

## Impact of CSR Perception on Dimensions of Job Performance with Mediating Effect of Overall Justice Perception

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### Abstract

Despite the vast and multidimensional research conducted on the notion of CSR and its positive association with different external variables, very little focus has been given to study its influence on the employees' attitudes and behavior which may further influence their job efficiency, job effectiveness, job quality and thus the overall job performance of individuals. Therefore, this study aimed to empirically investigate the influence of CSR perception on the antecedents of Job Performance i.e. job efficiency, job effectiveness and job quality of employees with Overall Justice Perception as mediator. Data were collected in two different waves through questionnaires from three different organizations in Telecom sector of Pakistan. A total sample size of 217 was recorded. Results were measured through regression analysis and Preacher & Hayes (2008) macro for mediation. The results showed a weak but significant positive influence on Job efficiency, Job quality and Overall Job Performance. The overall justice perception was also found to be positively influenced by CSR as well as significant positive role of overall justice perception between CSR perception and Job Performance was found.

**Keywords:** CSR perception, Overall Justice Perception, Job Efficiency, Job Quality, Job Effectiveness, Job Performance

### Introduction

A growing interest in Corporate Social Responsibility (CSR) has been observed among the researchers and professionals in the past few decades. As the organizations' operation affects the lives of the community, stakeholders and the whole society at large, therefore stakeholders and the society expects more responsibility from the companies. Many authors who worked on the notion of CSR believe that it may help organizations in getting competitive advantage (Pohle & Hittner, 2008; McShance & Cunningham, 2011). Different other authors argue that adopting CSR policies and practices, organization can further strengthen their relationship with different stakeholders (Waddock, 2004).

Among the different researchers from the business academic arena, many of them have attempted to study CSR from different perspectives (e.g. Campbell, 2007; Waddock, 2008; Angus-Leppan et al., 2009; Maignan & Farrell, 2001 etc.), but most of them have focused on the external side of CSR such as Martin & Akridge (2006) focused on the marketing side for external customers and Waddock & Graves (1997) focused on financial impact of CSR. Such studies were mainly based on the Stakeholders theory (Freeman, 1984) and Signaling theory (Spence, 1973). These studies showed a positive relationship of CSR with organization attractiveness and organizational performance etc.

However, it is also believed that, adopting CSR driven policies and practices will help organizations in building a strong relationship with their internal customers i.e. employees too. The employees will feel much valued, their self esteem will enhance by having an association with such organizations which may enhance their attitude towards the organization (Turban & Greening, 1997; Peloza & Hassay 2006; Rodrigo & Arenas, 2007). This may have further positive influence on their job performance too. However, despite such widespread studies and the multidimensionality of CSR, very few have actually focused on the individual level i.e. internal employees (e.g. Maignan & Farrell, 2001; Aguilera et al., 2006; Valentine & Fleishman, 2008; Brammer et al., 2007; Bauman & Skitka, 2012; Rupp et al., 2013; Morgeson et al., 2013; De Roeck et al. 2014; Choi & Yu. 2014 etc), so much so that according to Aguinis & Glavas (2012), only 4% of the total studies on CSR have focused on the individual level.

Tseng & Fan (2011) have studied the relationship of organizational ethical climate with knowledge management which further impacts job performance. Albinger & Freeman (2000) and Greening & Turban (2000) also focused on the organizational attractiveness for perspective employees, which is again the external side. Aguilera et al., (2006) included job performance in their study though, but their study was based on social identity theory (Ashforth & Mael, 1989; Tajfel & Turner, 1985; Bhattacharya & Sen, 2004). However latest studies (e.g. Gond et al., 2010; Bauman & Skitka, 2012; Glavas & Godwin, 2012 etc.) suggests that "CSR may influence employees through other mechanisms than identification e.g. "social exchange" (Balu, 1964) which needs to be explored as advocated by many leading researches (e.g. Campbell, 2007; Hoffman & Bazerman 2007; Margolis

& Walsh, 2003; S. Du et al., 2012; Bauman & Skitka, 2012; Morgeson et al., 2014 etc.). It is also believed that CSR may also affect job performance indirectly such as via justice perception (Gond et al., 2010; Rupp et al., 2013; De Roeck et al., 2014) therefore a need for further research is voiced by these authors too (e.g. Gond et al., 2010; Rupp, 2011; Aguinis & Glavas, 2012; Rupp et al., 2013; Morgeson et al., 2014 etc.) as important theoretical and professional implication are expected from these areas.

This study is aimed to fill the research gap identified above. We argue that the notion of reciprocity which is associated with the social exchange theory (Blau, 1964), will affect the organizational justice perception of employees because of CSR driven policies and practices, and which in turn will affect their efficiency, effectiveness and quality of job and overall job performance; thus some key areas worth exploring. This study will also be an added contribution to the academic arena as it will bring additional evidence through which organizations may be able to enhance employees' job performance. Primarily, most of the CSR related research was conducted in America or EU countries (Jackson & Artola, 1997); however, the focus has now been shifted towards other Asian countries (Zheng, 2010). Hence, conducting this research in a developing country like Pakistan will provide evidence from a developing countries' perspective; thus, an additional extension of evidence in the academic arena.

