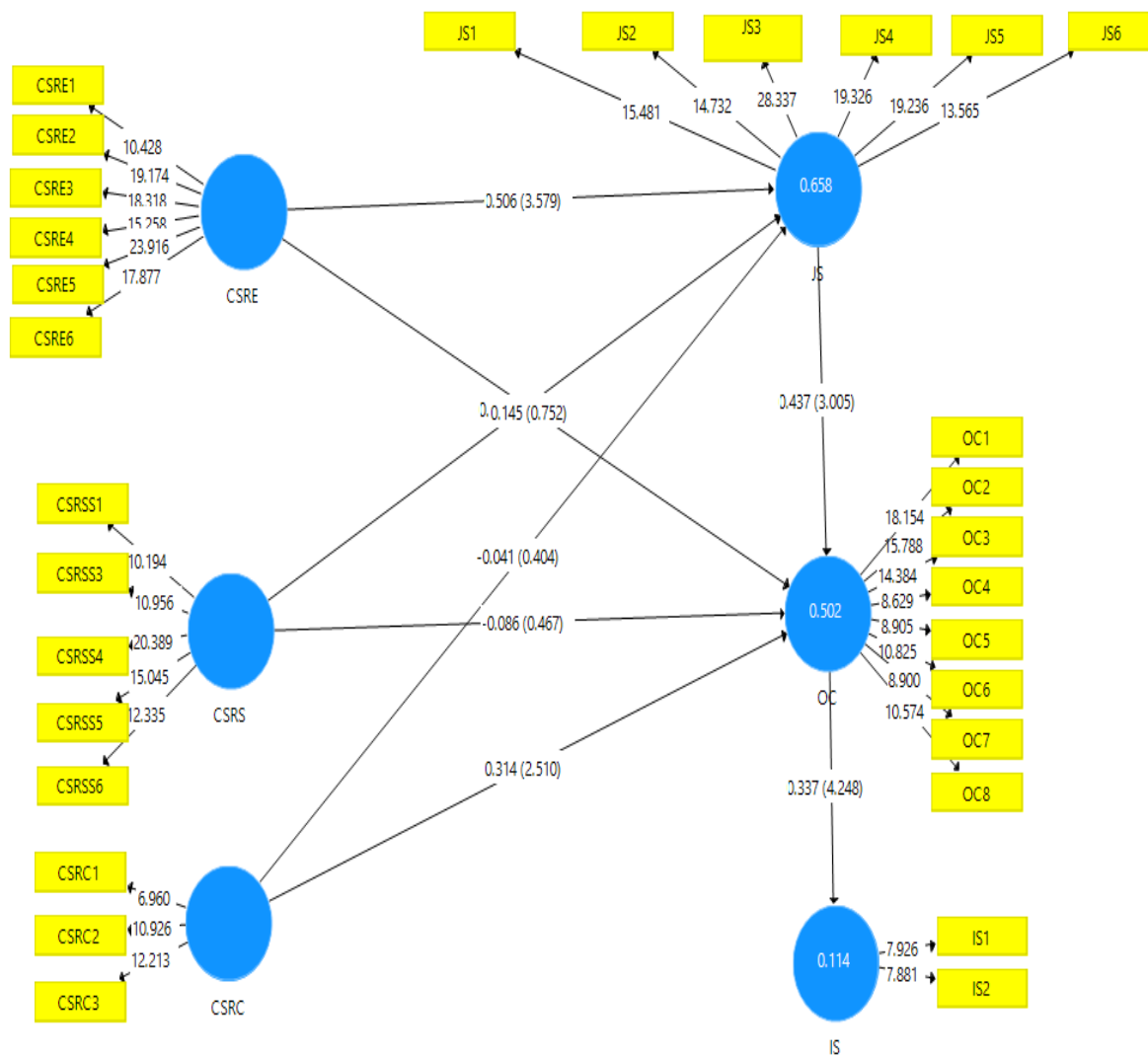
Figure 4.22: Structural model

Table 4.25: Significance Testing Results of the Structural Model Path Coefficients