The organization of this paper is as follows: The preceding part will discuss the hypotheses and conceptual framework in detail followed by methodology. The results, discussion and implications will be the next part with limitations and future research areas afterwards which will be the concluding part of this paper.

### **Conceptual Framework & Hypotheses**

Many authors have worked on the notion of CSR and attempted for a concrete definition; however because of its diverse nature, a consensus on a single definition cannot be achieved (Carroll, 1991; Wood, 1991; Waddock, 2004; Maignan & Ferrell, 2001; Glavas & Godwin, 2012), and hence, the conceptualization and operationalization of this notion have also have many variations. Some authors (e.g. Valentine & Fleishman, 2008; Valentine & Godkin, 2009) argue that employee generally look at the overall CSR policies and practices and not focusing on a single dimension. We also think in similar lines and argue that employees perceive CSR as a broader and overall notion instead of narrowing it down to different dimensions.

Keeping in mind the above assertion, we think that the definition of CSR given by Glavin & Godkin (2012) which is adopted from Waddock (2004) is more suitable which states that the stakeholders perception about its organization's policies and practices and its impact on the well being of all the stakeholders and environment. We think that among the various key stakeholders, employees of the organization are at the center stage. This definition will be adopted mainly because, this definition is used in numerous studies in the past and the most quoted in the academic arena (Aguinis & Glavas, 2012). Additionally, this definition is broader and gives a holistic perspective of CSR which is in line with the aim of this study too.

This notion of Corporate Social Responsibility (CSR) as stated earlier has got more attention in the past couple of decades. Although, the tropical financial crises have left very less cushion for the companies to try something new, yet according to the EU commission "CSR is more relevant than ever" (quoted by McShane & Cunningham, 2011). A research conducted by The Economist in 2008 reported from more than 1100 leaders from different global organization found that adopting CSR related policies and practices is beneficial as it increases its attraction to potential as well as existing employees (Quoted by Gond et al., 2010). Hence, the importance of this notion is undeniable.

Most of the research on CSR has been conducted from the perspective of stakeholder's theory (Freeman, 1984), signaling theory (Spence, 1973) while some have worked from social identity (Tajfel & Turner, 1985) perspective; however, Gond et al., (2010) proposed that the social exchange theory (Blau, 1964) may also play its part in influencing the attitudes and behaviors of employees such as their organizational justice perception and their job performance. By adopting CSR related strategies, organizations will positively promote their image and identity (Sen & Bhattacharya, 2001). The notion of reciprocity of the social exchange theory (Blau, 1964) suggests that when employees see their organizations as socially responsible and fair with other people; their perception about the fair treatment in the organization will also enhance as they will feel confident that they will also be treated fairly if needed. They will also feel more committed to the organization (Peterson, 2004; Aguilera et al., 2006; Brammer et al., 2007) and will in turn feel obliged to be part of such socially responsible organization. As reciprocity, they will perform well, as they would want to put their share by being in association with a socially responsible organization and would like to pay back in terms of enhanced justice perception and good job performance.

### **CSR and Job Performance**

Previous researchers have shown that CSR related policies positively impact the prospective employees (Albinger & Freeman, 2000). Such policies and practices in the organization may be perceived positively by the internal employees too. Different studies suggest that through CSR related activities, organization can promote

its good image in the society and hence can be used as a marketing tool for attracting talented and prospective employees (Fombrun & Shanley, 1990; Gond et al., 2010). Some of them have also worked on the internal employees but these studies are limited to some dimensions of organizational commitment and organizational citizenship behavior (Maignan & Ferrel, 2001; Rupp, 2011; Choi & Yu., 2014). Though some other authors such as Aguilera et al. (2007) included the job performance in their study along with employee commitment; however, they mainly focused from organizational justice theory perspective. We think that employees' job performance can be enhanced from other dimension too such as through the notion of reciprocity which is associated with social exchange theory (Blau, 1964).

The definition of the job performance is adopted from the work of Kulkarni et al. (2006–2007), Bontis & Serenko (2007) and Tseng & Fan (2011, p. 330) which states that “*An individual's perception of the improvement of job quality, productivity, effectiveness, effortlessness, and so on.*” There are three main components in this definition i.e. Job Quality, Productivity and Efficiency. For improved job performance, the notion of CSR plays a positive role in influencing the attitudes and behaviors of employees (Gond et al., 2010). As employees see that their organizations are ethically and socially responsible, they will feel more satisfied to be associated with such organization. And satisfaction is a key for improved efficiency, productivity and quality of work (Tseng & Fan, 2012). Other studies also suggest that employees would give preference to socially responsible organizations (Trevino, Butterfield, & McCabe, 1998; Chen et al., 2010; Tziner, 2013) which may have positive effects on the turnover and job satisfaction etc (Morgeson et al., 2013; De Roeck et al., 2014). Employees would also be able to work with full confidence. We also think that people are intrinsically tilted toward ethical and socially responsible practices; they desire to work ethically and responsibly. Therefore, when they see that their organizations' values overlap with their personal values, they work with more enthusiasm. The same phenomenon can be explained with the help of social exchange theory (Blau, 1964) where the notion of reciprocity comes in action. Since, employees perceive their organizations as ethical and socially responsible ones; they will feel obliged to put their share too in terms of good performance. This way they will be able to successfully achieve their targets in an efficient and effective manner in return of CSR practices (Anantatmula, 2007; Gold et al., 2010). Hence we postulate that