Path Coefficients						Confidence Interval Bias Corrected	
Path:	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t Statistics (|O/STDEV|)	p Values	2.50%	97.50%
CSRE -> JS	0.506	0.507	0.141	3.579	0.000	0.209	0.765
CSRS -> JS	0.375	0.373	0.165	2.268	0.023	0.042	0.691
CSRC -> JS	-0.041	-0.037	0.102	0.404	**0.686**	**-0.236**	**0.164**
CSRE -> OC	0.145	0.155	0.193	0.752	**0.452**	**-0.219**	**0.541**
CSRS -> OC	-0.086	-0.091	0.184	0.467	**0.641**	**-0.443**	**0.275**
CSRC -> OC	0.314	0.314	0.125	2.51	0.012	0.076	0.575
JS -> OC	0.437	0.434	0.145	3.005	0.003	0.137	0.714
OC -> IS	0.337	0.336	0.079	4.248	0.000	0.171	0.482

According to the research, hypothesis of the study were:

H_{01}: With reference to table 4.25, it can be interpreted that there exists a significant relationship between CSR towards Employees and Job Satisfaction showing t value =3.579 and p value= 0< 0.05. Therefore, the researcher rejects H_{01}.

H_{02}: With reference to table 4.25, it can be interpreted that there exists a significant relationship between CSR towards Social and Non-Social Stakeholders and Job Satisfaction showing t value =2.268 and p value= 0.023< 0.05. Therefore, the researcher rejects H_{02}.

H_{03}: With reference to table 4.25, it can be interpreted that there exists no significant relationship between CSR towards Customers and Job Satisfaction showing t value =0.404 and p value= 0.686> 0.05. Therefore, the researcher fails to reject H_{03}.

H_{04}: With reference to table 4.25, it can be interpreted that there exists no significant relationship between CSR towards Employees and Organizational Commitment showing t value =0.752 and p value= 0.452>0.05. Therefore, the researcher fails to reject H_{04}.

H_{05}: With reference to table 4.25, it can be interpreted that there is no significant relationship between CSR towards Social and Non-Social Stakeholders and Organizational Commitment showing t value =0.467 and p value= 0.641>0.05. Therefore, the researcher fails to reject H_{05}.

H_{06}: With reference to table 4.25, it can be interpreted that there exists a significant relationship between CSR towards Customers and Organizational Commitment showing t value =2.51 and p value= 0.012<0.05. Therefore, the researcher rejects H_{06}.

H_{07}: With reference to table 4.25, it can be interpreted that there exists a significant relationship between Job Satisfaction and Organizational Commitment showing t value =3.005 and p value= 0.003<0.05. Therefore, the researcher rejects H_{07}.

H08:   With reference to table 4.25, it can be interpreted that there exists a significant relationship between Organizational Commitment and Intention to Stay showing t value = 4.248 and p value=<0.05. Therefore, the researcher rejects H_{08}.

II.   PREDICTIVE RELEVANCE (Q^2)

Table 4.26: Results of Predictive Relevance (Q^2)

Construct Cross Validated Redundancy			
	SSO	SSE	Q^2 (=1-SSE/SSO)
CSRC	750	750	
CSRE	1500	1500	
CSRS	1250	1250	
IS	500	470.176	0.06
JS	1500	1003.997	0.331
OC	2000	1542.117	0.229

By using the blindfolding procedure in SmartPLS, predictive relevance is calculated (see Table 4.26). IS has the Q^2 value of 0.06 which is less than 15 %, so it acts as a weak predictive power, while JS has the Q^2 value of 0.331 which lies between 15% - 35 %, so it acts as a moderate predictive power and similarly OC has the Q^2 value of 0.229 which lies between 15% - 35 %, so it also acts as a moderate predictive power. The Q^2 value for the entire endogenous variable was greater than 0. Therefore the model had predictive relevance.

III.   PLS PREDICT

Table 4.27: Results of PLS Predict

PLS-LM (MAE)			
	PLS-MAE	LM-MAE	PLS(MAE) - LM(MAE)
IS1	0.575	0.583	-0.008
IS2	0.527	0.541	-0.014
JS1	0.627	0.652	-0.025
JS2	0.586	0.608	-0.022
JS3	0.6	0.614	-0.014
JS4	0.633	0.636	-0.003
JS5	0.576	0.6	-0.024
JS6	0.63	0.637	-0.007
OC1	0.519	0.515	0.004
OC2	0.557	0.572	-0.015
OC3	0.584	0.599	-0.015
OC4	0.455	0.477	-0.022
OC5	0.462	0.476	-0.014
OC6	0.43	0.446	-0.016
OC7	0.399	0.409	-0.01

OC8	0.475	0.492	-0.017

The researcher looked for MAE (Mean Absolute Error) metrics to evaluate a regression model for latent constructs. The prediction error can range from 0 to ∞. The scores are negatively- oriented, that shows lower values of errors. Therefore, it was wise approach to choose PLS rather than LM because the PLS results are better than LM model as seen in Table 4.27.

IV.   MEDIATION

The relationships among constructs in PLS-SEM could be complex and not always straightforward. To obtain a better understanding of the role of Job Satisfaction (JS) in our model, its potential mediating effect on the linkage between CSRE and OC, between CSRS and OC and those between CSRC and OC are examined in the research. (Table 4.28)

According to the study, serial mediation occurs when Job Satisfaction acts as a mediator variable and intervenes between the three domains of CSR and Organizational Commitment. The evidence of relationships explained that relationships show full mediation. For this, the researcher tests the significance of Indirect Effect and Direct Effect for relationship of

Hypothesis	Procedure	Path	DE	IE	TE	VAF	LCI	UCI	Result
H_{09}	Step 1: Direct Effect (without mediator)	CSRE -> OC	0.174	n/a					Rejected
	Step 2: Indirect Effect (with mediator)	CSRE -> JS -> OC	0.174	0.193*	0.367*	0.525 886	0.056	0.405	
H_{010}	Step 1: Direct Effect (without mediator)	CSRS -> OC	-0.078	n/a					Rejected
	Step 2: Indirect Effect (with mediator)	CSRS -> JS -> OC	-0.078	0.156*	0.078*		0.019	0.369	
H_{011}	Step 1: Direct Effect (without mediator)	CSRC -> OC	0.312*	n/a					Fails to Reject
	Step 2: Indirect Effect (with mediator)	CSRC -> JS -> OC	0.312*	-0.017	0.295*		-0.111	0.066	

variables. There exists full mediation in the study which depicts that DE is not significant whereas IE is significant.

According to the research, mediation hypothesis of the study were:

H_{09}:   Job Satisfaction does not significantly mediate the relationship between CSR towards Employees and Organizational Commitment.

With reference to table 4.28, it can be interpreted that Job Satisfaction significantly fully mediates the relationship between CSR towards Employees and Organizational Commitment. The Direct Effect (DE) and Indirect Effect (IE) was 0.174 and 0.193 respectively, wherein DE is not significant but IE is significant leading to full mediation. Therefore, the researcher rejects H_{09}.

H_{010}: Job Satisfaction does not significantly mediate the relationship between CSR towards Social and Non-Social Stakeholders and Organizational Commitment.

With reference to table 4.28, it can be interpreted that Job Satisfaction significantly fully mediates the relationship between CSR towards Social and Non-Social Stakeholders and Organizational Commitment. The Direct Effect (DE) and Indirect

Effect (IE) was -0.078 and 0.156 respectively, wherein DE is not significant but IE is significant leading to full mediation. Therefore, the researcher rejects H_{010}.

H_{011}: Job Satisfaction does not significantly mediate the relationship between CSR towards Customers and Organizational Commitment.