- H1: CSR perception will positively influence employees' job efficiency*
- H2: CSR perception will positively influence employees' job effectiveness*
- H3: CSR perception will positively influence employees' job quality.*
- H4: CSR perception will positively influence employees overall job performance.*

### **CSR and Organizational Justice**

Organizational Justice is considered an important notion for employees, which shape the employees' relationship with their organizations based on their perception about justice in the organization. Past studies have divided organization justice into three main categories i.e. Procedural Justice, distributive and interactional justice (Colquitt et al., 2001) however, others argue that justice perception through this way may have issues related to its measurement; hence, they called for the need of an overall justice perception (OJP) (Ambrose & Schminke, 2009). Therefore, we will be using the justice perception as employees' overall justice perception instead of dividing into different categories. Past researches have also suggested that an overall justice perception is appropriate for measuring its relationship with organizational commitment, employees' job satisfaction and/or their job performance (Ambrose & Schminke, 2009; De Roeck et al., 2014)

We argue that CSR perception will influence employees' attitude and behaviors from two perspectives. First, the direct experiences of employees with the organization would form their perception about fairness e.g. many authors suggest that if organizations are involved in CSR related practices, they will be perceived as fair and moral organizations by their employees (Aguilera et al., 2006; Rupp, 2011; Bauman & Skitka, 2012). This will enhance their self esteem and improve the overall justice perception on the organization (Gond et al., 2010; De Roeck et al., 2014). Second, the indirect effect i.e. If an organization treats other people with respect, fair and without any discrimination, employees will feel honored and valued to be associated with an organization which is socially responsible one; thus enhancing their overall justice perception too (Bies, 2005). They would feel that if other people are being treated fairly, then they will also be treated fairly. Therefore

- H5: CSR perception will positively influence the overall justice perception (OJP).*

When employees are been treated fairly, they will feel valued and respected thus perception of justice enhances (Bies, 2005). This enhanced justice perception will further improve if they see that other people in the organization are also treated fairly and with respect (Colquitt, 2004; Rupp et al., 2013). This way, employees will feel more satisfied and motivated. And as argued by Gond et al., (2010), employees return every treatment in the organization whether it's a fair or unfair treatment. Therefore fair treatment will be returned in the form of improved justice perception and it will further positively influence their efficiency, effectiveness and quality of the job performed. And as stated earlier that satisfaction is an important factor for improved performance at work (Tseng & Fan, 2012) as reciprocity. Hence we further postulate that

H6: OJP will mediate the relationship between CSR perception and Employees Job Efficiency.  
 H7: OJP will mediate the relationship between CSR perception and Employees Job Effectiveness.  
 H8: OJP will mediate the relationship between CSR perception and Employees Job Quality.  
 And finally  
 H9: OJP will mediate the relationship between CSR perception and Employees Job Performance.  
 The conceptual framework for this study is given Figure 1.

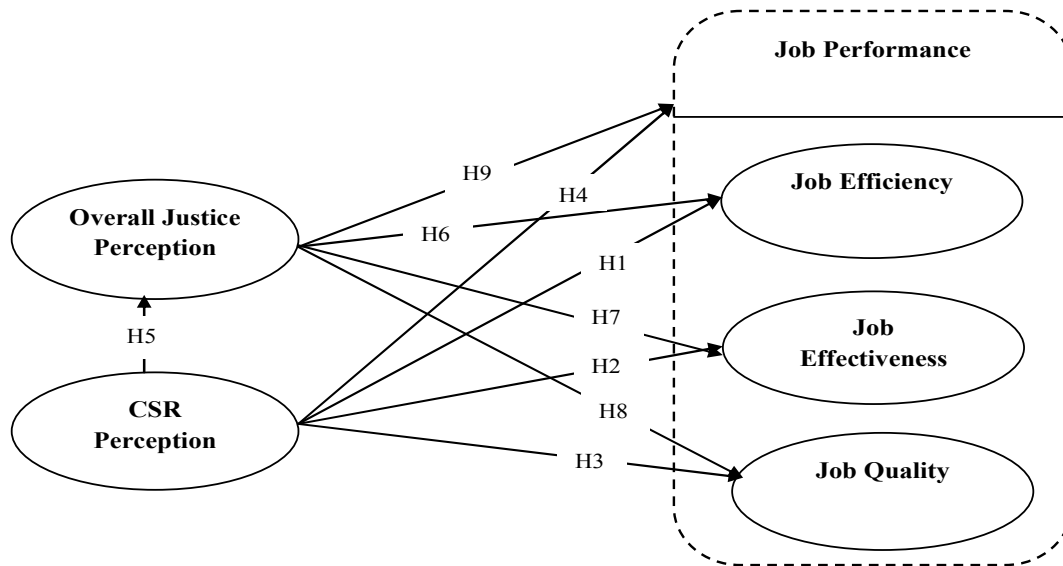


Figure 1: Conceptual Framework

**Method**

Quantitative methodology was adopted for this study where data were collected through questionnaires. All the items on the questionnaire (except the demographic information) were measured via Likert Scale where 1 being “strongly disagree” to 5 being “strongly agree.” Three organizations from Telecom sector were identified for this purpose with having adequate CSR policies in place via purposive sampling. This sector is among the fastest growing sector in Pakistan which has attracted substantial amount of foreign direct investment in the past decade (Ahmed et al., 2012). However, adequate attention is not been given in the past researches. Since our study is mainly focused on the impact of CSR on internal employees, therefore, we feel that those organizations would be appropriate for our study where CSR policies are already in place. All the respondents participated voluntarily after complete anonymity were assured.

**Sample**

The employees of these three organizations were the target population. Data was collected in Islamabad region of Pakistan. Hence the number of total employees was limited to this region only i.e. around 1200 to 1500 approximately. Data were collected at two different stages to avoid the problem of common method bias. For identification and matching the responses of each participant, we asked for the names of employees and assigned them unique id too. At stage 1, the questionnaire had only items related to demographic information and CSR. After a period of 4 weeks, the information related to other two variables was collected at stage two. Job Performance was rated by the supervisors for each participant who participated in the survey whereas employees rated the overall justice perception. The authors themselves visited these organizations after the approval from their respective HR departments to speed up the data collection process. A total of 500 questionnaires were distributed among employees and they were given two days time at both stages. After this time, 231 questionnaires were collected from stage one. In the initial screening, 7 questionnaires were taken out as they were either incomplete or more than one options were ticked on most of the items. From stage two a total of 226 questionnaires were collected (both from supervisors as well as employees) as some of respondents whom filled questionnaires at stage one, were unreachable due to their busy schedules or they were on leave. From the initial screening of these 226 questionnaires, 9 were taken out as they had same problems of either not completely filled or more than one options were ticked on most of the items. Overall, 217 completely filled questionnaires were selected for final inclusion and response rate recorded was 43.4%.

Among the participants, 18.9% were having age less than 25, 34.1% were between 26 to 30 years, 42.4% were between 31 to 35years, 2.3% were in the range of 36 to 40 and 2.3% were above 40 years of age. As far as their gender is concerned, 69.1% were male whereas 30.1% were female. In the organization wise distribution, 33.2%

of the respondents were from Organization 1, 33.2% from Organization 2 and 28.6% were from Organization 3. The organizations' names are dummy as anonymity was required by these organizations.

#### Measures

In line with our study, a five items scale was adopted to measure the CSR perception from the past studies. Two items were from the work of Valentine & Fleishman (2008) and three from McWilliams et al. (2006). A sample item was "I work for a firm that does its best to enhance the financial well being of its stakeholders." The reliability of this scale was measured and alpha  $\alpha = 0.79$  was recorded. Similarly, the scale for Overall Justice Perception was developed by Ambrose & Schminck (2009) having six items. Two items OJP4 and OJP6 were reverse coded as they were negative statements. The Alpha value for this scale was recorded as 0.69. Finally, Job Performance was measured by adopting the scale from (Anantatmula, 2007; Gold et al., 2001) with having three main categories i.e. Job Efficiency, Job Effectiveness and Job Quality. A sample question is "The amount of work I finish exceeds the expectations of my boss." The reliability was measured via Cronbach Alpha ( $\alpha$ ) for all the 11 items in this scale and the value is 0.78.

#### Results

As shown in Table no. 1, the mean, standard deviation and correlation coefficients of the study variables are given. It can be observed from the table that CSR perception (PCSR\_Mean) has a moderate significant positive correlation with Organizational Justice Perception (OJP\_Mean) i.e. ( $r = .558, p < 0.01$ ). Similarly, PCSR\_Mean has a weak but significant positive correlation with Job Efficiency (JPE\_Mean) with coefficient  $r = .274, p < 0.01$ . A weak but significant positive correlation of CSR\_Mean was also observed with Job Effectiveness (OJEF\_Mean) i.e. ( $r = .132, p < 0.05$ ). As far as the Job Quality (JPQ\_Mean) is concerned, it was also significantly correlated with PCSR\_Mean however, the value of coefficient was also weak i.e. ( $r = .283, p < 0.01$ ). And finally, PCR\_Mean is having weak but significant positive correlation with overall Job Performance (JP\_Mean) of employees with coefficient  $r = .269, p < 0.01$ . The problem of multicollinearity does not exist in these data as the coefficient ( $r$ ) values are between the range of 0.1 and 0.6.

**Table No. 1. Correlation Analysis results**

	Mean	(SD)	1	2	3	4	5	6	7	8	9	10
1 Age	2.35	(0.891)	-									
2 Gender	1.31	(0.463)	-.241**	-								
3 Education	2.06	(0.711)	.050	-.052	-							
4 Industry	1.95	(0.786)	.069	.128	.038	-						
5 PCSR_Mean	3.73	(0.714)	.024	-.100	-.08	-.018	-					
6 OJP_Mean	3.45	(0.627)	-.010	-.098	-.212**	.015	.558**	-				
7 JPE_Mean	3.76	(0.714)	.054	-.033	.044	.077	.274**	.286**	-			
8 JPEF_Mean	3.73	(0.767)	.038	.033	-.105	.048	.132*	.165*	.612**	-		
9 JPQ_Mean	3.81	(0.758)	.034	-.177**	.011	.063	.283**	.353**	.559**	.570**	-	
10 JP_Mean	3.77	(0.633)	.049	-.097	-.022	.097	.269**	.315**	.846**	.861**	.839**	-

\*\* . Correlation is significant at the 0.01 level (2-tailed) & \* . Correlation is significant at the 0.05 level (2-tailed) Where PCSR = Perception of CSR, OJP = Overall Justice Perception, JPE = Job Performance (Efficiency), JPEF = Job performance (Effectiveness), JPQ = Job Performance (Quality) and JP = Job Performance.