With reference to table 4.28, it can be interpreted that Job Satisfaction does not significantly mediate the relationship between CSR towards Customers and Organizational Commitment. The Direct Effect (DE) and Indirect Effect (IE) was 0.312 and -0.017 respectively, wherein DE is significant but IE is not significant leading to wrong/ no mediation. Therefore, the researcher fails to reject H_{011}.

Once the significance of the indirect effect is established, the strength of the mediator is examined with considering Total Effect (TE) and Variance Account For (VAF). Results of mediation analysis and VAF are presented in Table 4.28.

For the study, Job Satisfaction significantly fully mediates the relationship between CSR towards Employees and Organizational Commitment and between CSR towards Social and Non-Social Stakeholders and Organizational Commitment. But the Total Effect (TE) for Job Satisfaction mediating the relationship between CSR towards Society and Organizational Commitment was less than 0.20. Therefore, the researcher can report VAF only if the study fulfils both the above condition. So, VAF is reported only for the Job Satisfaction significantly mediates the relationship between CSR towards Employees and Organizational Commitment. On calculation, VAF for H_{09} = 0.5258856 or 52.58% that indicates existence of partial mediation for H_{O9}.

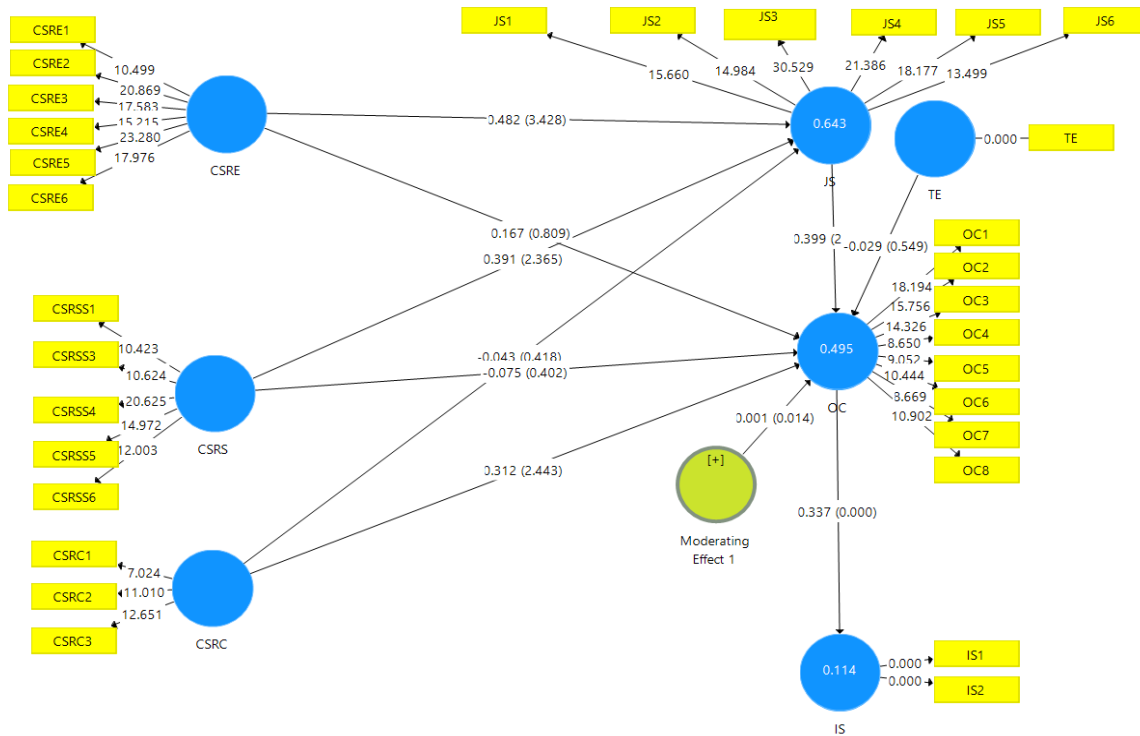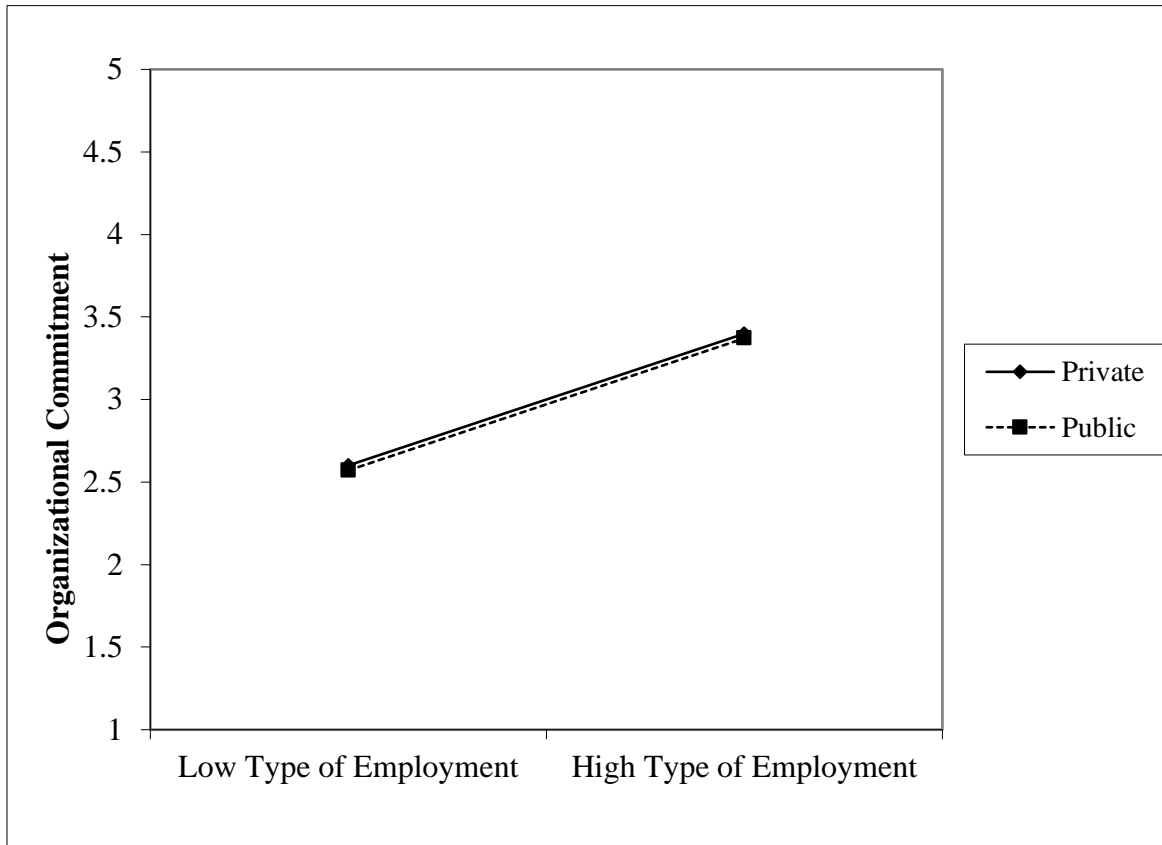## V. MODERATION

Figure 4.23: Bootstrap Result

Figure 4.24: Moderating effect of private and public type of employment–organizational commitment relationship: Slope Analysis

(two-way interaction with continuous moderator)

The interpretation of interaction plots is to look at the gradient of the slopes. According to the Figure 4.24, it is proved that the type of employment variable, i.e., both public and private sector organizations has a steeper gradient presenting same views with respect to relationship between Job satisfaction and Organizational Commitment.