#### Testing of Hypotheses

As can be seen from Table 2, the hypotheses of direct relations were measured via regression analysis. In hypothesis 1, it was postulated that CSR perception positively influences Job Efficiency. The results in Model 1 of Table 2 are in line with our first hypothesis with ( $\beta = .274, p < 0.01$ ). Hence, H1 is supported. Hypothesis 2 postulated a positive influence of CSR perception on Job Effectiveness. The test results in Model 2 suggests otherwise i.e. ( $\beta = .142, p = 0.052$ ), hence we do not reject H2 on marginal significance as the p values is 0.052 i.e. just 0.002 more than the threshold confidence level of 95%. In third hypothesis, a positive influence of CSR perception on Job Quality was postulated. The result in Model 3 supports our hypothesis with ( $\beta = .301, p < 0.01$ ). Similarly, H4 was also supported from the result as shown in Model 4 ( $\beta = .239, p < 0.01$ ) thus CSR influences Job Performance. Finally, H5 postulated a positive influence of CSR perception on Overall Justice Perception which was supported from the empirical findings as shown in Model 5 i.e. ( $\beta = .490, p < 0.01$ ).

**Table 2: Regression Analysis Results**

CSR Perception	Model 1	Model 2	Model 3	Model 4	Model 5
JPE ( $\beta$ )	0.274				
JPEF ( $\beta$ )		0.142			
JPQ ( $\beta$ )			0.301		
JP ( $\beta$ )				0.239	
OJP ( $\beta$ )					0.490
R <sup>2</sup>	0.075	0.018	0.080	0.072	0.311
Adjusted R <sup>2</sup>	0.071	0.013	0.076	0.068	0.308
F value	17.400**	3.834*	18.734**	16.797**	97.219**

\*\*  $p < 0.01$ , \*  $p < 0.05$

### Measurement of indirect effects (Mediators)

The indirect effect or mediating role of Overall Justice Perception (OJP) was measured was Preacher & Hayes (2008) using SPSS version of macro. The complete result for H6 is given in the Appendix 1. The result was run via bootstrap sample of 5000 which is the recommended number. As it is clear from the result, the total and direct effects of PCSR Mean and JPE are (.2737,  $p < 0.01$ ) and (.1656,  $p < 0.05$ ) respectively (both significant). The difference of the total and direct effect is the indirect effect through mediator, i.e. point estimate (see Table 3) value is .1081,  $P < 0.05$  and bootstrap CI of .0187 and .2105 (i.e. we can say that the difference of lower and upper values does not contain zero). Hence we can say that employees CSR perception positively influences organizational justice perception which then positively influences the Job efficiency (a component of job performance). Therefore, mediation is supported as postulated in H6.

Similarly, the indirect effect of CSR perception through OJP was tested with Job Effectiveness. The complete result is given in Appendix 2. This result was also run through the recommended bootstrap sample of 5000. The total and direct effects of PCSR and JPEF are (.1424,  $p = 0.051$ ) and (.0628,  $p > 0.05$ ) respectively (i.e. total is marginally significant and direct effect is insignificant). The difference of total and direct effect through mediator i.e. point estimate (see Table 3) value is .0796,  $p < 0.05$  and bootstrap CI of -.0123 and .1869 (i.e. the difference contain zero). Hence, it can be concluded that there is no mediating effect of OJP between PCSR and JPEF; thus mediation of H7 cannot be supported.

**Table 3: Bootstrap results for indirect effect via Organizational Justice Perception**

	DATA (Point estimates)	BOOT	SE	Bias corrected Conf. Interval (CI)	
				Lower	Upper
Job Efficiency (JPE)	.1081**	.1079	.0483	.0187	.2105
Job Effectiveness (JPEF)	.0796	.0800	.0506	-.0123	.1869
Job Quality (JPQ)	.1677**	.1676	.0518	.0725	.2764
Job Performance (JP)	.1184**	.1187	.0427	.0424	.2129

\*\*  $p < 0.01$ , \*  $p < 0.05$

Next, similar test i.e. Preacher & Hayes (2008) macro for mediation was run with Job Quality as dependent variable and the complete result is given in Appendix 3. The total and direct effects of PCSR and JPQ are (.3006,  $p < 0.01$ ) and (.1329,  $p > 0.05$ ) i.e. the total effect is significant whereas direct is insignificant. The difference of total and direct effect through mediator i.e. point estimate (see Table 3) .1677,  $p < 0.05$  and bootstrap CI of .0725 and .2764 (i.e. difference contain zero). Hence, OJP fully mediates PCSR and JPQ and Hypothesis H8 is supported.