Table 4.29: Significance Testing Results of Moderation Analysis

	Bootstrapping result for Moderation effect of Type of Employment on relationship between JS and OC					
Hypothesis	Path:	Original Sample (O)	t Statistics	p value	2.50%	97.50%
H_{012}	Moderating Effect 1 -> OC	0.001	0.014	0.989	-0.139	0.135

According to the research, moderation hypothesis of the study was:

H012: There is no significant moderating effect of Type of Employment on the relationship between Job Satisfaction and Organizational Commitment.

With reference to table 4.29, On testing the moderation hypothesis, it can be interpreted that there is no significant moderating effect of Type of Employment on the relationship between Job Satisfaction and Organizational Commitment, showing t value =0.014 and p value= 0.989 > 0.05. Therefore, the researcher fails to reject H_{012}.

Discussion

Importance Performance Map Analysis (IPMA) helps to check how an independent variable is performing as compared to other independent variables. IPMA extends the results of PLS-SEM by taking the importance and performance of each construct into account. As a result conclusions can be drawn on two dimensions (i.e., both importance and performance), in order to prioritize managerial actions.

❖ **Job Satisfaction of Employees**

Table 4.30: Importance Performance Map Analysis for Job Satisfaction of Employees

	JS	
	Importance	Performance
CSRC	0.037	80.884
CSRE	0.444	64.742
CSRS	0.371	69.478
	0.284	71.7013333