Finally, same test was run to test the mediating role of OJP between PCSR and JP. The total and direct effects of PCSR and JP are (.2389,  $p < 0.01$ ) and (.1204,  $p > 0.05$ ) i.e. total effect is significant whereas direct effect is insignificant. The different of the total and direct effect through mediator i.e. point estimate (see Table 3) value is .1184,  $p < 0.05$  and bootstrap CI of .0424 and .2129 (i.e. the difference contain zero). Hence, OJP fully mediates PCSR and JP and H9 is supported.

### Discussion

CSR is considered to be of strategic importance for the organizations by many authors (e.g. Porter & Kramer, 2006; Maignan & Ferrel, 2001 etc) as well as a marketing and communication tool for external stakeholders (Albinger & Freeman, 2000). However, we argue that CSR can also be an effective communication tool for the internal stakeholders (Gond et al., 2010). Therefore, this research aimed to empirically test the influence of CSR on internal employees' attitudes and behaviors. From testing of the hypotheses in this study, many interesting results surfaced about the CSR perception and its influence on job performance. By implying the social exchange theory, we have proved and provide additional evidence through which CSR may influence employees' attitudes and behaviors such as organizational justice perception which will impact the employees' job performance. Secondly, we have studied a direct relation of CSR perception with different antecedents of Job Performance i.e. Job Efficiency, Job Effectiveness and Job Quality. Hence, we have conducted a more in depth investigation. Though the results show a weak relationship of CSR with organizational performance and its antecedents however the results are significant and hence cannot be taken for granted. Thirdly, we have empirically proved that CSR directly impact the fairness perception of employees which may have further implications in the employees other behaviors and attitudes. In general, we argue that CSR driven policies positively impacts the justice perception of employees - a positive improvement in behavior – which is also in line with the previous researches on commitment and job satisfaction (Colquitt et al., 2007; Meyer & Herscovitch, 2007; Rupp et al., 2013; De Roeck et al., 2014). And these positive attitudes and behaviors improves the job performance by reducing the turnover (Griffith et al., 2000) improve job efficiency and improving the job quality (Gond et al.,

2010) which we have proved empirically in this study.

### **Theoretical Implications**

This study has several important implications. First, through this research we argued that CSR perception can impact the internal employees through other mechanisms than social identity theory (Ashforth & Mael, 1989; Tajfel & Turner, 1985), stakeholder's theory (Freeman, 1984) or signaling theory (Spence, 1973) etc. We postulated that social exchange theory (Blau, 1964) can also play its role in shaping the attitude and behaviors of the internal employee. This postulation is proved in this research with empirical evidence, thus extending the theory on CSR by adding a different perspective in the existing knowledge of this notion.

Secondly, we identified a new path through which the job performance can be enhanced. We not only studied the direct impact of CSR perception on the job performance but also identified the indirect path i.e. via Overall Justice Perception. Additionally, different researchers (e.g. Colquitt et al., 2001) in the past have studied the justice perception with three dimensions. However, in line with Ambrose & Schminke (2009), we considered the overall justice perception as employees in the organizations perceive the overall fairness level and does not necessarily divide it into different dimensions. Hence, we empirically proved that the overall justice perception mediates the impact of CSR perception on job performance which is also in line with the previous finding of De Roeck et al., (2014).

Thirdly, we investigated further in depth to provide empirical evidence about which particular antecedents of job performance are influenced by CSR. We used the definition of job performance which was adopted by many mainstream authors (such as Kulkarni et al. 2006–2007; Bontis and Serenko, 2007; Tseng and Fan 2011 etc) with having three key dimensions i.e. Job Efficiency, Job Effectiveness and Job Quality. By testing each antecedent separately; we proved that CSR perception have a positive impact on Job Efficiency and Job Quality. We found that CSR related activities will have a positive relationship with the job efficiency as employees will perceive that their employers are not only making money but they are also paying back to the society by involving in CSR related policies and practices.

Finally, this study was conducted in Pakistan and on one particular industry i.e. Telecom which is among the fastest growing sector of Pakistan (Ahmed et al., 2012), yet very limited attention (if any) has been given to it in the past researches. Moreover, most of the studies in past were mainly focused on US and EU with evidences from different companies working in those countries. Our research therefore also adds a new dimension by providing evidence from a developing country's perspective i.e. Pakistan; therefore, this study will also be of benefit for scholars and researchers whose studies are focused on developing countries etc.

### **Managerial Implications**

Several managerial implications can be noted from this study. First, in the past studies many authors suggested that CSR can be a source of competitive advantage (Porter & Kramer, 2006; Economist, 2008) and a marketing and communication tool for external stakeholders (Brammer & Millington, 2003) and perspective employees (Albinger & Freeman, 2000; Greening & Turban, 2000). However, we suggested that CSR driven policies can also be a marketing and communication tool for internal stakeholders i.e. employees. Therefore, managers must keep in mind that their employees are keenly observing their organizations' efforts toward CSR and shaping their relationship accordingly and investing CSR related projects will certainly have positive effects on their employees' attitudes and behaviors.

Secondly, we suggest that since employees observe and care about the socially responsible strategies, therefore managers must also note that whatever the policy they make or decisions they take, that will have a reciprocal reaction from their employees. Thirdly, we also suggest that if managers want to improve the job performance of their employees, they should demonstrate and communicate the ethical contributions to their employees more often. A strategy of involving the employees in such activities may also be a good idea as recent research has also proved that employees also compels and drives organizations towards participation in socially responsible activities (Muller et al., 2014).

Fourth, we have proved that job performance can be positively influenced via CSR therefore, in line with the previous finding (e.g. Porter & Kramer, 2006), we also think that CSR may be a source of competitive advantage as the improved job performance will lead to improved profitability for the organization and hence the importance of CSR further increases for managers.

Fifth, it may be noted by the managers that if employees felt that they have been treated unfairly, then a reciprocal reaction is also possible from the employees as explained in the social exchange theory (Blau, 1964). This reaction may be a deviant behavior (Berry et al., 2007) or even employees may leave the job i.e. turnover may increases (Griffeth et al., 2000) hence negatively affect the job performance. CSR is one of the tool through which managers can not only avoid such problems but they can further improve their employee relations by adopting such policies.

Sixth, as Gond et al., (2010) also argued that since such actions in CSR which are directed towards the

stakeholders are actually outside the usual corporate activities and hence such involvement in taking care of the environment, stakeholders etc will change the relationship between the corporations and their employees. Those corporations involved in CSR related practices will have more motivated employees and may work more efficiently than those with no such (CSR) practices or policies incorporated.

Finally, empirical evidence from the developing country's perspective will also help international managers to understand the attitude and behaviors of people from Pakistani origin and thus will be helpful in devising strategies if they are in business with Pakistani companies.

#### **Limitations & Future research:**

Several limitations must be kept in mind while studying this paper. First, this study is cross sectional in nature where the problem of common method bias is inherited one. Though we did observe caution in data collection by collection of data at two different stages; however, a more longitudinal study would further validate our findings. We also suggest that a relatively large sample from different industries would be helpful to further generalize the findings of this study. Finally, data were collected in Pakistan only, hence such a research can be conducted in other countries and the results be cross analyzed to generalize the findings.

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**Appendix 1: PCSR and Job Efficiency via Overall Job Performance**

Dependent, Independent, and Proposed Mediator Variables:

DV = JPE\_Mean

IV = PCSR\_Mea

MEDS = OJP\_Mean

Sample size  
 217

IV to Mediators (a paths)

	Coeff	se	t	p
OJP_Mean	.4904	.0497	9.8600	.0000

Direct Effects of Mediators on DV (b paths)

	Coeff	se	t	p
OJP_Mean	.2204	.0889	2.4790	.0139

Total Effect of IV on DV (c path)

	Coeff	se	t	p
PCSR_Mea	.2737	.0656	4.1714	.0000

Direct Effect of IV on DV (c' path)

	Coeff	se	t	p
PCSR_Mea	.1656	.0781	2.1194	.0352

Model Summary for DV Model

R-sq	Adj R-sq	F	df1	df2	p
.1007	.0923	11.9813	2.0000	214.0000	.0000

\*\*\*\*\*

**BOOTSTRAP RESULTS FOR INDIRECT EFFECTS**

Indirect Effects of IV on DV through Proposed Mediators (ab paths)

	Data	Boot	Bias	SE
TOTAL	.1081	.1079	-.0002	.0483
OJP_Mean	.1081	.1079	-.0002	.0483

Bias Corrected Confidence Intervals

	Lower	Upper
TOTAL	.0187	.2105
OJP_Mean	.0187	.2105

Percentile Confidence Intervals

	Lower	Upper
TOTAL	.0168	.2074
OJP_Mean	.0168	.2074

\*\*\*\*\*

Level of Confidence for Confidence Intervals:

95

Number of Bootstrap Resamples:

5000

**Appendix 2: PCSR and Job Effectiveness via Overall Job Performance**

Dependent, Independent, and Proposed Mediator Variables:

DV = JPEF\_Mea

IV = PCSR\_Mea

MEDS = OJP\_Mean

Sample size  
 217

IV to Mediators (a paths)

	Coeff	se	t	p
OJP_Mean	.4904	.0497	9.8600	.0000

Direct Effects of Mediators on DV (b paths)

	Coeff	se	t	p
OJP_Mean	.1623	.0993	1.6339	.1037

Total Effect of IV on DV (c path)

	Coeff	se	t	p
PCSR_Mea	.1424	.0727	1.9582	.0515

Direct Effect of IV on DV (c' path)

	Coeff	se	t	p
PCSR_Mea	.0628	.0873	.7195	.4726

Model Summary for DV Model

R-sq	Adj R-sq	F	df1	df2	p
.0296	.0206	3.2670	2.0000	214.0000	.0400

\*\*\*\*\*

**BOOTSTRAP RESULTS FOR INDIRECT EFFECTS**

Indirect Effects of IV on DV through Proposed Mediators (ab paths)