Figure 4.25: Graphical Representation of Importance Performance Map Analysis for Job Satisfaction of Employees
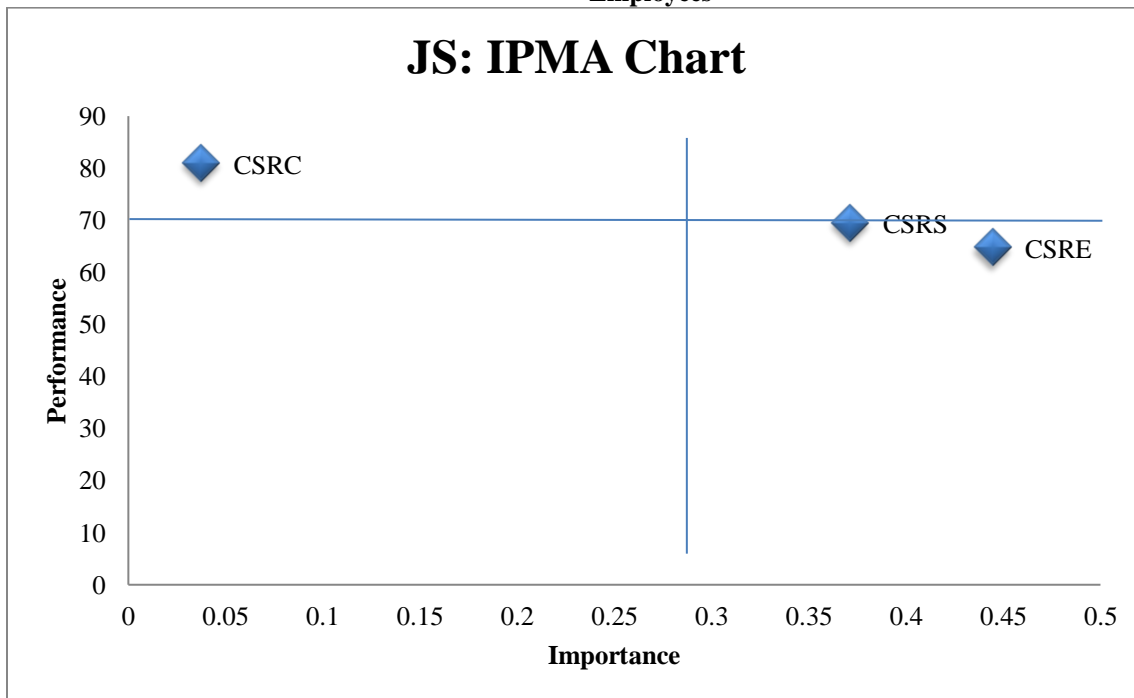
From our current study on IPMA, according to Table 4.30, it was found that for Job Satisfaction of employees, CSRE and CSRS are important but their performance is not good. So, companies must practice more CSR initiatives towards Society and Employees in order to improve overall Job Satisfaction of employees.
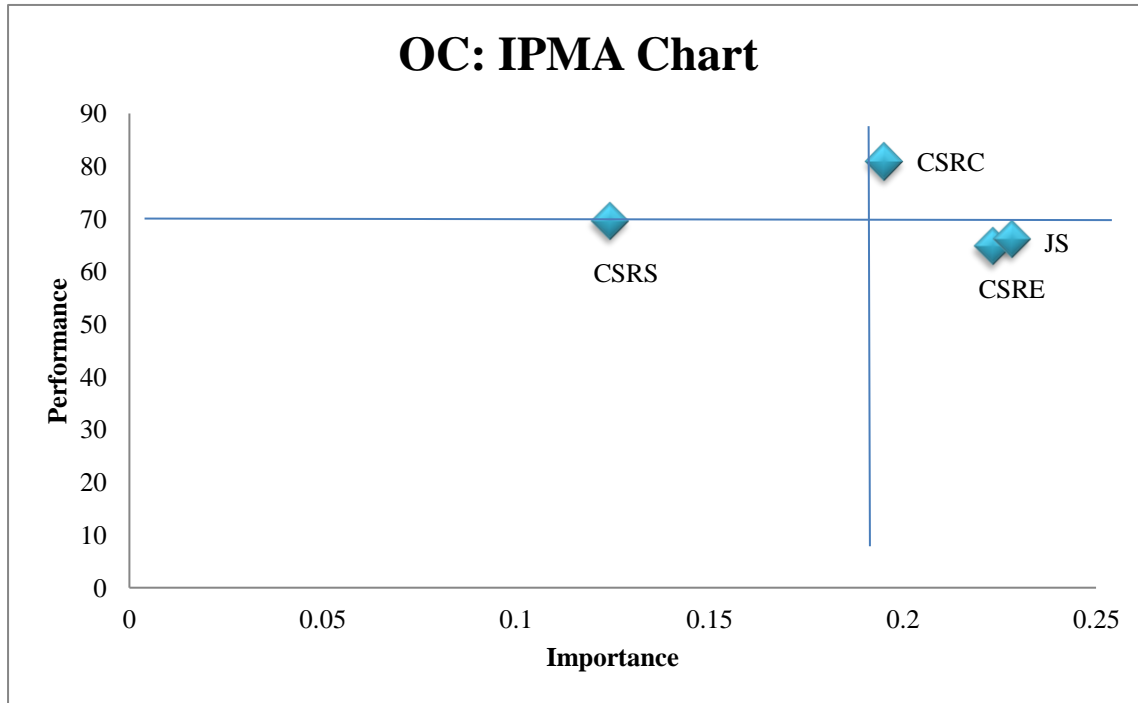
❖ **Organizational Commitment of Employees**

Table 4.31: Importance Performance Map Analysis for Organizational Commitment of Employees