	Data	Boot	Bias	SE
TOTAL	.0796	.0800	.0004	.0506
OJP_Mean	.0796	.0800	.0004	.0506

Bias Corrected Confidence Intervals

	Lower	Upper
TOTAL	-.0123	.1869
OJP_Mean	-.0123	.1869

Percentile Confidence Intervals

	Lower	Upper
TOTAL	-.0136	.1814
OJP_Mean	-.0136	.1814

\*\*\*\*\*

Level of Confidence for Confidence Intervals:

95

Number of Bootstrap Resamples:

5000

### Appendix 3: PCSR and Job Quality via Overall Job Performance

Dependent, Independent, and Proposed Mediator Variables:

DV = JPQ\_Mean

IV = PCSR\_Mea

MEDS = OJP\_Mean

Sample size  
 217

IV to Mediators (a paths)

	Coeff	se	t	p
OJP_Mean	.4904	.0497	9.8600	.0000

Direct Effects of Mediators on DV (b paths)

	Coeff	se	t	p
OJP_Mean	.3419	.0925	3.6952	.0003

Total Effect of IV on DV (c path)

	Coeff	se	t	p
PCSR_Mea	.3006	.0694	4.3282	.0000

Direct Effect of IV on DV (c' path)

	Coeff	se	t	p
PCSR_Mea	.1329	.0813	1.6339	.1038

Model Summary for DV Model

R-sq	Adj R-sq	F	df1	df2	p
.1353	.1272	16.7455	2.0000	214.0000	.0000

\*\*\*\*\*

#### BOOTSTRAP RESULTS FOR INDIRECT EFFECTS

Indirect Effects of IV on DV through Proposed Mediators (ab paths)

	Data	Boot	Bias	SE
TOTAL	.1677	.1676	-.0001	.0518
OJP_Mean	.1677	.1676	-.0001	.0518

Bias Corrected Confidence Intervals

	Lower	Upper
TOTAL	.0725	.2764
OJP_Mean	.0725	.2764

\*\*\*\*\*

Level of Confidence for Confidence Intervals:

95

Number of Bootstrap Resamples:

5000

**Appendix 4: PCSR and Job Performance via Overall Justice Perception**

Dependent, Independent, and Proposed Mediator Variables:

DV = JP\_Mean  
 IV = PCSR\_Mea  
 MEDS = OJP\_Mean

Sample size  
 217

IV to Mediators (a paths)

	Coeff	se	t	p
OJP_Mean	.4904	.0497	9.8600	.0000

Direct Effects of Mediators on DV (b paths)

	Coeff	se	t	p
OJP_Mean	.2415	.0784	3.0814	.0023

Total Effect of IV on DV (c path)

	Coeff	se	t	p
PCSR_Mea	.2389	.0583	4.0984	.0001

Direct Effect of IV on DV (c' path)

	Coeff	se	t	p
PCSR_Mea	.1204	.0689	1.7481	.0819

Model Summary for DV Model

R-sq	Adj R-sq	F	df1	df2	p
.1119	.1036	13.4779	2.0000	214.0000	.0000

\*\*\*\*\*

**BOOTSTRAP RESULTS FOR INDIRECT EFFECTS**

Indirect Effects of IV on DV through Proposed Mediators (ab paths)

	Data	Boot	Bias	SE
TOTAL	.1184	.1187	.0003	.0427
OJP_Mean	.1184	.1187	.0003	.0427

Bias Corrected Confidence Intervals

	Lower	Upper
TOTAL	.0424	.2129
OJP_Mean	.0424	.2129

\*\*\*\*\*

Level of Confidence for Confidence Intervals:

95

Number of Bootstrap Resamples:

5000

### Appendix No. 5: Measurement Instruments

Please tick the appropriate statements from 5 = strongly agree = SA, 4 = Agree = A, 3 = Neutral = N, 2 = Disagree = DA, 1 = strongly disagree = SD

#### CSR Perception (Adopted from Valentine & Fleischman, 2008 & McWilliams et al., 2006)

1. I work for a socially responsible organization that serves the greater community.
2. My organization gives time, money, and other resources to socially responsible causes.
3. The organization I work for upholds generally accepted ethical business standards.
4. My organization takes care of its customers, employees, suppliers, and investors.
5. I work for a firm that does its best to enhance the financial well being of its stakeholders

#### Overall Justice Perception (Ambrose & Schminck, 2009)

1. Overall, I am treated fairly in my organization.
2. In general, I can count on this organization to be fair.
3. In general, the treatment I receive around here is fair.
4. Usually the way things work in this organization are not fair (R).
5. For the most part, this organization treats its employees fairly.
6. Most of the people who would work here would say that they are often treated unfairly (R).

#### Job Performance (Anantatmula, 2007; Gold et al., 2001)

##### Efficiency

1. The amount of work I finish exceeds the expectations of my boss
2. I am able to finish the work that my boss requires of me before the deadline
3. I can reduce the time needed to complete a routine task

##### Effectiveness

1. My work performance always exceeds the objective that my boss sets
2. I can make creative and useful suggestions for the organization
3. I always satisfy the customers' needs

##### Quality

1. I have never been late in my work or caused any harm due to personal carelessness
2. I have never received any complaints about bad performance
3. My boss has always been satisfied with my work performance
4. I cooperate well with my colleagues, and have their respect and support
5. I interact well with colleagues in other departments, and have their trust and respect

Where (R) = Reverse coded.

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