	OC	
	Importance	Performance

CSRC	0.195	80.884
CSRE	0.223	64.742
CSRS	0.124	69.478
JS	0.228	66.119
	0.1925	70.30575

Figure 4.26: Graphical Representation of Importance Performance Map Analysis for Organizational Commitment of Employees
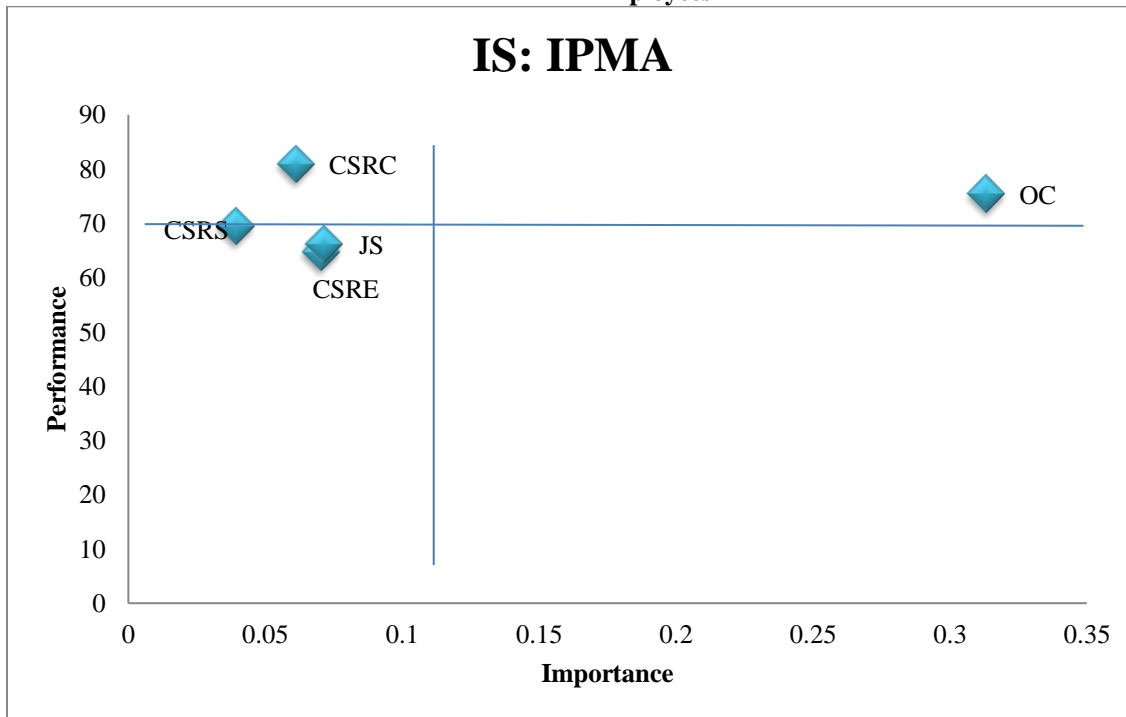

From our current study on IPMA, according to Table 4.31, it was found that for Organizational Commitment, CSRE and JS are important but their performance is not good. So, companies must focus more CSR initiatives towards Employees and Job Satisfaction in order to improve overall performance of Organizational Commitment of employees.

❖ **Intention to Stay of Employees**

Table 4.32: Importance Performance Map Analysis for Intention to Stay of Employees

IS		
	Importance	Performance
CSRC	0.061	80.884
CSRE	0.07	64.742
CSRS	0.039	69.478
JS	0.071	66.119
OC	0.313	75.419
	0.1108	71.3284

Figure 4.27: Graphical Representation of Importance Performance Map Analysis for Intention to Stay of Employees

Managerial Implication:

From our current study on IPMA, according to Table 4.32, it was found that CSR is not an important variable to determine Intention to Stay. But, OC being more important also performs better. So, companies must practice more CSR initiatives towards Society and Employees in order to improve overall Job Satisfaction of employees.

<u>Conclusion</u>

The current research makes several contributions. First, the internal CSR practices have impact on job satisfaction of employees and their organizational commitment that confirms with Social Exchange Theory. Second, the research reveals that there are other possible factors leading to the consequences of internal CSR practices while affecting the link of organizational commitment with intention to stay of employees. It is an unexpected finding which is not covered deeply in the research and can therefore requires further investigation in future researches. In order to capture the possible effect of the respondents age with the relationship between organizational commitment and retention intention (particularly affective commitment), future research should be conducted. A lesser amount of research has happened in the aspect of intention of employee to stay within the organization, so the role played by perceived ease of movement can be further noted. The results of the present research also conform to the belief that perceived ease of movement moderates the intention of employees to stay within the organization

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